

Vodacom Group Limited

Environmental, Social and Governance Report



For the year ended 31 March 2024

Further together





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Environmental, social and governance disclosures

The environmental, social and governance (ESG) report, the ESG addendum, and climate and Task Force on climate-related Financial Disclosures (TCFD) remuneration, corporate governance and tax transparency reports collectively provide stakeholders with material information and commentary on Vodacom's ESG practices to ensure they can make informed assessments of our performance.

Social and Ethics Committee approval

The Social and Ethics Committee accepts responsibility for the integrity of this report as part of Vodacom's broader ESG reporting.

The committee reviewed the ESG report's content, relying on the assurance provided by management on the reporting elements. Based on this, we believe that this report addresses our material matters and sub-matters, is a fair and balanced representation of Vodacom's ESG practices, and demonstrates how these practices seek to mitigate value destruction and create sustainable value and prosperity for our stakeholders, in line with our purpose.

The Social and Ethics Committee, authorised by the Board, approved this report on 7 June 2024.

Khumo Shuenyane Committee chairman, lead independent director	
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Leanne Wood Non-executive director	
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Sakumzi Macozoma Group Chairman	
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Nomkhita Nqwani Independent director	
--	--

Joakim Reiter Non-executive director	
--	--

Shameel Joosub Chief Executive Officer (CEO)	
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Our reporting suite

Our reporting suite meets the diverse information needs of Vodacom Group Limited's (Vodacom or the Group) stakeholders. This enables the Group's stakeholders to fairly assess our financial and sustainability performance for the financial year ended 31 March 2024.



Integrated reporting disclosures

Our integrated report serves as our primary communication with our stakeholders and is complemented by additional disclosures in our reporting suite.



ESG disclosures

We provide detailed ESG disclosures in our various topic-specific reports to meet the information needs of a wide range of stakeholders:

- ESG report
- ESG addendum
- ESG addendum methodology
- Climate and TCFD report
- Corporate governance report
- Remuneration report
- Tax transparency report
- OpCos ESG snapshots



Financial disclosures

We provide detailed information relating to our financial position and performance in the following reports and presentations:

- Annual consolidated financial statements
- Summarised condensed consolidated financial statements
- Financial results booklet and results presentation

Shareholder information

We provide shareholders with valuable information to support their participation at our annual general meeting through the following documents:

- Notice of annual general meeting



Read Vodacom's integrated reporting suite

Where to find more information:



Read more in **this report**



Read more in our **ESG addendum**



Read more in our **Climate and TCFD report**



Watch a video



Read more in our **integrated report**



Read more in our **Remuneration report**



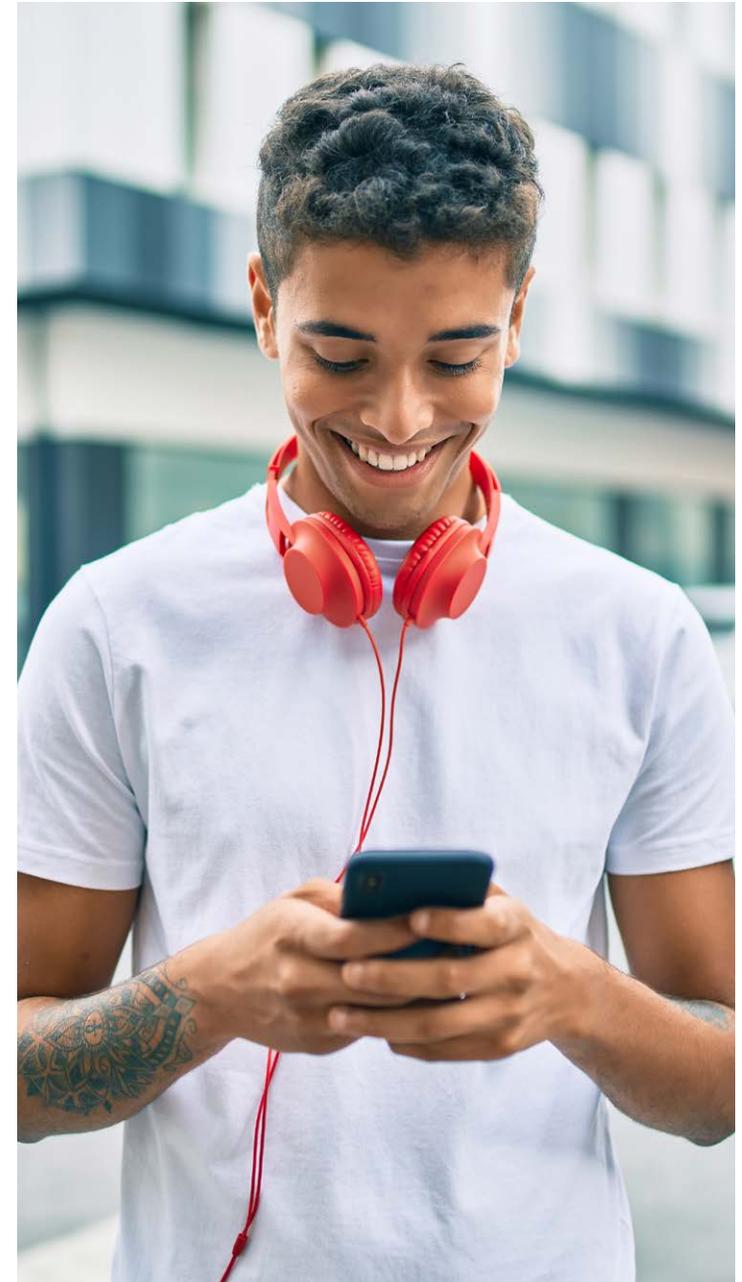
Read more on our website at www.vodacom.com.



Read more in our **Corporate Governance report**



Read more in our **Tax transparency report**





About this report

Reporting period and forward-looking statements

This report covers the period 1 April 2023 to 31 March 2024 (FY2024).

Any notable or material events after this date and up to the approval of this report on 7 June 2024 are included and noted accordingly. Statements relating to future operations and the Group's performance are not guarantees of future operating, financial or other results. They involve uncertainty as they are based on assumptions of future developments, some of which are beyond our control. Therefore, the results and outcomes may differ.

Disclosure process and assurance approach

Our ESG disclosures are prepared under the supervision of senior and executive management, led by the Group Chief Officer: Regulatory and External Affairs, and are subject to a robust internal review process.

We have the following certifications in place: ISO 50001:2018 Energy management systems (South Africa, Egypt, Tanzania, DRC, Mozambique and Lesotho), ISO 270001:2022 Information security, cyber security and privacy protection (South Africa, Egypt and Tanzania), ISO 45003:2021 Psychological health and safety at work (Egypt) and align our health and safety systems to ISO 45001:2018 Occupational health and safety management systems; ISO 9001:2015 Quality management systems certification (South Africa); and ISO 14001:2015 Environmental management systems (Midrand campus in South Africa).

We begin our reporting process by reviewing our material matters for integrated and ESG reporting, which is informed by reviewing the Group's operating context, the Group's strategy, requirements of relevant standards and guidance, stakeholder needs, and inputs from relevant external research and the Group's performance as assessed by ESG rating providers.

KPMG Inc conducted limited assurance on select ESG metrics and the information relating to the scope and conclusions are in the independent limited assurance report in our ESG addendum.

Content gathering for these disclosures included outputs from the Group's strategy review, drawing from Board and Board committee submissions, including those of the Social and Ethics; Audit, Risk and Compliance; and Remuneration committees, and through engagements with, and submissions from, business units and operating entities.

 ESG addendum

In line with their respective mandates, the Social and Ethics, Remuneration, Nomination, and Audit, Risk and Compliance committees review and recommend specific reports to the Board for approval.

Our transformation performance in South Africa was independently verified by EmpowerLogic and we retained our Level 1 status.

 Read the Group's B-BBEE certificate on our website

We apply a risk-based combined assurance approach to the Group's operations. We ensure the accuracy of disclosures in published reports through internal controls, management assurance, and compliance and internal audit reviews, supported by independent external service providers.

Target audience and reporting frameworks

We acknowledge that a broad range of stakeholders have specific information requirements of our sustainability performance. In this report and other ESG-related disclosures and in our reporting suite, we take guidance from various reporting regulations, standards, and frameworks to report on our material ESG impacts in a broadly accepted manner:

South African Companies Act, 2008, as amended (Companies Act) (specifically the Social and Ethics Committee obligations)

Global Reporting Initiative (GRI) Standards and the Greenhouse Gas (GHG) Protocol
 ESG addendum > GRI index

JSE Sustainability and Climate Disclosure Guidance
 ESG addendum > JSE tab

Broad-based black economic empowerment (B-BBEE) and the Amended Information and Communications Technology (ICT) Sector Code¹
 ESG addendum > B-BBEE tab

UN Sustainable Development Goals (SDGs)
 Read more about the SDGs on **Page 14**

We provide information in terms of the following within the various reports listed alongside:

The King IV Report on Corporate Governance™ for South Africa, 2016 (King IV)
 Corporate governance report

Taskforce for Climate-related Financial Disclosures (TCFD) (to be superseded by the International Sustainability Standards Board's S2 Climate-related Standards Disclosure in FY2025 (ISSB S2))
 Climate and TCFD report

United Nations Global Compact (UNGC)
 UNGC communication on progress

The nature of ESG matters, frameworks and reporting obligations continues to evolve, and we will continue refining our reporting approach.



Scope and boundary

This ESG report, the ESG addendum, and the climate and TCFD, remuneration, corporate governance and tax transparency reports provide our stakeholders with a comprehensive view of the Group's ESG performance. Similar to our financial reporting boundary, disclosures are defined by control and significant influence over the entities.

The information included in this report relates to our activities at a Group level, and includes disclosure specific to one or more of our operating companies (OpCos) in South Africa, Egypt, Tanzania, DRC, Mozambique and Lesotho. We reflect select Safaricom¹ information, which is noted accordingly.

1. Vodacom has an effective holding of 34.9% in Safaricom Kenya and 6.2% in Safaricom Ethiopia.



Governance of ESG

The Board and committee responsibilities across ESG are defined below.

Board

The Board exercises ethical leadership and sound judgement to grow our business sustainably. It evaluates how our strategy supports the delivery of the Group's purpose and the associated ESG risks and opportunities that impact our business.

Social and Ethics Committee

The committee

- Is primarily responsible for overseeing the Group's ESG approach and its execution.
- Oversees the implementation against key policies of the ESG approach, including Vodacom's ethical conduct, environmental, stakeholder engagement, social and economic development and financial crime and health and safety, among others.

Remuneration Committee

The committee

- Oversees fair and responsible pay practices.
- Ensures that ESG-related performance measures for the senior leadership team are aligned with the envisioned ESG outcomes resulting from the execution of the Group's strategy.

Audit, Risk and Compliance Committee

The committee

- Oversees the management of identified ESG-related risks within the enterprise risk management framework.
- Considers ESG-related matters for investments and expansions into new countries of operation.

Nomination Committee

The committee oversees the application of the governance principles as defined by King IV.

Executive Committee

The Executive Committee is ultimately accountable for the execution of ESG action with accountabilities assigned to the relevant executives.

The Executive Committee is supported by the Group Executive ESG and Reputation Committee, which is an extension of the Group Executive Committee in which all OpCo Chief Executive Officers and other senior leaders participate.



Materiality approach

We review our materiality assessment annually using a double materiality approach. This comprised an inward lens (material matters impacting Vodacom's ability to create value) and an outward lens (material matters impacting society and the environment).

IR Read more about the process and detail of our material matter in the integrated report **Page 8**

- MM1** Financial and digital inclusion
- MM2** Network and technology resilience
- MM3** Accelerating growth while enhancing returns
- MM4** Competitive environment
- MM5** Economic and political landscape
- MM6** Complex regulatory environment
- MM7** Our employees
- MM8** Increased focus on ESG

While some of the Group's material matters as reflected in our integrated report deal directly with an aspect of ESG, such as **financial and digital inclusion**, or encompass a specific aspect of ESG as a sub-component, for example responding to climate change within **network and technology resilience**, the introduction of the material matter **increased focus on ESG** reflects the increasing expectation for companies to be purpose-led, embody stakeholder capitalism, and to factor ESG matters more broadly into strategy, business planning and operations. Following which, companies must measurably report on their progress in a manner which reflects the rigour of financial reporting.

The inclusion of the **increased focus on ESG** as a material matter recognises the shift to enterprisewide guidance and regulation of ESG and its integration into enterprise value. The requirements are increasingly more targeted with an expectation for companies to standardise their disclosure of ESG performance. We continue to assess local developments, such as guidance issued by financial regulatory authorities, global disclosure developments led by the ISSB and regional developments from the European Union which are anticipated to impact Vodacom through its majority shareholder, Vodafone.

Within each material matter we map ESG-related matters and topics that may not have a material financial impact (affecting enterprise value for the integrated report) but are deemed relevant for ESG disclosure and are dealt within this report and our ESG addendum. Selected ESG-related matters, most notably governance, remuneration, climate change and tax transparency, are cross-referenced to topic-specific disclosures in our reporting suite or to information on our corporate website.

		Associated material matters	Our response
Environment	Where our operations negatively impact the environment, we aim to mitigate these negative impacts <ul style="list-style-type: none"> Energy supply security, consumption and transition to renewable energies Electronic and electrical waste (e-waste) and circular economy Sustainable building management Climate change Water and biodiversity 	MM2 MM3 MM8	Protecting the planet Page 39 ESG addendum Climate and TCFD report
	We seek to provide digital solutions to help our customers manage their environmental impacts <ul style="list-style-type: none"> Environmental benefit from products and services such as reduced emissions, reduced waste, and improved land use (agriculture) 		
Social	Network and technology resilience are critical to delivering customer service <ul style="list-style-type: none"> Availability, quality, reliability and security An enabled digital society 		
	Our success depends on our employees' welfare, skills and attitude <ul style="list-style-type: none"> Employee engagement Employee rights/fair labour practices Developing and empowering our employees Employee acquisition, retention and remuneration (scarce and critical skills) Health, safety and well-being of our employees, suppliers, and communities Diverse and inclusive workplace 	MM1 MM3 MM5 MM7 MM8	Empowering people Page 21 Maintaining trust Page 51 Remuneration report ESG addendum
Accelerated growth of digital and financial inclusion will be delivered through ongoing innovation and partnerships. We aim to positively impact communities and society while remaining mindful of potential negative effects <ul style="list-style-type: none"> Customer relationships, satisfaction and selling practices Affordability and accessibility of products and services Human rights Stakeholder engagements Diversity and inclusion with a focus on gender, race (South Africa only), disability and economically marginalised groups Social benefit from products and services such as financial and digital inclusion as well as access to education 			
Governance	Ensuring that we comply with and keep abreast of local laws and regulations means we can continue operating ethically and responsibly <ul style="list-style-type: none"> Corporate governance Business conduct and ethics Data privacy and security including acceptable use of customer data Business resilience Cyber security 	MM5 MM6 MM8	Maintaining trust Page 51 ESG addendum Governance report Tax transparency report
	<ul style="list-style-type: none"> Legal and regulatory compliance Tax compliance Responsible sourcing Supply chain management (including disruptions) 		



CEO reflections on ESG

Shameel Joosub



Over the past 30 years, Vodacom has been a leader in enabling connectivity and creating innovative digital and financial services which have changed millions of lives. Through our purpose to connect for a better future, we aim to leverage digital technologies to drive inclusion into the future for the betterment of people and the planet.

Africa is plagued in many countries with high levels of unemployment, gender inequality, income disparity and limited access to education, healthcare and essential services. Increasing extreme weather events, such as flooding and droughts, are negatively impacting economies and people. The global macroeconomic environment is undeniably precarious, characterised by ongoing geopolitical tensions, supply chain disruptions, high inflation and interest rates, energy uncertainty and foreign exchange rate volatility. This challenging operating context informs our purpose and drives our strategy. As a growth-oriented company, we navigate adversities with resilience and adaptability, reimagining problems to create inclusive opportunities enabled by digital connectivity. This mindset is a key enabler of our success and our ability to support a more equitable future in Africa.

Refining our purpose

In FY2024, we reviewed our purpose ambitions, affirming Vodacom's commitment to supporting an inclusive, sustainable and trusted digital society where individuals and businesses can thrive. We updated our purpose pillars to focus on empowering people and protecting the planet which are underpinned by our efforts to maintain and enhance trust through responsible business practices.

We believe connectivity is a force for good. It is an essential part of our lives. If we use technology for the things that really matter, it can improve our lives and the world around us. Our ambition is to empower people, help protect the planet, and maintain and enhance trust with our stakeholders through our connectivity and technology.

This report reflects on our progress against our purpose and ESG ambitions. We are pleased that in FY2024 we continued to be recognised by leading ESG rating agencies, who independently assess our efforts. Some of these recognitions include:

- Sustainalytics considers Vodacom a low ESG risk.
- We retained our ESG leader AAA rating from MSCI and improved our ISS rating to Prime.
- We were proud that Vodacom was recognised for leadership in addressing climate change and was awarded an A- rating in the latest CDP climate change assessment, recognising our progress in assessing and managing our environmental impacts, risks and opportunities.

We achieved this through the three strategic ambitions of our multi-product strategy – the System of Advantage – and our commitment to responsible business practices. In executing our strategy, we deliver products and services that contribute to sustainable socioeconomic development and better lives in all the countries where we operate. We seek to create powerful partnerships with governments, like-minded businesses and civil society to increase our scale and impact further.



CEO reflections on ESG continued

Ambition 1: Africa's leading communications company

With connectivity at our core, we continue to make substantial progress in empowering people. By leveraging partnerships and innovative financing models, we are expanding coverage and smartphone adoption, which will enable scaled, digital inclusion over the medium term.

Our customer base reached 203.1 million¹, and our efforts to foster digital inclusion were reflected in the scale of our data and smartphone customer bases, which reached 106.4 million and 97.3 million, respectively¹.

We are expanding our mobile coverage and, through our intended partnership with Community Investment Ventures Holdings (CIVH), fixed offering to provide network connectivity that matches the increase in our customers' data adoption and volume demands. In FY2024, we invested R20.4 billion (FY2023: R16.5 billion) in increasing network reach, resilience and capacity. Group 4G sites increased 7.4% with majority of these in our International business.

Energy availability proved an incremental challenge to network resilience in FY2024. Inconsistent grid availability in South Africa was compounded by emerging pressures in Egypt. We deployed energy resilience initiatives to maintain service levels and our leading network Net Promotor Score (NPS) position in 4 of our 6 markets is a testament to our best-in-class execution when challenges arise.

Supported by innovative rural funding partnerships, we remain committed to investing in infrastructure to increase our 4G coverage by an additional 70 million people across our footprint as part of the International Telecommunication Union's Partner2Connect Digital Coalition. In FY2024, we rolled out 2 306 4G base stations in the countries where we operate.

Combined with our focus on empowering people through connectivity, we seek to deliver greater digital inclusion by actively exploring new ways to increase smartphone penetration and tailoring connectivity services. These initiatives include device subsidies of more than R250 million, our Good as New certified refurbished devices and ground-breaking prepaid device financing bundles. Once a consumer is empowered with a data-enabled device, we support data affordability through personalised offers. Initiatives focus on specific geographies and market segments through Just4You, Just4YouTown, and NXT LVL. Our ConnectU portal provides zero-rated access to basic internet and essential services for 14.4 million users.

1. Includes Safaricom Plc at 100%.

Ambition 2: Diversify and differentiate with our digital ecosystem

Combining the strength in connectivity with digital and financial services creates a rich ecosystem that promotes the inclusion of individuals and enterprises. This will enable us to support livelihoods and help society connect for a better future.

Our financial services foster inclusion by creating an ecosystem that empowers consumers and merchants with products, including e-Commerce, payments, savings, investments, lending and insurance services. As key drivers of this ecosystem, our super-apps – VodaPay, Vodafone Cash and M-Pesa – integrate our products and services with our partners' best offerings. Our expanding financial services ecosystem connects 78.9 million customers and facilitates US\$1.1 billion a day in mobile money transaction value, demonstrating the Group's clear leadership in the African fintech space.

Our enterprise solutions support large enterprises, small and medium enterprises (SMEs), governments and universities through mobile and fixed connectivity and our complementary digital and financial services. Our progress in transforming enterprise through digital technology was reflected in the uptake of our cloud, hosting and security solutions. Our Tech for Good solutions drive the digitalisation of healthcare, agriculture and energy. We believe partnerships, like our recent strategic partnership with Microsoft, will accelerate our Internet of Things (IoT), cloud and SME offerings.

We partner with governments and other stakeholders across our OpCos to provide innovative solutions enabled by technology. Our Tech for Good solutions enable inclusion and address challenges across critical industries, including healthcare, education and agriculture.

Technological innovations improve efficiencies and productivity for healthcare service providers and promote access to quality facilities. Notable initiatives include our stock visibility services in South Africa, m-mama for maternal and neonatal emergencies in Tanzania and Lesotho, digitalising Universal Health Insurance (UHI) in Egypt. We are working with the Vodafone Foundation, United States Agency for International Development (USAID) and local governments to expand m-mama, a technology-based emergency transport system, to more African countries.

In Egypt, our partnership with the government to digitalise the country's healthcare system through UHI and the Egyptian University Hospitals programmes reaches 309 hospitals and serves 6.3 million people.

Agricultural productivity is vital for Africa's economic future, and enhancing productivity and competitiveness is key to unlocking this potential. Through our subsidiaries, Mezzanine, M-Pesa and IoT.nxt, we provide various agriculture digitisation tools and platforms that enable the efficient distribution and use of inputs, provide access to insurance and funding, unlock markets, and facilitate payments and subsidies. Mezzanine's eVuna and e-Vouchering solutions reach 6.4 million beneficiaries. In Tanzania, the M-Kulima agricultural platform, integrated with M-Pesa, has 3.2 million registered farmers.

Beyond our efforts to close the digital divide and drive financial inclusion, we aim to positively impact communities in the areas where we operate, focusing on youth, the underserved, marginalised people and victims of natural disasters. We leverage the power of connectivity, our foundations and partnerships with global aid agencies to expand access to high-quality education, support jobseekers, and assist people with disabilities and those experiencing abuse.

The Group's digital education solutions and partnerships facilitate access to educational resources for 2.6 million learners. Each initiative focuses on in-country needs. These include the e-learning platform in South Africa, Ta3limy in Egypt, e-Fahamu in Tanzania, VodaEduc in DR Congo, Vodacom Faz Crescer in Mozambique and, in partnership with the UN Refugee Agency, Instant Network Schools (INS) in multiple countries. These initiatives illustrate the power of connectivity and technology to enhance education.

In FY2024, we scaled our Code Like a Girl programme, bringing the total number of young women in Africa empowered through technological inclusion to 15 742. We promote the digital inclusion of people with disabilities through tailored commercial propositions and support infrastructure such as the National Relay Service in South Africa, a call centre for deaf customers in Egypt, and dedicated help desks for blind customers and sign language interpreters in Tanzania. In DR Congo, through Je Suis Cap, we established 1 450 women with disabilities as M-Pesa agents, and our Insight Centre in Lesotho provides visually impaired people with equal access to information.



CEO reflections on ESG continued

Ambition 3: Optimised, future-ready TechCo

Our success depends on our employees' skills, attitudes and ethical behaviour. Our Spirit of Vodacom initiatives aim to keep employees engaged, boost morale and create an effective, progressive and conducive organisational culture. We are particularly proud that Vodacom's human capital initiatives were acknowledged with certification as Africa's Top Employer by the Top Employer Institute. This reflects our hard work to cement the Spirit of Vodacom across our footprint. We recognise that our employees, like our customers, face elevated cost of living pressures. In some cases, this necessitated out-of-cycle salary reviews and hardship allowances during FY2024, in certain cases.

With a focus on developing digital skills, we invest in employee development and training to ensure we achieve our strategic goals while helping employees grow. In FY2024, we invested R485 million in skills development and training. We implemented our Grow My Impact performance management system to align individual performance with Group strategic goals. As our talent management framework evolves, the system refines our measurement and differentiation of individual potential.

We updated our ethics strategy to reflect our digital ambitions and shifting environment. Our board-approved digital ethics strategy is shaping our actions and includes the development of our artificial intelligence (AI) governance. Overseen by a dedicated steering committee, this demonstrates our commitment to using AI ethically and responsibly to benefit customers, employees and society. Our privacy and security programmes create a strong culture and practice of protecting the privacy, security and confidentiality of customers' data.

The Group remains committed to establishing FibreCos and TowerCos across the countries where we operate as we optimise our assets. In FY2024, we finalised the separation of our South African tower portfolio into a standalone TowerCo business called Mast Services. Our planned strategic investment with CIVH to acquire up to 40% joint control of assets in Maziv remains under review by the competition authorities. We believe the transaction has the potential to scale our fibre offerings in South Africa, foster economic development and help bridge South Africa's digital divide in some of the most vulnerable parts of society.

In protecting the planet, we focus on emission and waste reduction while supporting our customers and protecting biodiversity. In this pursuit, we aim to reimagine problems to create opportunities.

In FY2024, we invested significant effort Group-wide to develop our first detailed net zero and climate transition plan. We submitted our net zero commitments to the Science Based Targets Initiative (SBTi) for validation. Our near-term science-based targets are to reduce our scope 1 and 2 emissions by 100% by FY2035 (against a FY2020 baseline) and to engage with our suppliers to reduce our scope 3 emissions. Within the next two years, we are committed to setting a long-term science-based net zero target to reduce our scope 1, 2 and 3 emissions across our entire value chain.

Our landmark virtual wheeling agreement with Eskom in South Africa is a testament to our commitment to working with others and driving innovative solutions. In addition to offsetting up to 30% of our electricity consumption with renewable power, the solution provides a blueprint for other South African corporates and new private sector investment opportunities in renewable energy generation. In Egypt, our agreement with the New and Renewable Energy Authority (NREA) supplies us with electricity from renewable projects powering 65% of our operations in Egypt.

Across the Group, we invest in climate-smart networks and solutions to reduce GHG emissions through increased efficiency. In FY2024, we achieved ISO 50001 certification across all our OpCos. We completed our largest on-site solar project at our Midrand campus in South Africa. This project has an installed capacity of 6MWp, producing up to 10.8GWh per annum and saving approximately 10 908tCO₂e annually. We seek additional power purchase agreements (PPAs), and we are exploring innovative hydrogen cell solutions to increase the amount of energy from renewable sources in other locations. These combined efforts and the purchase of renewable energy certificates resulted in a 28% reduction in GHG emissions in FY2024.



Appreciation and outlook

My heartfelt gratitude goes to Vodacom's leadership and employees for their tireless commitment to the Group and our purpose as it drives us to connect for a better future. I would also like to thank our business partners, shareholders and other stakeholders for their unwavering support in pursuit of our purpose and the execution of our responsible business practices. I am grateful to the Board and in particular, to the Social and Ethics Committee, for their continued support and guidance.

In the year ahead, we will focus on solidifying our focal purpose programmes, accelerating mobile and fixed connectivity, scaling handset financing and rolling out our innovative digital and financial services, while supporting the communities in which we operate. Our planet focus will remain to continuously reduce our negative operational impacts while seeking ways to support our customers and support biodiversity. We will continue to deliver against our commitment to maintain and enhance trust with our stakeholders.

Shameel Joosub

CEO

7 June 2024



Read more about our ESG framework on **Page 13**

Read more about our contributions to the SDGs on **Page 14**

Read more about our impact on **Page 16**

Read more about our footprint, mobile reach, products and services on **Page 19**

Read our Chairman's statement on **Page 9**



Read more about our strategic ambitions and pillars in the **integrated report**



Reflections from the Social and Ethics Committee

Khumo Shuenyane

“The committee continued its journey with management, delving into various aspects of ESG performance, as it translates to achieving the Group’s purpose to connect for a better future.”

The Group’s purpose refresh affirms Vodacom’s commitment to supporting an inclusive, sustainable and trusted digital society where individuals and businesses can thrive. Through connectivity and technology, the Group seeks to empower people, help protect the planet, and enhance stakeholders’ trust.

 Read more about our purpose refresh in the CEO reflections on ESG on **Page 6**

The Social and Ethics Committee (the committee) engages with management through deep dives and regular updates to ensure meaningful oversight of the Group’s ESG efforts, as these are enabled through the steadfast execution of the Group’s strategy and responsible business practices in pursuit of Vodacom’s purpose to connect for a better future.

2024 focus areas

ESG performance as measured against internal targets and the Group’s ESG leadership ambitions	Energy management, its link to the Group’s business resilience and the implications for the Group’s planet ambitions	The Group’s climate transition planning, including formalisation of net zero targets
Customer experience, particularly concerning the Group’s strategic ambition to be Africa’s leading TelCo	Business integrity, with a focus on the Group’s ethics culture and its ongoing initiatives to combat bribery and corruption, particularly mitigating money laundering risk	Health, safety and well-being, especially risks to employees, suppliers, contractors and the public
Regulatory matters in each country and the sustainability of the Group’s operations	Reputation management, focusing on the influence of key reputation drivers	B-BBEE performance in South Africa in compliance with the Codes of Good Practice and localisation requirements in other countries of operation



Reflections from the Social and Ethics Committee continued

Vodacom's ESG approach

ESG is increasingly becoming a regulatory and compliance imperative. Vodacom has for many years integrated ESG principles into the Group's strategy to connect for a better future and seeks to steadily strengthen the integration. The committee remained apprised of management's strides in ESG performance against internal targets and external benchmarks, recognising areas of improved performance and noting those requiring continued focus. Key areas explored in the year included considering material ESG risks, reflecting on increasing ESG-related disclosure requirements and the systematic programmes that must be implemented to deliver against the requirements, deliberating on the Group's net zero pathway within the African context, and refining the Group's purpose to strengthen its ESG response.



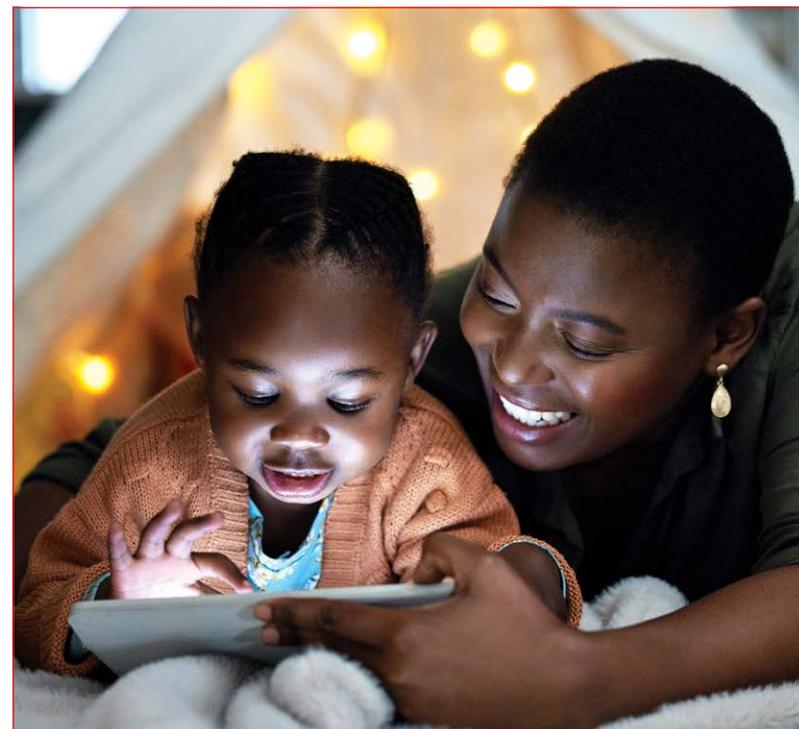
Environment and climate change

The committee deepened its understanding of environmental considerations and impacts across the Group's value chain. It reflected on emerging regulations in respect of which the Board will receive training in FY2025.

The committee engaged extensively with management on the progress of the Group's detailed plans and activities underpinning the Group's near-term scope 1 and 2 net zero target and value chain net zero commitment. It endorsed the submission of the targets to achieve net zero for operations by 2035 along with a near-term supplier engagement target to the SBTi for validation.

Effective execution of the Group's energy management strategy is vital to decreasing operational GHG emissions. The committee congratulated management on achieving ISO 50001 energy management system certification across all OpCos, noting the Group as the first TelCo to achieve this in Africa. The committee acknowledged management's progress towards a sustainable low-carbon transition by increasing the share of electricity from renewable energy sources through the Vodacom Midrand campus solar installation and the ongoing rollout of solar-powered network sites and base stations. The Group also seeks to purchase renewable energy from national electricity providers. In Egypt, 65% of the electricity purchased from the Egyptian government is from renewable energy sources.

The Group continues to pilot innovative technologies such as hydrogen fuel cells, explores the implementation of microgrids and will go live with virtual wheeling in the coming year. Virtual wheeling, a solution codelveloped with national energy provider, Eskom, will allow the Group to offset up to 30% of the electricity purchased in South Africa with energy from renewable sources. In the near term, the Group continues to purchase renewable energy certificates to meet our goal to match 100% of the grid electricity we use with electricity added to the grid from renewable sources by 2025 and in support of the near-term net zero target for the Group's operations by 2035.



Customer satisfaction

Customer service remained a key focus for the Group. The committee monitored performance against key service metrics and engaged with management on initiatives across the business value chains through which the Group aims to eliminate customer pain points. Through this deep dive, the committee examined key aspects of customer strategy including:

- Empowering the frontline;
- Continuous improvement through process simplification and design thinking;
- Automation, the use of customer service bots and digitisation; and
- customer loyalty programmes.

The committee noted the launch of the OneApp platform in South Africa and Egypt and the expansion of the TOBi chatbot to a further two OpCos, now reaching five in total. The network remains the key differentiator for the Group. The committee commended management on the continued investment in network coverage, quality and reliability, which resulted in leadership in network NPS in four OpCos.



Reflections from the Social and Ethics Committee continued

Employees, culture and transformation

Employees are the driving force behind the Group's success. Focus is placed on culture, leadership, engagement, diversity and inclusion and skills development. The committee monitored progress reports spanning the employee value chain, noting ongoing improvements in gender diversity, employee engagement scores and human capital development programmes. Management's initiatives to drive inclusion and diversity included establishing the Africa-wide Women's Forum Network and the Africa Inclusion Forum, while entrenching local activities such as the Egyptian Returnship programme, which supports women who return to work after a career break. The committee gained detailed insights into the various skills development programmes aimed at supporting succession planning, female leadership development, and advancing critical skills in fields deemed scarce. It also considered the programmes supporting employees across all business areas to develop next digital skills such as the Citizen Developer Programme and #1MoreSkill. The Spirit Beat survey revealed a steady improvement in employee sentiment.

Management received awards and recognition for employment practices, including being ranked number one Top Employer in Africa, Vodafone Egypt being awarded the Great Place to Work Award, and Vodacom South Africa maintaining the silver status in the South African Workplace Equality Index Awards for supporting LGBTQIA+ employees.



Code of conduct

Delivering on Vodacom's strategy and purpose requires a strong ethical culture, and ethical principles are integral to business practices. The committee oversees the ethical culture of the Group, its contractors and partners, through the ethics management programme, and the Doing What's Right programme, which are supported by training and awareness activities and analysis of the queries and incidents submitted to the Group's Speak Up whistleblowing and ethics advice lines. The Audit, Risk and Compliance Committee, whose membership overlaps with the Social and Ethics Committee, oversees internal and external fraud incidents. The Social and Ethics Committee deliberated on the evolution of the Group's approach aimed at integrating ethical considerations from an increasingly digital society into the Group's digital ethics strategy, which seeks to ensure that integrity remains at the forefront of Vodacom's digital transformation journey. The committee noted, among other initiatives, the development of an AI governance framework, which was launched alongside the digital ethics strategy at the Chairman's Annual Ethical Leadership event, which featured Dr Urvashni Aneja, Founding Director of Digital Futures Lab, an interdisciplinary research collective that examines the complex interaction between technology and society in the Global South.

Health, safety and well-being

With the health, safety and well-being of our employees, suppliers and society being integral to the Group's operations, the committee observed the progress of embedding a culture of "no one gets hurt". This principle ensures that employees and suppliers are empowered to stop activities to avoid potential injuries and the ongoing enhancement of analysing reported incidents, which aims to provide early warning and actions to avoid potential future life-threatening incidents. The committee noted, with deep regret, two fatalities. A supplier's employee was attacked by bees while working on a cell tower in Mozambique and a member of the public was involved in a road incident in South Africa. Management demonstrated the learnings from each incident, with remediation activities to sustain controls and enhance ways of working to prevent reoccurrences. Extreme weather events, most notably flooding, continued in several countries where the Group operates. The committee reflected on the associated risks related to employee well-being, human rights and business continuity, and reviewed reports on general employee well-being.





Reflections from the Social and Ethics Committee continued

Regulatory matters, reputation management and stakeholder engagement

Stakeholder management, including proactively identifying and managing existing and potential reputation and regulatory matters, plays a vital role in maintaining a conducive operating environment. The committee noted that management continued to invest significant time with a range of key stakeholders to support an effective market structure, to reduce risks and ensure sustainable operations in a complex, sometimes volatile, operating environment. The committee engaged on detailed reports covering:

- Outcomes of reputation assessments and their key drivers;
- Spectrum sales which are critical to the Group's ability to expand coverage, with a focus on 4G and 5G;
- Compliance with licensing and regulatory obligations and implementing necessary controls to mitigate compliance risk;
- Social obligations associated with spectrum such as connectivity to public service institutions;
- Election outcomes;
- Regulatory developments in areas including mobile money, financial regulation and taxation;
- The acquisition of an up to 40% investment in fibre provider Maziv, which remains under the South African Competition Tribunal review; and
- Various legal matters in collaboration with the Audit, Risk and Compliance Committee.
- Stakeholder engagement reports encompassing government, regulatory, industry and civil society engagements.

Financial services

Managing legal and regulatory compliance, financial crime, reputation and customer-related conduct risk remain top of mind. The committee commended management's ongoing proactive engagements with regulators and central banks to inform and guide oversight in respect of non-traditional financial service offerings, specifically mobile money. The committee supported management's proactive stance concerning compliance with know your customer and anti-money laundering regulations and the Group's role in shaping an industry-wide approach to customer registrations. The committee monitored the ongoing improvement in compliance and reporting and considered the implications of the increased monitoring by the Financial Action Task Force of several countries where we operate.



Vodacom Foundations

The committee reflected on management's progress in scaling education and economic development programmes, noting several partnerships that continue to deliver impact at scale. With the support of the Vodafone Foundation, USAID and local governments, our m-mama maternal health programme continued to expand within Tanzania and Lesotho, and will be extended to Kenya. With the UN Refugee Agency and Vodafone Foundation, the Instant Network Schools continued to provide critical education intervention in four countries in which we operate. Further discussions dealt with management's ambitions to expand digital skills training, through programmes such as Code Like A Girl, across all OpCos, and to further drive economic empowerment through Je Suis Cap in DRC. Vodacom and the foundations continued to provide emergency response following severe flooding in South Africa, DRC and Mozambique.

BBBEE

We monitored the Group's BBBEE performance and are pleased that Vodacom Group has maintained its level 1 status for five consecutive years and Vodacom South Africa and Subsidiaries for six consecutive years.

Committee evaluation

Internal audit conducted an independent review of the committee's compliance with its charter, making minor observations and recommendations for improvement. There were several amendments to the structure and functioning of the committee, including an increased focus on key performance areas linked to the Group's strategy for focused monitoring and richer engagement on identified focus areas. These changes were agreed with management and are balanced with the committee's obligations regarding the Companies Act and King IV. The Board's biennial evaluation process also confirmed that the members were satisfied with the functioning of the committee.

Looking ahead

The committee's plans include:

- Executing the FY2025 year plan with a focus on the agreed key performance areas while balancing the mandate as prescribed by the Companies Act and King IV recommendations;
- Monitoring the progress of the Group net zero and climate transition plan execution;
- Considering the Group's refreshed purpose execution programme and associated performance measures;
- Engaging further on ESG risks and opportunities within selected focus areas, including human rights, financial services and fair treatment of customers, business integrity and employee-related matters; and
- Ongoing upskilling in emerging ESG and sustainability regulatory frameworks and directors' associated responsibilities through training and topic deep dives.

Khumo Shuenyane

Chairman: Social and Ethics Committee
07 June 2024



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 purpose-led strategy serves as our ESG framework, driving the Group to manage ESG risks and deliver positive impact through ESG-related opportunities, considering our operating context, stakeholder expectations and developing ESG regulations and standards.

This strategy – which at its core remains connecting for a better future by enabling a trusted digital society that is inclusive and sustainable – has evolved to focus on empowering people and protecting the planet. This is underpinned by our commitment to maintaining trust in everything we do.

We have defined ESG goals linked to local and global ambitions, such as local government development plans and 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.

Transparency and measurement

Transparency is essential to our ESG approach and we seek to provide comprehensive disclosure and measure our ESG progress using multiple mechanisms such as ESG ratings, reputation tracking and stakeholder feedback.

Connecting for a better future

We enable an inclusive, sustainable and trusted digital society where individuals and businesses can thrive



Empowering people

We aim to close the digital divide and help people benefit from digitalisation.

Closing the digital divide

Extending our network and making connectivity more accessible to all.

Empowering our customers

Providing products and services to help address societal challenges, increase productivity and enable SMEs to thrive.

Supporting communities

Supporting the digitalisation of education and leveraging technology to address gender-based violence (GBV) and assist people living with disabilities.



Protecting the planet

We want to help protect the planet and enable our customers to do the same.

Responding to climate change

Committed to a low-carbon future and playing our part in addressing the climate crisis.

Delivering net zero operations (scope 1 and 2 GHG emissions)

Increasing our efficiencies to reduce energy consumption and sourcing alternative energy to reduce our GHG emissions.

Managing scope 3 GHG emissions

Engaging our supply chain to reduce indirect GHG 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 while collaborating with partners to minimise loss through technology solutions.



Maintaining trust

Doing business ethically

Ensuring that our business operates ethically, lawfully and with integrity wherever we operate.

Promoting ethical conduct

We hold our employees, business partners, and supplier to a high standard of integrity.

Complying with policy

Complying with the relevant laws, evolving regulations and policies across our operations including our zero-tolerance policy on bribery and corruption.

Developing our employees

Developing a diverse and inclusive workforce that reflects the customers and societies we serve.

Fostering workplace equality

Removing barriers to workplace equality and accelerating transformation.

Developing employee skills

Developing diverse, future-capable talent and skills to support our transformation into a new-generation connectivity and digital services provider.

Living the Spirit of Vodacom

Creating a workplace culture where people feel empowered to thrive and positively impact their careers.

Protecting privacy and data

Maintaining customer's trust in our ability to protect their data.

Managing data privacy

Respecting the privacy rights and preferences of our customers and help improve society through the responsible use of data.

Managing cyber security

Prioritising cyber and information security across everything we do.

Protecting people

Protecting the fundamental rights of our customers, employees and communities where we operate.

Managing health and safety

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

Respecting human rights

Respecting, protecting and remedying human rights, while supporting socioeconomic development.

Promoting responsible and inclusive procurement

Managing relationships with our direct suppliers and evaluating their commitments to consider social, environmental and ethical impacts when sourcing good and services.

Managing our supply chain

Ensuring safe and fair working conditions, and responsibly manage environmental and social issues across our supply chains.

Supporting local economic development

Supporting local enterprises for economic empowerment and the creation and endurance of employment and socioeconomic development opportunities.



Contributing to the UN SDGs

We enable inclusive, sustainable and trusted digital societies.

The UN SDGs represent a more sustainable future for all, with African countries committed to implementing the SDG-aligned African Union Agenda 2063 and governments in the countries in which we operate have developed SDG-aligned national development plans.

Through our purpose-led strategy, we are committed to accelerating connectivity and digitalisation to enable impactful and lasting solutions to social, economic and environmental challenges. This helps the Group deliver sustainable growth.

Digital technology will play a crucial role in achieving the SDGs, from eradicating extreme poverty to improving maternal and infant health, promoting sustainable agriculture and decent work, ensuring financial inclusion and universal literacy, to supporting a just transition. However, we are mindful that digital technology can also pose risks, such as inequitable access, privacy threats and the proliferation of e-waste.

By working with like-minded enterprises, governments, civil society and individuals, we seek to build solutions that deliver economic, social and environmental benefits at scale to support the achievement of the SDGs while managing the risks that could impede progress.

SDGs and underlying targets	Examples of our initiatives aimed at the SDG targets	
 No poverty (1.4) End poverty in all its forms everywhere	<ul style="list-style-type: none"> Financial inclusion such as M-Pesa, VodaCash, microfinance and insurance Affordable devices, internet access 	<p>Page 26</p> <p>Page 23</p>
 Zero hunger (2.3, 2.4) End hunger, achieve food security and improved nutrition, and promote sustainable agriculture	<ul style="list-style-type: none"> Providing agricultural platforms such as eVuna and M-Kulima Skills capacity building through provision of agricultural ICT training 	<p>Page 33</p> <p>Page 33</p>
 Good health and well-being (3.1, 3.2, 3.7, 3.8) Ensure healthy lives and promote well-being for all at all ages	<ul style="list-style-type: none"> Universal Health Insurance (UHI) and the digitalisation of Egyptian University Hospitals HealthX Mum & Baby and m-mama Health and safety: driver safety training 	<p>Page 32</p> <p>Page 32</p> <p>Page 32</p> <p>Page 69</p>
 Quality education (4.1, 4.2, 4.4, 4.5, 4.6) Ensure inclusive and equitable quality education and promote life-long learning opportunities for all	<ul style="list-style-type: none"> Connected schools, instant schools and instant network schools South African education ecosystem Learnerships and bursary programmes 	<p>Page 34</p> <p>Page 36</p> <p>Page 36 – 37</p>



Read more about our contribution to the SDGs

SDGs and underlying targets	Examples of our initiatives aimed at the SDG targets	
 Gender equality (5.1, 5.2, 5.5, 5b) Achieve gender equality and empower all women and girls	<ul style="list-style-type: none"> Women empowerment programmes and GBV ecosystem Mobile to more women 	<p>Pages 32 and 38</p> <p>Page 25</p>
 Affordable and clean energy (7.2, 7.3) Ensure access to affordable, reliable, sustainable and modern energy for all	<ul style="list-style-type: none"> On-site solar, self-powered masts and PPAs Energy efficiencies Virtual wheeling initiative Customer solutions such as MySol, Gas Fasta and clean cooking 	<p>Page 44</p> <p>Page 43</p> <p>Page 45</p> <p>Page 41 and 50</p>
 Decent work and economic growth (8.2, 8.3, 8.5, 8.6, 8.10) Promote inclusive and sustainable economic growth, full and productive employment and decent work for all	<ul style="list-style-type: none"> SME services and solutions, including access to supply chains and e-Commerce platforms Supporting agriculture as a labour-intensive industry Employment equity, fair pay and supply chain labour practices Transformation through B-BBEE in South Africa and localisation in other countries 	<p>Page 77</p> <p>Page 34</p> <p>Pages 57 and 77</p> <p>Pages 18 and 77</p>
 Industry, innovation and infrastructure (9.1, 9.3, 9.4) Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation	<ul style="list-style-type: none"> Inclusion through rural connectivity, access to smart phones and 4G connectivity, data costs and the expansion of 5G Preferential/localised procurement 	<p>Page 22</p> <p>Page 75</p>



Contributing to the UN SDGs continued

SDGs and underlying targets	Examples of our initiatives aimed at the SDG targets
 Reduced inequalities (10.2) Reduce inequality within and among countries	<ul style="list-style-type: none"> • Employment equity and fair pay • Diversity, ethnicity and inclusion efforts • Financial inclusion • Helping people with disabilities <p>Page 57 Page 57 Page 26 Page 37</p>
 Sustainable cities and communities (11.3, 11.7) Make cities and human settlements inclusive, safe, resilient and sustainable	<ul style="list-style-type: none"> • Digital home solutions • Fleet management solutions <p>Page 31 Page 31</p>
 Responsible consumption and production (12.5) Ensure sustainable consumption and production patterns	<ul style="list-style-type: none"> • Circularity of network waste including hazardous and non-hazardous network equipment • Circularity of devices, including WWF “1 million phones for the planet” campaign, Good as New and e-TADWEER programmes • Reducing virgin plastic use in our SIMs • Green building accreditation • Building management systems to monitor and support responsible water use <p>Page 47 Page 47 Page 48 Page 43 Page 48</p>
 Climate action (13.1, 13.3) Take urgent action to combat climate change and its impacts	<ul style="list-style-type: none"> • Climate and TCFD programme • Driving energy efficiencies in our network and technology centres • Switching to renewables through on-site and offsite renewables, and the use of market-based instruments • Managing our diesel consumption by prioritising batteries and exploring electric vehicles <p>Page 40 Page 43 Page 44 and 45 Page 45</p>
 Life below water (14.2) Conserve and sustainably use the oceans, seas and marine resources for sustainable development	<ul style="list-style-type: none"> • South Africa solution to safeguard marine mammals against fishing net entanglements <p>Page 49</p>

SDGs and underlying targets	Examples of our initiatives aimed at the SDG targets
 Life on land (15.2, 15.7, 15.c) Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	<ul style="list-style-type: none"> • Tanzania reforestation programme • Lesotho urban greening and forest restoration programme • DRC Dunia app on endangered wildlife awareness • DRC clean cooking solution to minimise deforestation • South Africa owl and bird rescue programme on network access sites <p>Page 50 Page 50 Page 50 Page 50 Page 50</p>
 Peace, justice and strong institutions (16.4, 16.5, 16.6) Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	<ul style="list-style-type: none"> • Strong corporate governance • Anti-money laundering and anti-bribery and corruption programme <p>GOV Governance report Page 55</p>
 Partnerships for the goals (17.7, 17.8, 17.17) Strengthen the means of implementation and revitalise the global partnership for sustainable development	<ul style="list-style-type: none"> • Partnerships with Vodafone Foundation such as INS and m-mama • Expansion to underserved markets with the support of global funding partners • Partnerships with government, civil society and like-minded companies e.g. education • Device circularity with WWF “1 million phones for the planet” campaign • WWF South Africa solution to safeguard marine mammals against fishing net entanglements • Virtual wheeling collaboration in South Africa with Eskom • Partnered with Africa Moto to distribute clean cooking solutions that help minimise deforestation • Partnered with Owl Rescue Centre NPC to rescue and relocate bird wildlife in base stations to rehabilitation centres <p>Page 32 and 34 Page 22 Page 34 Page 47 Page 49 Page 45 Page 50 Page 50</p>



Measuring our impact

Pillar and focus areas

Empowering people

Page 21

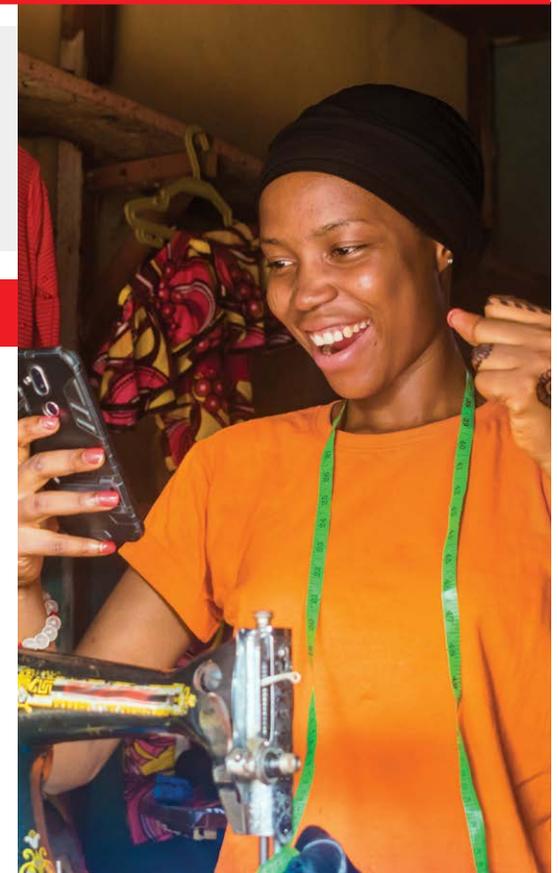
1 Closing the digital divide

2 Empowering our customers

3 Supporting communities

Some of the activities and outcomes (with additional information in each chapter)

- Our mobile networks cover 564 million people serving 203.1 million customers (including Safaricom Plc at 100%), up by 17.3 million
- Upgraded 2 756 2G and 3G sites to 4G, improving access for almost 14 million people
- Provided various handsets and financial propositions to support smartphone penetration
- 66.2 million financial inclusion customers (FY2023: 58.9 million)
- 14.4 million ConnectU unique visitors and 12.3 million sessions initiated monthly (FY2023: 6.0 million visitors, 13.0 million sessions)
- 6 500 girls trained through Code Like a Girl, resulting in a total of 15 742 trained since 2017
- 3 million registered users on Mum & Baby (FY2022: 2.7 million)
- With our registered financial services partners, advanced R742 million in funding to 3 809 SMEs via VodaLend in South Africa (FY2023: R272 million, 1 287 SMEs)
- 1 million merchants accept M-Pesa and 616 791 agents serve M-Pesa customers (FY2023: 803 000 merchants, 552 612 M-Pesa agents)
- Our V-Hub platform provides SMEs with free online resources. Cumulatively, 289 563 unique V-Hub users accessed the platform in South Africa and Egypt (FY2023: 29 802 thousand)
- 9.6 million small-scale farmers primarily in South Africa, Tanzania and Kenya, using our agricultural solutions (FY2023: 8.2 million)
- 8.4 million connected lives through various healthcare platforms in South Africa, Tanzania, Kenya and Zambia (FY2023: 10.6 million)
- 6.3 million people served through UHI and hospital digitalisation in Egypt across 309 hospitals
- Provided over 2.6 million learners across South Africa, Tanzania, DRC, Egypt and Mozambique free access to digital education platforms (FY2023: 2.6 million)
- 1 450 women with disabilities trained as M-Pesa agents since FY2023 in DRC





Measuring our impact continued

Pillar and focus areas

Protecting the planet

Page 39

- 1 Responding to climate change
- 2 Delivering net zero operations (scope 1 and 2 GHG emissions)
- 3 Managing scope 3 GHG emissions
- 4 Driving circularity
- 5 Supporting biodiversity

Maintaining trust

Page 51

- 1 Doing business ethically
- 2 Developing our people
- 3 Protecting privacy and data
- 4 Protecting people
- 5 Promoting responsible and inclusive procurement



Some of the activities and outcomes (with additional information in each chapter)

- Enhanced the Group's Climate and TCFD report to include our emissions reductions strategy including additional information on our climate transition plan and associated activities
- Energy consumption increased by 3% from 1 862.2GWh to 1 922.6GWh (FY2023: up 4%)¹
- Scope 1 and 2 (market based) GHG emissions decreased by 28% from 855 173.2tCO₂e to 618 747.8tCO₂e (FY2023: down 10%)¹
- GHG emissions per terabyte of data reduced to 0.14tCO₂e per terabyte of data down 48%¹
- Midrand solar project is complete, with an installed capacity of 6MWp, producing up to 10.8GWh per annum and saving approximately 10 908tCO₂e annually
- 1 773 solar-operated access sites (FY2022: 1 525)
- 11 882 consumer handsets reused (FY2023: 902)¹
- 6 029 consumer handsets recycled (FY2023: 5 355)¹
- 1 273.1 tonnes network equipment recycled (FY2023: 1 167.1 tonnes)¹
- 1 277.7 tonnes of hazardous network waste recycled (FY2023: 1 724.7 tonnes)¹
- Water consumption increased by 21% due to reporting improvements and increased consumption from new facilities (FY2024: 270 994.4kl; FY2023: 224 495.6kl)¹
- Percentage of employees completing Doing What's Right training – 96% data privacy; 97% cyber security; 96% code of conduct; 97% anti-bribery and corruption; and 97% health and safety (FY2023: 95%; 88%; 94%; 94% and 94%)
- Continued to drive an inclusive employee culture supported through the Disability, LGBTQIA+, Youth Council, Women's Network and newly launched Men's forums to foster tolerance and embrace diversity
- Leading gender-neutral parental leave policy for employees alongside our maternity leave policy
- 670 402 hours invested by employees in #1MoreSkill and other online training programmes (FY2023: 202 033 hours)
- Recognised as the number one top employer in Africa, having been certified in all OpCos
- 7.2% voluntary employee turnover (FY2023: 10.5%)
- Zero privacy fines (FY2023: zero)
- Zero cyber security critical incidents (FY2023: zero)
- 0.06 lost-time injury (LTI) frequency rate
- Paid R8.1 billion in corporate taxes as per the cashflow statement (FY2023: R7.4 billion)
- Worked with 24 932 suppliers and spent R90.0 billion (FY2023: 25 661; R90.6 billion)
- R7 billion spent with 1 037 qualifying South African SME suppliers (FY2023: R8.4 billion, 1 753 SMEs)

1. Our FY2020 baselines and prior years' data were restated to include Vodafone Egypt.

Measuring our impact continued



Benchmarking our performance

We track our ESG progress through mechanisms including direct stakeholder feedback, surveys, benchmarking to best practice, and monitoring the outcomes of selected local and global ESG ratings.

Achieved	Maintained	Constituents of the	Constituents of
 ESG Risk rating 13.2 low risk	 MSCI ESG RATINGS AAA	 We make it easier to invest in companies that invest in the future. JSE	 FTSE4Good

Score A-	ESG score 69	B- Prime status	Score 64
 CDP	 REFINITIV	 ISS ESG	 S&P Global Corporate Sustainability Assessment

Data as at 7 June 2024

B-BBEE results for Vodacom South Africa

In a clear demonstration of Vodacom's unwavering commitment to the ideals of B-BBEE, Vodacom Group and Vodacom South Africa achieved the highest B-BBEE contributor status of Level 1 for the fifth and sixth consecutive years respectively.

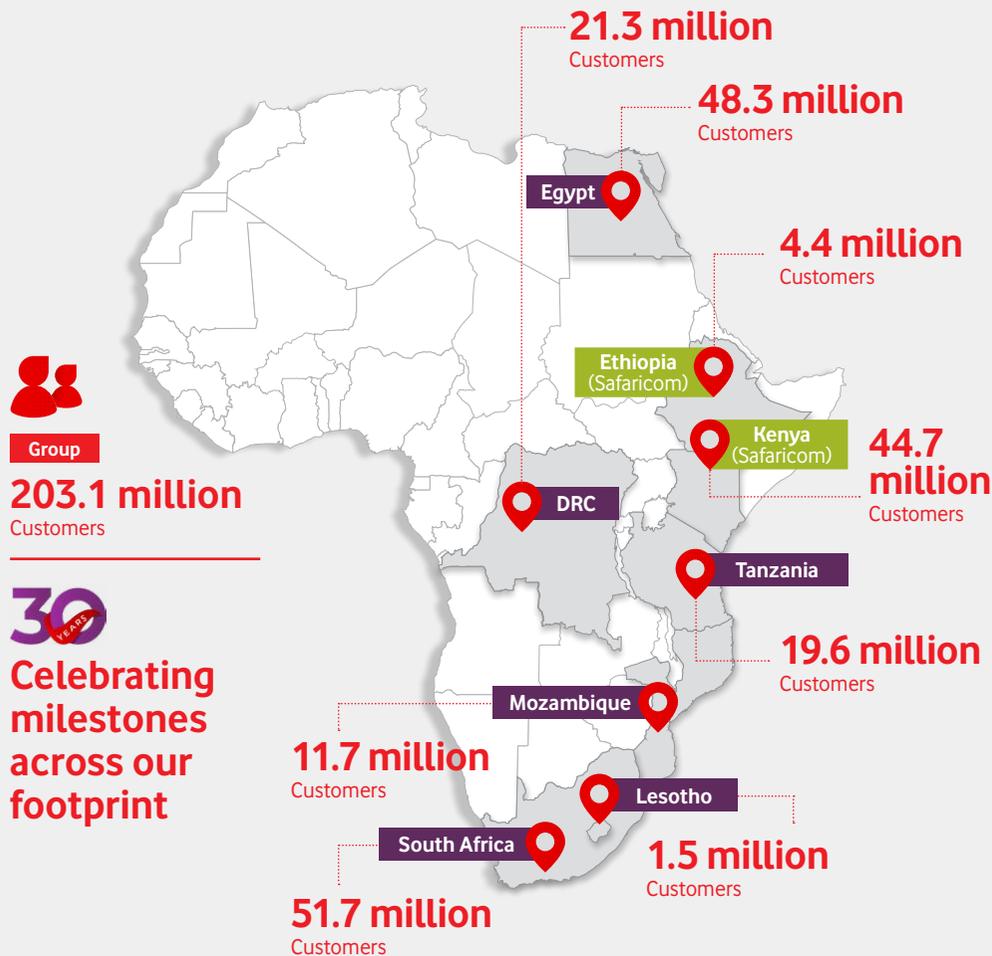
In terms of B-BBEE categorisation, Vodacom Group Board's black representation remained at 50%, of which 25% were black women. Vodacom South Africa's Board has 78% black representation (FY2023: 80%), of which 56% are black women (FY2023: 50%). Vodacom Group's women representation on the Executive Committee is 22% (FY2023: 13%), while Vodacom South Africa Executive Committee is 56% women (FY2023: 50%). In terms of employment equity legislation, Vodacom Group's black representation is 77% (FY2023: 76%) and Vodacom South Africa is 80% (FY2023: 79%). Black employees with disabilities improved to 1.9% for Vodacom Group (up from 1.8%) and Vodacom South Africa maintained 2.2%.

Scoring element	Target points	Achieved point 2024	Achieved point 2023	Achieved point 2022
Ownership	25	23.92	24.20	25.00
Management control	23	17.11	16.88	16.00
Board representation	8	8.00	8.00	6.83
Top management representation	5	1.97	2.17	2.73
Employment equity	10	7.14	6.71	6.44
Skills development	20	20.63	21.56	23.04
Enterprise and supplier development	50	48.84	48.12	48.55
Procurement	25	22.42	22.80	23.07
Supplier development	10	9.42	8.32	8.48
Enterprise development	15	17.00	17.00	17.00
Socioeconomic development	12	12.00	12.00	12.00
Total	130	122.50	122.76	124.59



Delivering our purpose

Vodacom is a leading and purpose-driven African connectivity, digital and fintech operator. Our mobile networks cover more than 564 million people¹. The Group serves 203.1 million¹ customers across consumer and enterprise segments.



Group

203.1 million Customers



Celebrating milestones across our footprint

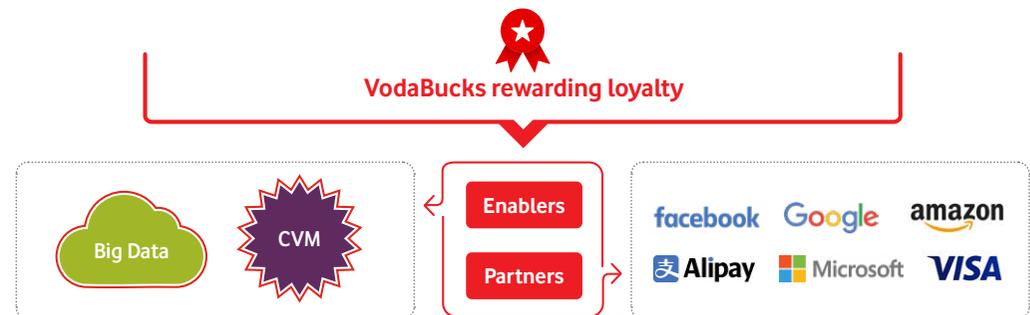
1. Including Safaricom.

OpCos Safaricom

Driven by our commitment to digital and financial inclusion, we place customers at the centre of everything we do, offering products and services ranging from mobile and fixed connectivity, cloud and hosting, data security and IoT offerings to digital and financial services.

Our products and services

Mobile		Fixed	
Consumer	Business	Consumer	Business
<ul style="list-style-type: none"> Personalised pricing Zero-rated service platforms Handset financing Fixed wireless access 	<ul style="list-style-type: none"> Unified communications Fixed wireless access Access point name Carrier and wholesale 	<ul style="list-style-type: none"> Fibre to the home (FTTH) 	<ul style="list-style-type: none"> Fibre to the business (FTTB) Cloud, hosting and managed security services
Financial services		Digital services	
Consumer	Business	Consumer	Business
<ul style="list-style-type: none"> Peer-to-peer payments Cash in and cash out e-Commerce Scan to pay Insurance Services and bill payments Savings and lending Global payments International money transfer Airtime Advance and Voucher Advance 	<ul style="list-style-type: none"> Merchant point of sale Business-to-business payments and cashless distribution Global payment partnerships Bank to wallet transfers Payment collections Disbursements (unrestricted or through vouchers) Digital marketplaces Business term advance Business cash advance Insurance Group risk schemes 	<ul style="list-style-type: none"> Mobile gaming Lifestyle applications Music and video 	<ul style="list-style-type: none"> V-Hub V-Digital Accelerator Digital marketing
IoT			
Business			
<ul style="list-style-type: none"> Mobile private networks Smart asset tracking Workforce management Agriculture, health and energy: <ul style="list-style-type: none"> software-as-a-service platform-as-a-service marketplace-as-a-service 			



An ecosystem delivering a digital society and inclusion for all while seeking solutions for planet

	South Africa	Egypt	DRC	Lesotho	Mozambique	Tanzania
Money transfer and basic services						
Cash in/cash out (including ATM)	●	●	●	●	●	●
Peer to peer	●	●	●	●	●	●
GSM service top-up	●	●	●	●	●	●
Bank transfer	◐	◐	◐	◐	●	●
International money transfer			◐	◐	◐	◐
Consumer payments and enterprise services						
Consumer to business, e.g. bill payments	◐	◐	◐	●	◐	●
Business to consumer, e.g. disbursements			◐	◐	◐	◐
Business to business, e.g. cashless distribution			◐		◐	◐
Financial services						
Microloans and overdraft	◐		●	●	◐	●
Insurance	●			◐		◐
Investments and savings				◐	◐	◐
Super-app mini apps	●	◐		◐	◐	◐
Merchant payments						
In-store merchant payments	◐	◐	◐	◐	◐	◐
E-Commerce/online payments	◐	◐				◐
Tech for Good						
Education solutions and programme	●	●	●	●	●	●
Healthcare solutions	●	●	●	●	●	●
Agriculture solutions	●	◐	●	◐		
Circular economy initiatives	◐	◐				
SME V-Hub	●	●			◐	
IoT Smart solutions	◐	◐	◐	◐	◐	◐



- Product set established and scaled
- ◐ Product set established, scaling up
- ◑ Product set expanding, scaling up
- ◒ Product set in development



Empowering people

Vodacom seeks to ensure no one is left behind. We believe in the power of connectivity and digital services to strengthen economic resilience.

Mobile technology provides billions of people with their primary means of communication, access to the internet and many life-enhancing educational, healthcare and financial services.

Connectivity is the cornerstone of the digital economy and a catalyst for transformation across multiple sectors. Improvements in mobile connectivity correlate to greater progress towards meeting the SDGs. Since 2015, the mobile industry has increased its impact on the 17 SDGs¹.

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 products and services align with our planet pillar and enable customers to use resources efficiently and reduce waste.

Certain sectors, such as education, agriculture and healthcare, are critical for societies and economies to function. We support critical sectors by providing connectivity and platforms to drive impact at scale.

We acknowledge the significant digital divide in Africa and believe that for a digital society to flourish, it must be inclusive. 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.

1. GSMA, 2023.

Our focus areas at a glance



1 Closing the digital divide

We invest in network infrastructure to deliver high-quality coverage and services for individuals and communities. We expand our network to rural locations and support access through affordable connectivity, devices and platforms.

- Pursuing ubiquitous coverage
- Increasing smartphone ownership
- Addressing digital gaps

2Africa subsea cable connected to Vodacom networks in South Africa and Mozambique further expanding our undersea cable network

74.4 million

smart phones on our network, up 9.1% (FY2023: 68.3 million)

6 500

girls trained in Code Like a Girl programme bringing the total to 15 742 since 2017 (FY2023: 4 370)

2 Empowering our customers

We provide products and services to enhance productivity and efficiency within SMEs, large enterprises and the public sector, considering the broader impact these solutions can have on individuals, communities and the planet.

- Delivering platforms for financial inclusion
- Supporting SMEs to thrive in a digital world
- Digitalising larger organisations and critical sectors

US\$381.2 billion

mobile money transactions (of which US\$345.1 billion is M-Pesa) (FY2023: US\$ 385.2 billion of which US\$364.8 M-Pesa)

289 563

cumulative V-Hub unique users (FY2023: 29 800 excluding Egypt)

9.6 million

registered users of agricultural platforms in South Africa, Tanzania, DRC and Kenya (FY2023: 8.2 million)

3 Supporting communities

We provide products and services to address specific societal challenges such as access to education, gender equality, financial inclusion and poverty.

- Enabling education
- Helping people with disabilities
- Helping people experiencing abuse

2.6 million

beneficiaries of education platforms

68 528

people with disabilities supported in South Africa, Egypt, Lesotho and DRC

R10 million

to the GBV and Femicide Response Fund in South Africa

1 Closing the digital divide

Internet access is transformational and empowers people to contribute to society and connect meaningfully. Connectivity is the foundation of inclusion, empowerment and opportunity. We connect people, enterprises and communities through our mobile and fixed networks.

Increased 4G connectivity drives economic participation. Enhanced connectivity has macro and microeconomic benefits, including reducing poverty and increasing welfare for underserved populations¹.

Expanding mobile broadband penetration across Africa by 10% could boost gross domestic product per capita by 2.5%².



1.1 Pursuing ubiquitous coverage

Connecting everyone to digital services, particularly in Africa, is a significant challenge. 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.

	Network population coverage (%)		
	2G	3G	4G
South Africa	99.5	98.4	98.7
Egypt	99.3	97.9	98.1
Tanzania	94.6	76.5	66.1
DRC	64.0	44.0	37.2
Mozambique	78.4	86.5	86.6
Lesotho	97.0	98.0	96.0

Through the **International Telecommunications Union's partner2Connect** programme, Vodacom has an ongoing 5-year pledge to extend 4G population coverage to 70 million people across five of our OpCos. Since the commencement of the pledge in 2022, we have upgraded 2 756 2G and 3G site to 4G, improving access for almost 14 million people.

We are increasing **investment in rural areas** to overcome barriers to connectivity and digitisation.

Rural sites added		
South Africa	Egypt	Tanzania
219	217	34
DRC	Mozambique	Lesotho
47	127	2

The **2Africa subsea cable**, the world's most extensive system, is connected to Vodacom networks in South Africa and Mozambique. The 2Africa project will underpin the further growth of 4G, 5G and fixed broadband access and improve network resilience and connectivity to underserved and rural areas.



The **Project Kuiper** service is a 4G/5G network enabled by a low-orbit satellite constellation. Beta testing is set to commence in 2024. Project Kuiper will connect geographically dispersed cellular antennas to our core telecoms networks, allowing us to roll out connectivity quickly and at a lower cost.

In Mozambique we partnered with World Mobile to trial **aerostats** – tethered balloons equipped with telecommunications equipment. These were identified as a promising solution to improving internet access in underserved communities.

At the fifth South Africa Investment Conference in 2023 we pledged to **invest R60 billion** in South Africa over the next five years, having delivered on our promise in 2018 to invest R50 billion. We expect this latest substantial investment to significantly enhance network resilience to keep customers connected, further accelerating our deep rural coverage programme to help bridge the digital divide.



We made significant progress in expanding and upgrading our network infrastructure, delivering fast, reliable and secure connectivity in Egypt.

Vodacom Tanzania is now an integral part of the Consortium of TelCo Operators. As a result, approximately **3 000 km of communication infrastructure** will be entrusted to the Tanzanian government, paving the way for enhanced connectivity across the nation.

We launched commercial **5G services** in Mozambique, Lesotho and Tanzania and plan to extend them more widely in the coming years. In DRC we are testing 5G connectivity under the regulator's supervision in preparation for rolling out the technology.

5G sites					
South Africa	Egypt	Tanzania	DRC	Mozambique	Lesotho
2 299	–	363	–	12	8

1. World Bank, 2017.

2. ITU, 2019.



1 Closing the digital divide continued

1.2 Increasing smartphone ownership

Device ownership is key to unlocking the potential of advanced connectivity. However, affordability remains a stumbling block to internet access and use in Africa. Most people still not using mobile internet live in areas covered by mobile broadband. Sub-Saharan Africa remains the region with the largest coverage usage gaps¹. We offer affordable entry-level smartphones and considered financial solutions to broaden device ownership.

Smartphone penetration			
	FY2024	FY2023	% change
South Africa	61.7	64.5	(2.8)
Egypt	74.3	67.9	6.4
Tanzania	37.2	35.3	1.9
DRC	23.0	19.4	3.6
Mozambique	48.5	51.6	(3.1)
Lesotho	72.6	66.3	6.3

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. We offer financing to customers to shift from 2G to 4G handsets.

	South Africa	Egypt	Tanzania	DRC	Mozambique	Lesotho
Smartphones on network	25.4 million	33.1 million	6.6 million	4.1 million	4.5 million	0.8 million
Devices sold through prepaid device finance	900	105 000	11 000	4 000	72 000	300

Enabling access to affordable 4G smart feature phones

4G smartphones and smart feature phones are unique in their ability to keep customers connected and digitally included.

We partnered with Samsung Electronics to introduce a **locally produced entry-level 4G smartphone** in Egypt that is fully compatible with our high-speed 4G network. The device is supported by a tailored financing programme to increase affordability. In FY2024 we sold 150 000 devices through this partnership.

Low-cost 4G devices

South Africa

Nokia 215 and 105 4G

R279

Egypt

Samsung A04s

EGP4 499

Tanzania

Kitochi

TZS55 000

DRC

ZTE Blade A31

US\$50

Mozambique

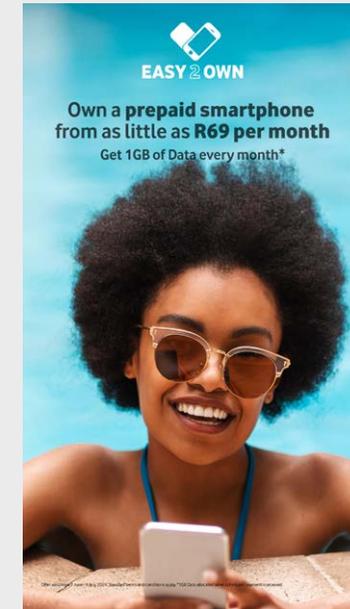
Tecno T920

MZN1 299

Lesotho

Samsung 04E (Sechocha) 4G

LSL1 959



A partnership between Vodacom Tanzania, NMB Bank and Google made **affordable 4G smartphones** available across Tanzania, benefiting 13 317 customers. Customers also accessed devices through Miliki simu Lipa Mdogo Mdogo.

Subsidies, discounts and offers tailored for low-income communities in Egypt offer alternative options for customers wanting to upgrade from 2G or 3G to 4G handsets. We further support affordability through the **Buy Now Pay Later** scheme, offered in partnership with 15 finance providers.

We partnered with Onfon to offer the **Pouko Pouko** device finance scheme, which enabled 72 000 customers in Mozambique to own a smartphone.

Through **Easy2Own**, customers in South Africa can purchase a smartphone with a once-off deposit and complete the payment through affordable monthly payments over the following 11 months. Easy2Own has benefited 3 877 customers. An updated Easy2Own offering was relaunched in April 2024 which now includes daily and weekly repayment options.

Over 2 000 affordable devices were sold in DRC, mostly through **M-Pesa financing**.

1. GSMA, 2023.



1 Closing the digital divide continued

1.3 Addressing digital gaps

Access to mobile connectivity is persistently unequal, with women, people with disabilities, and those within low-income, rural and underserved communities less likely to own mobile phones and access financial and other services.

Reducing the cost of data

We have initiatives to reduce the cost of data, make our pricing affordable, and increase bundle validity to support users, including youth and low-income households.

Just4You usage

60.5% in South Africa

56.0% in Tanzania (FY2023: 55%)

27.0% in DRC (FY2023: 21%)

50.0% in Mozambique (FY2023: 36%)

49.0% in Lesotho (FY2023: 36%)

Just4YourTown

66.0% average discount in South Africa (FY2023: 60%)

Through **Just4You** we provide customers in South Africa, Tanzania, DRC, Mozambique and Lesotho personalised offers for voice, SMS and data based on what they use the most in order to save them money.

Just4YourTown in South Africa uses census data to identify low to average income towns and communicates offers specific to these areas.

We offer **airtime and data advances** to customers who run out of airtime to keep them connected.

PowerFlex in South Africa offers customers unlimited voice minutes, SMS and customisable data allocation.

Everyday-Ta bundles in South Africa are affordable contract plans whereby customers receive a daily data bundle.

We introduced a new range of mobile data bundles for South African students on Vodacom's **NXT LVL** proposition.

We launched the **Unlimited** campaign in Mozambique and focused on segmentation by region to minimise the impact of communications costs.

Providing free access to online platforms

We provide free access to beneficial online platforms and resources to drive digital access and inclusion.

ConnectU provides access to essential free services and resources in South Africa, DRC and Mozambique.

14.4 million

unique ConnectU visitors¹ (FY2023: 6.0 million)

9.4 million

South African unique visitors¹ (FY2023: 5.6 million)

2.7 million

DRC unique visitors (FY2023: 405 000)

2.3 million

Mozambican unique visitors (launched in FY2024)

South Africa

770

institutions connected, including the national departments of health, home affairs and education (FY2023: 770)

25

universities zero rated

1 400

zero-rated URLs (FY2022: 400)

58

TVET college websites zero rated



Vodacom Mozambique partnered with the United Nations Children's Fund (UNICEF) to offer subscribers zero-rated access to youth-focused educational and advice sites, including **Boa Internet**, which provides youth-focused emergency, life-saving and general health and citizenship information. Since the partnership's launch, Boa Internet has had 253 186 visitors (FY2023: 473 251) and 791 600 page views (FY2023: 1.6 million).

¹ Methodology revised to report unique visitors only.



1 Closing the digital divide continued



Case study

Free Wi-Fi in Maputo City

We recently launched the **Free Wi-Fi Internet Access initiative** in partnership with the Communications Regulatory Authority and the Maputo City Council.

The initiative provides free 5G connectivity to Maputo International Airport, Praça dos Engraxadores, Zona Verde Secondary School, the Vodacom Store in the former Ronil, Praça da Juventude in Magoanine and the Fish Market.

Expanding Wi-Fi in public areas promotes digital inclusion and facilitates access to information and online resources for communities, especially young people.



EYANO in DRC provides free on-demand access to public service information via interactive voice response, SMS and USSD, connecting people living in rural areas, especially women. Topics include financial education, agriculture, health and well-being, gender equality, water and sanitation, family planning, weather and human rights. EYANO logged 2.4 million (FY2023: 2.5 million) callers.

Bringing digital to and empowering more women

Mobile technology enables access to essential services. 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, education, skills and entrepreneurship.

3 million

registered Mum & Baby users in South Africa, DRC, Mozambique and Lesotho (FY2023: 2.7 million)

950

women with disabilities became M-Pesa agents in DRC (FY2023: 500)

In many African countries, accessing quality health information and antenatal care is challenging. We identified lack of information as one of the leading causes of infant and mother mortality, and we are working to bridge this gap through mobile applications such as **Mum & Baby**.

Read more about how Vodacom enhances the quality of women's lives on **Page 32**

1. GSMA, 2020.

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

Girls trained in FY2024 – 6 500 (Target 6 000)

South Africa	Egypt	Tanzania	DRC	Mozambique	Lesotho
2 282	46	640	1 004	1 013	1 515

Total number of girls trained – 15 742

6 148	143	2 340	1 446	1 700	3 965
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Code Like a Girl is now an accredited programme in South Africa with credits that can be combined into a full qualification through our bootcamp series. Four girls who attended the Code Like a Girl programme are beneficiaries of our South African bursaries programme, and five are being considered for the next cohort of Mozambiquan bursaries.



Vodacom Mozambique joined **Generation Ready** to offer internships, scholarships and training to Code Like a Girl participants. The **Shine programme** will provide them with a digital platform for online courses featuring self-development and community leadership content.

In Mozambique we partner with **SMS Biz**, UNICEF's longstanding SMS information sharing and engagement platform for youth.

SMS Biz has 835 863 subscribers

(FY2023: 775 413)

60%

male



40%

female



9% are aged 15 to 19

40% are aged 20 to 24



2 Empowering our customers

Digital transformation is central to supporting the SDGs. Working with various partners and subsidiary companies, Vodacom deploys targeted digital solutions that assist individuals to participate in the formal economy while helping businesses and governments to work more efficiently, enabling them to serve more people.

2.1 Delivering platforms for financial inclusion

Mobile money is an important enabler of financial inclusion. In sub-Saharan Africa 33% of adults hold a mobile money account. In 11 of these economies, more adults hold only a mobile money account than an account with a bank or other financial institution. Despite this progress, around 66% of adults in sub-Saharan Africa remain unbanked¹. Without the ability to transfer money, people struggle to save, access loans, start a business, pay their bills or receive payment. 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.

66.2 million financial inclusion customers (FY2023: 58.9 million)²

US\$381.2 billion Mobile Money transactions (of which US\$345.1 billion is M-Pesa) (FY2023: US\$385.2 billion of which US\$364.8 is M-Pesa)

1. GSMA, 2023.

2. Mobile money (M-Pesa and Vodafone Cash including Safaricom) and qualifying financial products from Vodacom Financial Services.

Vodacom Financial Services – South Africa

The VodaPay super-app has **5.8 million** registered customers. VodaPay democratises access to financial services including telco products, bill payments, insurance and lending to both Vodacom and non-Vodacom customers.

VodaLend disbursed **R742 million** in funding to 3 809 SMEs.

Vodacom provides more than **10 000** merchants with digital and physical **payment processing services**, through which we process more than R7 billion in payments annually.

VodaPay payment solutions

- **Kwika** is an affordable card acceptance device that allows merchants to accept card payments.
- The **Tap on Phone app** enables merchants to turn their smartphones into card machines. This free-to-download app enables business owners to accept electronic payments from anywhere without having to incur the service fees of a card machine.

Lending and advance solutions

- **VodaLend Cash Advance** is a nano-lending solution that provides affordable access to funds for customers who have the greatest need for it, but have historically been unable to access funds due to high fees and difficult-to-navigate paperwork. With Cash Advance from VodaLend, available through the VodaPay app, consumers can apply for cash amounts of as little as R50, up to R500.
- **VodaLend | Business Cash Advance** provides funding of up to R1.5 million for merchants using one of our card machines.
- **Business Term Advance** provides fast, easy, paperless access for up to R5 million in funding to business customers.

Insurance solutions

- We offer various insurance solutions which include life, funeral and device cover. 2.7 million policies were issued by Vodacom Financial Services.

VF Cash – Egypt

VF Cash is an e-wallet and financial services platform catering to the banked and unbanked. It offers money transfer, e-commerce, insurance, savings, donation services and utility, merchant and tuition payments.

US\$35.9 billion in transactions (FY2023: US\$20.4 billion)

8.2 million active customers (FY2023: 5.4 million)

VF Cash is focused on growing its donations service. The Vodafone Foundation launched a purpose-based campaign during Ramadan in partnership with the renowned Magdy Yacoub Heart Foundation to match-fund customer donations some of which were made through VF Cash. The raised amount will cover day-to-day medical operations for children with dire medical needs for a year.



2 Empowering our customers continued

M-Pesa – Tanzania, DRC, Mozambique and Lesotho



55.4 million

M-Pesa customers
(Including Safaricom)

1 million

merchants accept M-Pesa and 616 791 agents serve M-Pesa customers (FY2023: 803 000 merchants, 552 612 M-Pesa agents)

M-Pesa is Africa's biggest financial services provider based on transactions processed. M-Pesa delivers financial inclusion by providing financial services to people and businesses with a mobile phone and limited access to a bank account.

M-Pesa – Delivering financial inclusion through mobile

Financial services Including payments, local and international remittances, savings, lending overdraft and foreign exchange

Access to personal services Including healthcare, education, employment, transportation and social protection

Money transfer services M-Pesa is integrated with money transfer hubs in Africa and beyond, allowing customers to send and receive cross-border remittances and purchase from international merchants and content providers

Supporting SME access to e-commerce M-Pesa SME solutions and merchant payment simplify and expand access to e-commerce

M-Pesa solutions across our geographies include:

M-Pesa payment solutions

M-Pesa savings solutions

M-Pesa insurance solutions

M-Pesa lending and advance solutions



M-Pesa payment solutions

Tanzania

- **Cross-border remittances** are easily made from M-Pesa wallets.
- The M-Pesa **Visa card** is a virtual debit card that connects Tanzanians to e-commerce opportunities globally with online payments.
- M-Pesa **Lipa** supports the country-wide digitisation of payments and the migration to a cashless society.
- M-Pesa in Tanzania was selected to support the **government's disbursement** to support low-income families under the Tanzania Social Action Fund.
- M-Pesa is facilitating the **disbursement of National Prosecution Service funds** to National Court attendants. We supported the disbursements of R21 million to 6 464 attendants.

DRC

- **Foreign exchange** solutions are provided in partnership with Equity Bank.
- **Seasonal discounts** are offered on goods and services.
- Customers can pay their **water utility bills**.

M-Pesa has grown from being a means of money transfer to becoming a way of life and a channel for poverty alleviation. Humanitarian crises triggered by conflict in eastern DRC are driving people to seek refuge in temporary shelters. The **World Food Programme** provides cash assistance via M-Pesa to help refugees adjust to a new life.

Mozambique

- The **e-voucher** service allows vouchers to be easily issued through M-Pesa. The rollout of the service is awaiting approval by the Bank of Mozambique.

Lesotho

- **Pension payments** allow beneficiaries to access their funds quickly, conveniently and safely.
- Customers can pay their **taxes, water utility bills and licence renewal fees**.

M-Pesa savings solutions

176 311 M-Koba active groups in Tanzania with R2.9 billion saved and R2.5 billion withdrawn

R618 million in loans extended through M-Pawa in Tanzania, with 309 381 active subscriptions delivering over R1.5 billion monthly savings

Tanzania

- **M-Koba** is a group saving solution in partnership with the Tanzania Commercial Bank.
- **M-Pawa** allows customers to save money using their phones, earn interest from their savings and gain instant access to affordable microloans.

DRC

- **Lona o defa** is a microloan and savings service provided in partnership with FINCA DRC. It enables customers to save on M-Pesa, earn interest and access loans.

Mozambique

- **Xitique** is a group saving solution. Having learned that 128 391 women were using Xitique, we ramped up training and financial upskilling programmes for women.

Lesotho

- **Mokhatlo** is a group saving solution that empowers community saving.



2 Empowering our customers continued

M-Pesa – Tanzania, DRC, Mozambique and Lesotho

M-Pesa insurance solutions

447 047 VodaBima policy holders in FY2024

Tanzania

- **VodaBima** provides immediate access to insurance services in partnership with 20 motor and health insurance providers.
- We provided one-year comprehensive **health insurance** coverage to 600 mothers at regional referral hospitals.

Mozambique

- We offer an **affordable funeral insurance plan** in partnership with Sanlam Vida Moçambique, the country's first digital microinsurance product.

To celebrate its 10th anniversary in Mozambique, M-Pesa, in partnership with the FSDMoç and FINTECH. MZ, organised a **fintech conference** with 200 attendees. The International Finance Corporation signed a cooperation agreement with Vodacom to bolster **M-Pesa in Mozambique**, in a move to boost financial inclusion.

Lesotho

- We launched **Mpate Sheleng** funeral cover, which is affordable and accessible to all customers.

M-Pesa lending and advance solutions

92 705 active Wakala Songesha customers in Tanzania with a R8.4 billion lending portfolio

54 156 Wezesha Wakala agents and over R702 million in Wzesha Wakala loans were extended in Tanzania

M-Pesa Rallonge has **1.2 million** active and 4.1 million base users, with R43 million in loans extended to date in DRC

Tanzania

- **Songesha** is an overdraft facility in partnership with Tanzania Postal Bank.
- **Mgodi** allows M-Pesa customers to save and access mid-sized loans.
- **Chomoka** allows drivers to fuel up on credit at filling stations with the Lipa kwa Simu service.
- Insurance Premium Financing allows drivers to complete payments for their insurance cover without funds.
- **Wakala Songesha** and **Wezesha Wakala** are mobile financial services that enable M-Pesa agents to access instant overdraft facilities and larger short-term loans.

DRC

- M-Pesa **Rallonge**, developed with Access Bank, is a micro overdraft facility for customers with insufficient balances to complete their transactions.
- **Txuna** M-Pesa is a nano-loan marketplace pilot with Moza Banco.

Lesotho

- **Ntlatse** is an overdraft facility that provides customers with an instant top-up when making a transaction without sufficient funds.
- **Nkalime** provides microloans to qualifying customers through M-Pesa in partnership with Airvantage Lesotho.

Airtime advance

Airtime Advance in South Africa, Tanzania, DRC, Mozambique, and Lesotho allows customers to get airtime or data, which is paid off when the customer next recharges. R14.7 billion in Airtime Advance was extended to 30 million customers (FY2023: R12.8 billion, 14 million customers, previously only available in South Africa and Tanzania).





2 Empowering our customers continued

2.2 Supporting SMEs to thrive in a digital world

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 delivering 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.

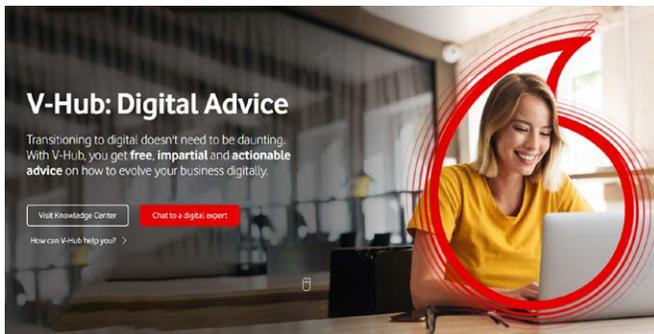
289 563

unique V-Hub visitors in South Africa and Egypt

185

Innovator Trust black SME beneficiaries in South Africa, of which 37.0% are black women-owned (FY2023: 147)

V-Hub is an online resource portal that connects SMEs to expert advice, 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. Central to the hub is the **V-Hub Knowledge Centre**, a virtual repository that acts as an open library offering digital tools and resources spanning tech and innovation. The **V-Hub Advisory service** in Egypt and South Africa, which is in the planning phase, will offer free consultancy to its customers, aiming to engage them through a simple scheduling process and match customer requests with skilled agents.



Through a partnership with the Global Entrepreneurship Network, BAM Consultancy Foundation and Business Doctors NGO, we hosted the **Entrepreneurship World Cup** in Lesotho for more than 400 budding young entrepreneurs.

In collaboration with the **Innovator Trust** in South Africa we organised the annual **Women in Tech awards** ceremony for top female-owned SMEs.



We launched the **AI and Big Data digital transformation initiative** in South Africa for 50 SMEs, these SMEs received 24 hours of training via specialist masterclasses on using AI and other digital tools.

The third season of the **Digital Accelerator** in Tanzania supported early-stage and growth-stage technology start-ups, developing disruptive products and services with the potential to enter the market and scale into profitable, revenue-generating enterprises. 210 applications were received, 15 successful applicants participated in a product design bootcamp, and seven were selected for the acceleration phase.



Supported by Vodacom Mozambique, M-Pesa and the Vodacom Foundation, **Orange Corners Maputo** is an initiative of the Kingdom of The Netherlands that provides young entrepreneurs with training, networks and facilities to start and grow innovative enterprises.

83%

of enterprises active a year later

70%

of entrepreneurs create new jobs

1 802

entrepreneurs trained through the incubation programme

53%

of the entrepreneurs reported income growth

Vodafone Business in Egypt remains the exclusive sponsor of the entrepreneurial reality show **Shark Tank Egypt**. The series highlights the investment and start-up process, encourages a nationwide conversation around entrepreneurship, and directly assists promising entrepreneurs with mentorship and capital.



M-Pesa Merchant Xchange was a cashless market demonstration in Lesotho. 500 attendees used mobile money to pay for tickets, food, beverages, apparel, tech accessories, makeup, tattoos, piercings, and child-minding services. Over 40 vendors showcased their products and services and experienced the safety and convenience of accepting cashless payments.





2 Empowering our customers continued

Through Mozambique's **local content development programme**, SMEs are trained in basic management, compliance, and potential supply chain readiness. 9 SMEs received training (FY2023: 25).

We hosted the **Vodafone Business Digital Transformation Summit** to bring together leaders in Egypt's technology sector, and the **SME Thrive Summit** in South Africa to equip SMEs with ideas, tools, and technological levers for enterprise growth. Two entrepreneurs won an intensive full-day business consultation with Vodacom South Africa's CEO Sitho Mdlalose, and key executives, and R50 000 for business expansion.



Helping businesses manage cyber risks



We provide cyber security integrated solutions and support to our business customers through Vodacom Business' security incident and event monitoring and security operations centre. Our solutions and services protect our business customers from evolving cyber threats and allow them to adapt to a new model of security necessitated by hybrid working and remote, cloud-based environments, as well as the emergence of AI.

The proactive security incident and event monitoring offered within our security operations centre enables enterprises to assess, detect, prevent and respond to security anomalies, potential hacks and breaches.

We leverage the global Vodafone network and partnerships to make enterprise-grade security services accessible to organisations of all sizes.

SME customers

We offer click-to-buy services covering mobile, endpoint and network security through the cyber-as-a-service marketplace.

Mid-market enterprise customers

We provide vulnerability assessments, penetration testing, cyber exposure diagnostics, firewall management, phishing awareness campaigns, full-scale managed detection and response, breach response and forensic services.

Larger and multinational organisations

We offer network, endpoint and managed security solutions to enhance mobile and fixed portfolios.



Read more about how Vodacom manages cyber security on **Page 65**



2.3 Digitalising larger organisations and critical sectors

Digital technologies enhance organisations by creating efficiencies, reducing costs, improving services and generating data that strengthens decision-making. The digitalisation of organisations is a key enabler of growth for businesses and increased service delivery and efficiency in the public sector. We work with organisations to provide carefully selected digital products and services to improve efficiency and productivity.

452 745 movable and **578 542** immovable assets are registered on smart asset management solutions in South Africa (FY2023: 261 654 movable, 233 119 immovable)

10.3 million IoT connections (FY2023: 9.4 million)

9 671 commercial and **45 387** residential electricity smart meters in South Africa (FY2023: 6 324 commercial, 37 509 residential)



2 Empowering our customers continued

Smart metering allows municipalities and businesses to reduce carbon emissions and revenue losses. In South Africa, **smart electricity metering** supports 3 municipalities, with 55 058 meters connected in FY2024. Vodacom trains and employs university graduates as installers and auditors for this solution.

Our **utility asset management**, previously smart asset management, in South Africa facilitates remote monitoring and the optimal management and maintenance of assets, while enabling compliance with accounting standards. Customers include asset-rich industries such as government, enterprises with multiple assets such as transport and logistics companies, and farming and agricultural operations. In FY2024 we tracked over 1 million assets through this solution, more than double what was tracked in FY2023.

We offer **fleet management solutions** in South Africa, Egypt and Tanzania which give organisations full visibility of their assets and use data analytics to improve efficiencies and manage risks. This solution will launch soon in DRC and Lesotho.

 Read more about how we enabled customers to reduce their emission through this solution on **Page 45**



Case study

Seamless digital home solutions

We signed a strategic partnership with Tatweer Misr, a renowned real estate developer in Egypt, to rollout triple-play services and our latest **smart home solutions** across the Bloomfields compound. Bloomfields, spread across 168 hectares, includes a diverse range of properties, such as villas, townhouses, duplexes, lofts, and apartments. Our partnership will provide residents of Bloomfields with an array of high-quality communication and technology services, including high-speed internet, mobile connectivity, smart home solutions, and digital entertainment options.

Vodafone Egypt has signed strategic partnerships with 17 real estate developers to provide 25 compounds with triple-play services and smart home solutions.

Vodacom **SmartGov** offers a robust and feature-rich solution that is purpose-built for the unique challenges of the South African government. SmartGov targets cumbersome administrative processes, ensuring cleaner audits. More than 25 government departments benefit from this solution.

We signed a memorandum of understanding with the Tanzanian **e-Government Agency**, outlining collaborative activities to enhance government communication systems and digital operations, thereby accelerating development and service provision.

Our **Tanzanian Government Electronic Payment Gateway** is used by 773 (FY2023: 325) government institutions to support transactions with citizens. Transactions totalling R4 billion were recorded in FY2024.



We partnered with Lesotho government departments, including the Ministry of Finance and Development Planning, Ministry of Gender and Social Development, Ministry of Public Works and Transport, and the Lesotho Mounted Police Service to enhance the delivery of government services, including paying **pensions and traffic fines**.

We support and empower government institutions, tax authorities and Eduardo Mondlane University, the largest university in Mozambique, to digitalise their **payment systems**.

Netstar partnered with Vodacom to empower taxi commuters nationwide to use **WiTaxi**, a free in-taxi Wi-Fi service in South Africa. The platform also maps out hazards such as potholes, heavy traffic and accidents.

Our **Connected Worker** solution in South Africa is a track-and-trace wearable device with a linked data insights dashboard that gives real-time feedback to health and safety officers. 95 businesses are currently subscribed to this service and 6 000 workers are tracked.

The **Umoja App** in DRC is a digital workplace tool that provides employees with real-time information, including health and safety updates, human resources (HR) and payroll details, training and employee feedback channels. 2 300 employees of Glencore Mutanda were connected through Umoja in FY2024. Vodacom also supports Glencore to improve network coverage across the mining site and nearby town.

We offer **Cold Chain** in Egypt which is a real-time IoT humidity and temperature monitor to minimise the wastage of food, pharmaceutical materials and other products that need to be stored under specific conditions.



2 Empowering our customers continued

Digitalising healthcare

Digital health tools can improve patient outcomes and deliver better healthcare to the underserved. By expanding their use of these tools, African health systems could realise up to 15% efficiency gains by 2030 and reinvest the savings to improve access and outcomes¹. We work with key strategic partners in the health sector to support health and social care providers to benefit from the opportunities that digital tools and better access to data offer.

6.4 million

tests conducted through eLABS in South Africa and Zambia (FY2023: 6.6 million)

13.7 million

stock updates 3 267 public health facilities through the Stock Visibility Solution in South Africa and Kenya (FY2023: 15.6 updates, 4 995 facilities)

6.3 million

People served through UHI and Hospital digitalisation in Egypt across 309 hospitals

We work with Mezzanine and the South African Department of Health to support health facilities through technical solutions such as **HealthX**, **eLABS** and **Stock Visibility Solution**.

- **HealthX** in South Africa is an electronic vaccination data system, developed in partnership with the Council of Scientific and Industrial Research.
- **eLABS** in South Africa and Zambia improves testing, analysing and reporting in laboratories with electronic monitoring of sample locations, replacing paper-based pathology management.
- **Stock Visibility Solution** addresses inefficiencies in medicine supply chains by providing digital data and real-time reporting of drug stock levels to reduce drug stock-outs.
- **AitaHealth** in South Africa digitises healthcare delivery in communities, reducing paper-based processes, supporting data-driven policy making and improving access to care. AitaHealth enabled the National Department of Health to register 371 552 households and screen 1.7 million individuals to promote community wellness and provide medical services better tailored to particular communities.
- **LEAP/Communicator** in Kenya and Tanzania is a mobile learning platform for health workers across Africa. More than 126 660 training messages have been sent to community health volunteers.

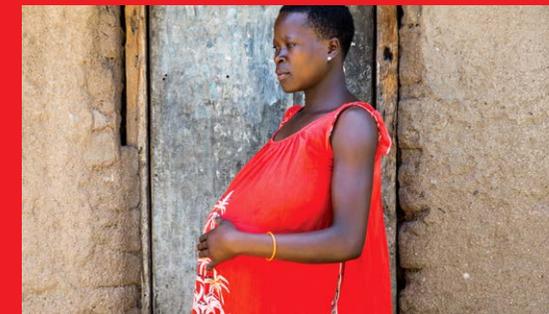
We launched two cutting-edge digital health solutions in South Africa in partnership with the Free State Department of Health. **Computer Aided Dispatch** is an efficient dispatching system built on benchmarked standards. The solution provides a transparent platform that effectively tracks ambulance movements, patient records, departmental resources and equipment use. **The Assisted Reality Medico-legal Surveillance System** empowers frontline medical workers with a hands-free voice-enabled system to conduct audio and visual recordings of medical procedures.

We spearheaded the largest digital transformation projects in the Egyptian healthcare sector by leading the charge in two pivotal national endeavours: the **UHI** initiative and **digitalising Egyptian University Hospitals**. The two initiatives are live in 309 hospitals (FY2023: 197) and served 6.3 million citizens (FY2023: 5 million) while at least 15 million citizens are targeted through our digital healthcare solutions.

We also offer **holistic professional services**, including consulting and learning opportunities to partners and customers. 30 000 Egyptian healthcare employees (FY2023: 25 000) have been trained to use our digital solutions.

We partnered with Egypt Air Hospital and Airport Clinics to offer **cloud healthcare services** and solutions in Egypt.

Mum & Baby, offered in South Africa, DRC, Mozambique and Lesotho, is a mobile health service that provides information on maternal, neonatal and child health and well-being.



We continue to support the government-led, technology-based, affordable emergency transport system known as **m-mama** in partnership with the Vodafone Foundation. Following the overwhelming success of its pilots, which focused on providing maternal and newborn emergency care, m-mama is live and active across Tanzania and Lesotho, and its usage has surged.

	Tanzania	Lesotho	Total
Emergency calls	54 566	5 067	59 633
Estimated lives saved	1 734	122	1 856

After the initial success of the maternal care platform, m-mama is being expanded to encompass general emergency transport and to additional regions, including DRC and Kenya.

Watch m-mama: connecting pregnant women to emergency care in rural Africa

We supported the fight against malaria in Mozambique by co-funding the Global Fund's **Goodbye Malaria** programme and supporting anti-malaria spraying and communications campaigns. 597 066 (FY2023: 663 044) households were reached in the FY2024 campaign, impacting 1.9 million (FY2023: 2 295 802) lives. Goodbye Malaria has impacted the lives of 6.2 million people.

1. Mckinsey, 2023.



2 Empowering our customers continued



M-Kulima is an easy-to-use mobile and web-based platform in Tanzania that enables multiple stakeholders to communicate and transact with farmers to provide digital payments and advisory services. The platform has a base of 3.2 million registered farmers. They access M-Pesa financial services, including B2C payments for their crops, microloans and group savings. Insurance products are currently being piloted.



We are piloting the **Moloni agritech platform** in DRC which provides farmers with weather reports, sustainable farming advice, and a digital marketplace connecting agricultural value chain players. The platform is being developed in partnership with Kinshasa Digital Academy (KADEA) and tested among 1 000 farmers across three regions.

The United Nations Women, the South African Women in Farming and Vodacom Foundation, implemented a programme to **equip female farmers with ICT skills**. 3 279 farmers have been trained through the programme.

Digitalising agriculture

Agricultural productivity is vital for Africa's economic future, and enhancing productivity and competitiveness is key to unlocking this potential. We partner with our subsidiaries, Mezzanine, M-Pesa and IoT.nxt, to provide various agricultural digitisation tools and platforms that enable efficient distribution and use of inputs, unlock markets and facilitate payments.

9.6 million

registered users on agricultural platforms in South Africa, Tanzania and DRC (FY2023: 8.2 million)

15 million

Agri-vouchers issued to farmers in South Africa and Kenya (FY2023: 2 million)

Mezzanine offers solutions to digitalise and transform agricultural practices. Mezzanine solutions are available in South Africa, Kenya and Tanzania. 6.4 million (FY2023: 5 million) farmers are registered on the Mezzanine platforms.

- **MYFARMWEB™** is a cloud-based web platform that supports commercial farms with best practice decision-making through the internet.
- **eVuna** is Mezzanine's suite of smallholding agriculture offerings, which includes:
 - Dairy management and Seasonal: SMS-based systems that digitally records and reconciles milk or seasonal crop produce deliveries
 - Vouchering: a solution that allows a third party (e.g. government) to issue e-vouchers to smallholder and subsistence farmers
 - Marketplace: a digital marketplace that connects smallholder farmers to information, inputs, financial services and buyers.

Mezzanine facilitated the issuing of vouchers to farmers in FY2024:

15 million vouchers through the Kenyan Agri Value Chain subsidy programme and MERTI Integrated Development Programme were distributed to almost 6 million beneficiaries.

52 962 vouchers were awarded in South Africa, valued at R744 million, through the partnership with the Department of Agriculture, Land Reform and Rural Development.



3 Supporting communities

We aim to positively impact communities in the areas in which we operate, focusing on youth, the underserved and marginalised people. We leverage the transformative power of connectivity to expand access to high-quality education, support jobseekers to enter the future-focused world of work, and assist people with disabilities or experiencing abuse.

VodaEduc in DRC offers free maths, sciences, information technology (IT), economics and finance educational content to learners and teachers through an updated and expanded e-curriculum.



3.1 Enabling education

Nearly nine in 10 children in sub-Saharan Africa cannot read and understand a simple text by age 10¹. Over 230 million jobs will require digital skills in Africa by 2030, meaning many African children will likely be excluded from these opportunities².

102 557

users of VodaEduc in DRC with 900 primary and secondary school scholarships (FY2023: 94 491 VodaEduc users, 700 scholarships)

378 890

Ta3limy registrations (FY2023: 341 818)

Our **e-learning solution** in South Africa allows learners to access curriculum-aligned content and educators to access learning materials on their smartphones with no data charges. The platform has 1.3 million registered users. The e-learning solution is called e-Fahamu in Tanzania. The e-Fahamu platform registered 42 181 users in FY2024 bringing the total of registered users to 227 181.



Case study

Providing the tools for better education



Ta3limy is a free educational platform for Egyptian K-12 students, parents and teachers with 378 890 registrations (FY2023: 341 818). Ta3limy provides world class content on the national curriculum, digital literacy 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.

To expand the awareness of Ta3limy for those who are not privileged with resources and connectivity, we provided 80 more (FY2023: 100) schools in rural Haya Karima villages with connectivity, devices and training, reaching more than 200 000 (FY2023: 350 000) beneficiaries on-ground.

The Vodafone Egypt Foundation introduced the soft launch of the **Ta3limy App** in 2023. This app offers easier and quicker access to the platform's high-quality content, encouraging students to stay engaged throughout the year. Incentivised competitions are held, and winning students are awarded tablets and other learning equipment.

The Vodafone Egypt Foundation has scaled its partnership with the Ministry of Communication and Information Technology to provide Digital Egypt Builders Initiative, Digital Egypt Marvels Initiative, Digital Egypt Cubs Initiative and Digital Egypt Pioneers Initiative students with special access to Ta3limy. Through partnerships with entities such as Well Spring and the National Council for Women, we provide parents with the necessary tools to place them in the same sphere of knowledge as their children.

INS



INS was set up in 2013 by the Vodafone Foundation and the 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 impact since inception

	Egypt	Tanzania	DRC	Mozambique
INS centres	48	11	29	19
Pupil beneficiaries	88 936	36 030	40 820	71 148
Teacher beneficiaries	2 448	361	781	1 465

1. The World Bank, 2022.

2. World Economic Forum, 2020.



3 Supporting communities continued

The Vodacom Lesotho Foundation hosted a successful two-month winter **robotics bootcamp** to teach 100 children and youth aged between five and 25 about building and programming robots using coding. The bootcamp was held at the Innovation Park, Vodacom Lesotho's entrepreneurship incubation hub at Maseru Mall, in partnership with the Girls Coding Academy. The bootcamp culminated in a mini expo where participants showcased the gadgets, innovations and devices they had designed.



We partnered with **Silabu**, a cutting-edge platform in Tanzania that enables students to quickly connect with vetted tutors for personalised tutoring.

The Vodafone Egypt Foundation collaborated with Al Manfaz and brands such as Nestlé, PepsiCo and Mountain View to build a computer lab for a Cairo school and donate 10 000 backpacks filled with school supplies. The second volunteering event with Al Manfaz during Ramadan yielded 3 800 food supply boxes packaged by our employees.



Providing devices and connectivity to learners, schools and teachers

Digital education holds the potential to level the playing field, especially given the growing rate of connectivity in Africa. Students and teachers can access learning resources and classroom collaboration software through our learning platforms. Our school management platforms and digital and connectivity solutions drive efficiency in educational institutions.

South Africa

Education ecosystem

 Read about South Africa's education ecosystem on [Page 36](#)

Egypt

Educational SIMs

- 6 589 SIMs sold
- **Haya Karima**
Provided public schools with fully equipped and connected computer labs in 80 (FY2023: 100) additional schools across five governorates reaching over 200 000 (FY2023: 350 000) beneficiaries.

Tanzania

Connected Schools

- 32 (FY2023: 52) schools and institutions of higher learning connected
- 159 schools supplied with the supakasi shule 100GB data packages under a Universal Communications Service Access Fund sponsorship



DRC

Digital classes

- 7 installed

VodaEduc's connected classrooms

- Renovating existing classrooms with desks and connectivity
- Equipped 12 regions with new 40-student-capacity connected classrooms

Mozambique

Faz Crescer

- More than 301 069 learners and teachers connected since 2018
- Data allowance has grown from 150GB to 600GB/month constructed computer labs in 31 schools bringing total to 86

 Watch Faz Crescer

Free connectivity

- Free Wi-Fi connectivity piloted in 50 schools

Lesotho

Wi-Fi routers donation

- 276 routers donated to the Network of Early Child Development of Lesotho for use in grade R classes

Fixed or wireless connectivity

- In partnership with the Lesotho Communication Authority 161 rural schools connected (FY2023: 201)



3 Supporting communities continued

Vodacom Foundation education ecosystem in South Africa

ECD centres

Pillar 1

- 27 (FY2023: 15) ECD centres benefit more than 1 800 (FY2023: 700) children have been upgraded, renovated and provided with ICT equipment, mobile libraries, and water and sanitation facilities.

Infrastructure and ICT

Pillar 2

- The number of Schools of Excellence increased from 13 to 25.
- Eight of these were provided with virtual classroom solutions, and two have a coding and robotics programme.
- More than 2 500 (FY2023: 3 000) schools have been connected and provided with ICT equipment.

Communities

Pillar 3

- More than 1 600 (FY2023: 1 480) Youth Academy learners were trained in ICT since inception.
- Since 2018, 203 (FY2023: 160) unemployed young people have been recruited from Youth Academy alumni.

Learning materials

Pillar 4

- More than 1.3 million registered users accessed a quality digital curriculum via unlimited, free internet access.
- 25 university and 58 technical and vocational education and training college websites were zero rated.

School leadership

Pillar 5

- 92 teacher centres have been furnished and provided with internet connectivity in collaboration with the Department of Basic Education and Microsoft.

Partnerships

Pillar 6

- 125 young people received IT training in FY2024 (and 1 631 since inception) in partnership with Microsoft, Cisco and the MICT SETA.

Supporting jobseekers and empowering youth

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

% of labour force unemployed in 2023

South Africa	Egypt	Tanzania	DRC	Mozambique	Lesotho
32.3	7.3	2.3	4.6	3.87	17.5

2.6

registered users on NXT LVL (FY2022: 4 million)

171

Youth Academy graduates in our youth development volunteering programme (FY2022: 75)

NXT LVL in South Africa offers registered youth customers connectivity and preferential rates on value bundles and devices, digital skills, lifestyle and entertainment services.

We partnered with Microsoft South Africa to provide free access to digital training courses through the **Mzansi Digital Learning platform**. The platform aims to address South Africa's digital-skills gap by providing access to scarce skills aligned with the digital economy. The Mzansi Digital Learning platform is hosted on the new NXT LVL rewards platform and integrated with the ConnectU zero-rated service. Microsoft South Africa works closely with local partner Afrika Tikkun to roll out the Mzansi Digital Learning platform, which is targeted to reach 300 000 people.

The **Vodacom Digital Lab** in DRC, in partnership with the KADEA, promotes sustainable digital connectivity and skills development across the country. Vodacom labs have been installed in Kinshasa, Lubumbashi, and Goma; the labs utilise Vodacom's technology to address SDGs in DRC. So far, 2 753 students have been trained online, with 412 receiving on-site training.

The **Vodacom Elite programme**, which aims to provide a transformative experience for future leaders younger than 30, represents a unique opportunity for talented young people to join Vodacom DRC and gain valuable experience in the digital field.



Dunia is a conservation and wildlife crime awareness platform developed by three young Congolese women trained at the Kinshasa Vodacom Digital Lab who participated in and won a hackathon funded by Vodacom and USAID. The platform was handed over to the L'Institut Congolais de Conservation de la Nature in December 2023.

Read more about Dunia on **Page 50**

Our **bursary programmes** in South Africa, DRC and Lesotho, support full-time undergraduate students. We plan to expand the programmes to other OpCos in FY2024.

191

bursaries awarded of which 78 were to women (FY2023: 112 bursaries; 54 women)¹

16

bursars, graduated and were placed as graduates or interns (FY2023: 17)

R15.7 million

invested in bursaries

1 187

bursaries awarded since 2014

1. FY2023 restated to include DRC and Lesotho.



Our **internship programme** in South Africa offers a 12-month fixed-term contract, which provides workplace experience underpinned by a carefully designed training programme. In Mozambique and Lesotho we offer a similar programme that allows people to gain valuable work experience, explore career paths, and network with professionals while earning an income. The same programme offers short-term assignments in Egypt for up to one month and includes undergraduate and post-graduate students.

143 interns and learners, of whom **92** are youth with disabilities (FY2023: 153)

The **Youth Academy** in South Africa trains learners on ICT subjects.



Read more about Youth Academy on **Page 36**

Our **youth development volunteer programme** in South Africa enables Youth Academy graduates to gain work experience in Vodacom-sponsored non-profit organisations, schools of excellence and early childhood centres. 98 youth were placed through this initiative in FY2024.

The **She Works Wonders programme** is an external woman development programme launched by PepsiCo in 2022 to train newly graduated women with skills required to work in “unconventional” fields. Through the Egyptian Gender Alliance (EGA), Vodafone Egypt partnered with PepsiCo to create a pipeline of 1 200 female candidates in the technology and sales fields at Vodafone Egypt.



Read more about EGA on **Page 58**

3.2 Helping people with disabilities

Technology has been vital in delivering new levels of accessibility to people with disabilities. While the tools have been impactful, work can be done to further level the playing field to ensure equal access to the same opportunities. We enable people with disabilities to stay connected, live a better life today and build a better tomorrow.

Vodacom is a signatory to the GSMA's principles for driving the digital inclusion of persons with disabilities.

We invest in **assistive technologies** to empower persons with disabilities from primary school to university level, including:

- **Text-based emergency services** for D/deaf customers using emergency SMSs and Vodacom's 112 emergency app;
- **An interactive voice response voicemail** option, which allows callers to send a detailed SMS to a hearing-impaired customer instead of leaving a voice message; and
- **Smart digital training centres** to train people with disabilities in the use of devices.

We continued to expand our **inclusive care initiatives** across customer touchpoints, improving access to our services for people with hearing, visual and physical disabilities.

South Africa

- The **Specific Needs Contact and Relay Centre** is available to D/deaf customers or customers with disabilities, such as physical or learning disabilities or speech, visual or hearing impairments. 11 296 people received assistance.
- The **National Relay Service (NRS)** enables customers who are D/deaf, hearing-impaired, hard of hearing or speech-impaired to communicate in real time with hearing family or friends.

Egypt

- A **call centre for deaf and hard-of-hearing customers** uses a specialised bundle for free video calls. 35 000 people were served in FY2024 through the centre, which employs four deaf individuals and two expert speakers.

Tanzania

- 171 stores support wheelchair access.
- All stores include a priority desk for persons with disabilities.
- Sign language services and support for customers with hearing disabilities are provided in 64 stores.
- Video call sign language services are provided via our call centre.
- 30 retail employees have been trained in sign language.
- We launched a dedicated helpdesk for blind people.



Watch Tanzania's inclusive care initiatives

We partnered with the Cape Town Society for the Blind in South Africa to support its **Smart Digital Training Course**, and 81 people were trained.

The **Insight Centre** in Lesotho is a 4G-supported library at the State Library, providing visually impaired persons with equal access to information. The library serves 100 people weekly.



Watch Insight Center

We donated to the **Resource Centre for the Blind** in Lesotho, the donation went towards the institution's operations and purchase of books, assistive devices and utilities.

Deaf South African **Sign Language (SASL)** users can now make an appointment with a doctor via Vodacom's NRS contact centre with the support of a SASL interpreter. 112 people used the service in FY2024.

We trained and empowered 950 (FY2023: 500) women with disabilities to become M-Pesa agents in five regions of DRC under **Je Suis Cap**, and they are now running their businesses. Vodacom Foundation DRC supports Operation Smile, an NGO that facilitates surgery for individuals affected by cleft lip and cleft palate. 242 people have benefited from the procedure.

To commemorate **Disability Rights Awareness Month**, Vodacom South Africa provided 16 000 registered customers with disabilities with 5GB of data for three months. Meanwhile, the Vodacom Lesotho Foundation took part in an event for **International Day of Persons with Disabilities**, hosted by the Ministry of Social Development.



We provide **discounted contract deals online and at selected stores for people with disabilities** in Egypt and include accessibility in design processes when conceptualising new product and service ideas.



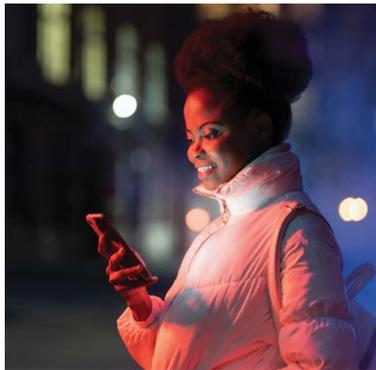
3 Supporting communities continued

3.3 Helping people experiencing abuse

Domestic abuse is an epidemic affecting millions of people around the world, and one that takes many forms. From physical and sexual abuse to controlling and coercive behaviour that isolates victims from their families. Victims are often unaware they are being abused or scared of seeking help. Vodacom works with various partners to leverage digital technology to help fight the scourge of GBV.

The **Nokaneng App** informs users in Lesotho about GBV, their rights and available support services, and offers emergency tools. The app was downloaded 15 619 times in FY2024.

We hold GBV awareness campaigns and continue to support two safe houses in Lesotho for victims of GBV. The Vodacom Lesotho Foundation, in partnership with the UN, is renovating the UN compound in Maseru to be used as a GBV centre.



GBV ecosystem

Vodacom Foundation's approach to the GBV ecosystem in South Africa has two pillars.

Pillar 1 Prevention

29 386 people downloaded the **Bright Sky app** per month. Following the 16 Days of Activism against GBV campaign, we registered more than 76 000 clicks.

Pillar 2 Survivor empowerment

More than 1 600 survivors of GBV in shelters have been empowered with digital literacy training.

We have placed 25 **psychosocial support professionals** across all South African provinces, reaching more than 26 000 learners across 42 schools.

The professionals support educators and learners to deal with issues of violence, bullying and GBV in schools. A KwaZulu-Natal learner said: "We couldn't concentrate [on our studies] because of family issues. The programme has helped us to free our minds, and we are now able to concentrate. Through Vodacom we have a sense of belonging."

412 families were visited in their homes to help address family dynamics and social cohesion in communities.

Vodacom South Africa donated R10 million to the **GBV and Femicide Response Fund**. It built the first Thuthuzela care centre in the Eastern Cape. The Vodacom Foundation also hosts an annual GBV awareness walk.



3.4 Employee volunteerism

We enable our employees to contribute through payroll giving, fundraising and volunteering, including activities where employees can use their professional skills and expertise.

Activities occur throughout the year, including local and global campaigns such as Nelson Mandela Day, World Read Aloud Day, World Hunger Day, and days of activism against GBV.

Employees that undertook volunteer activities					
South Africa	Egypt	Tanzania	DRC	Mozambique	Lesotho
3 226	623	17	334	261	80

Total 4 541





Protecting the planet

We provide connectivity and digital solutions that help to enable the climate transition and aim to empower others to reduce emissions, improve the efficiency of resource usage and protect nature. We are working to minimise the environmental footprint of our operations, our value chain and our products and services and improving the circularity of the technology we use and sell. This year, we continued to embed our planet strategy across our business.

Our Protecting the planet strategy centres around reducing GHG emissions, enablement, circularity and biodiversity. We reviewed our near and long-term planet goals against our business plans, opportunities and external constraints, which led to the refresh of some of our goals at the end of this financial year.

To further integrate planet into our business and fast-track future actions, we strengthened our governance, data and systems, risk management and stakeholder engagement.

Our focus areas at a glance¹

<p>1 Responding to climate change</p> <p>We are committed to a low-carbon future and addressing the climate crisis.</p> <ul style="list-style-type: none"> Responding to climate change Advocating for change 	<p>2 Delivering net zero operations (scope 1 and 2 GHG emissions)</p> <p>As digital demands increase, we continue investing in energy efficiency measures and technologies to reduce GHG emissions.</p> <ul style="list-style-type: none"> Driving energy efficiency Switching to renewable energy sources Managing diesel use 	<p>3 Managing scope 3 GHG emissions</p> <p>Through engagement and action, we aim to reduce our value chain GHG emissions.</p> <ul style="list-style-type: none"> Engaging with our suppliers on climate action Enabling our customers to reduce their emissions 	<p>4 Driving circularity</p> <p>We are guided by a circular approach to our resource consumption.</p> <ul style="list-style-type: none"> Circularity of network waste Circularity of devices Reducing virgin plastic use Managing general waste Managing water consumption 	<p>5 Supporting biodiversity</p> <p>We aim to manage and mitigate our biodiversity impacts.</p> <ul style="list-style-type: none"> Understanding and managing our impact on biodiversity Supporting biodiversity protection through new technologies
<p>Enhanced the Group's Climate and TCFD report to include our emissions reductions strategy, including additional information on our climate transition plan and associated activities</p> <p>Provided emergency relief in DRC, Mozambique, Tanzania and South Africa</p>	<p>All OpCos are ISO 50001 certified</p> <p>0.14tCO₂e</p> <p>GHG emissions² per terabyte of data, down 48% (FY2023: 0.27tCO₂e/TB)³</p> <p>0.43MWh per terabyte of data energy intensity (FY2023: 0.58MWh/TB)³</p> <p>28% decrease in scope 1 and 2 market-based GHG emissions</p>	<p>Enhanced ESG data capabilities to improve the quality of our data for scope 3 GHG emissions accounting.</p> <p>Supported customers in avoiding 1.4 million tCO₂e (FY2023: 1.0 million tCO₂e)</p>	<p>93% of network waste reused or recycled (FY2023: 97%)</p> <p>11 882 consumer handsets reused (FY2023: 902)</p> <p>6 029 consumer handsets recycled (FY2023: 5 355)</p>	<p>Protecting the South African marine ecosystem in partnership with the World Wide Fund for Nature</p> <p>Reforestation with the WWF in Tanzania and Limomonane in Lesotho</p> <p>Tracking protected animals through Dunia platform in partnership with USAID</p> <p>Partnership with Africa Moto to distribute clean cooking solutions in DRC</p> <p>Owl and bird rescues supported by Owl Rescue</p>

1 Our FY2020 baseline and prior year data have been restated to include Vodafone Egypt.
 2 GHG emissions are measured in tonnes of carbon dioxide equivalent (tCO₂e) where a tonne is equal to a metric tonne which is equal to 1 000kg.
 3 FY2023 restated due to improvements in methodology and to include Egypt for a reflective year-on-year comparison.



1 Responding to climate change

FY2024 was the hottest year on record, with average temperatures reaching 1.35°C above the pre-industrial average¹. These records were accompanied by devastating extreme events, which the Intergovernmental Panel on Climate Change has warned are just the beginning of an ongoing trend.

The impacts of climate change pose a significant risk to our operations, associated value chains and the countries in which we operate. We address the global climate crisis through our efforts to mitigate and address our climate-related impact and risks.

This requires global, regional and local cooperation, individual actions and collective responsibility to adapt to the changing climate and mitigate GHG emissions to limit accelerated climate change. We are committed to a low-carbon future and sustainable environmental practices. We continue to seek ways to build business resilience when faced with adverse weather. We engage and collaborate with stakeholders on environmental awareness and climate action.

At the core of our climate action, we are:

- ▷ Embedding climate change into our governance process
- ▷ Assessing the actual and potential impacts of climate-related risks and opportunities on our business strategy to better understand and build resilience in the transition
- ▷ Leveraging the Group's enterprise-wide risk management framework, which includes identifying, assessing and responding to climate-related risks.

Addressing climate change is imperative to protect the environment, safeguard human health, promote economic stability, achieve social justice and secure a sustainable future.

1. National Oceanic and Atmospheric Administration.

1.1 Managing climate-related risks and opportunities

Climate change poses physical risks (i.e. extreme weather events and natural disasters) and transition-related risks (i.e. those related to moving to a low-carbon economy). However, it also provides opportunities for our business. As part of our commitment to operate ethically and sustainably, we strive to understand climate-related risks and opportunities and embed responses into our business strategy and operations.

We continually enhance our policies, processes and reporting regarding climate change. We conducted various training sessions on the TCFD, climate-related risks and opportunities and net zero, reaching employees across functions.

Following a rigorous planning and engagement process, we have made a commitment to the SBTi to set near-term and long-term emissions reduction targets. We have also applied for the validation of the Group's near-term science-based targets.

Vodacom's TCFD programme

We enhanced the Group's Climate and TCFD report to include our emissions reductions strategy including additional information on our climate transition plan and associated activities. We revalidated our key climate risks and opportunities and participated in a global Vodafone risk review process.

We continued to follow regulatory and disclosure developments with a focus on the International Sustainability Standards Board's IFRS S2 standard and corporate South Africa's consideration thereof.



Read more about our TCFD programme in the **Climate and TCFD report**

Notable severe weather impacts

Climate change-related weather events are escalating, with cyclones and flooding impacting areas in southern Africa.

In April 2024 the Western Cape province in South Africa experienced heavy storms, winds and fires, destroying infrastructure and homes. We donated R500 000 to Gift of the Givers to **support relief efforts** including providing daily hot meals, blankets, personal hygiene items, among other essential items.

Heavy rains in 2023 and 2024 caused major flooding in 18 of DRC's 26 provinces. In January 2024 the government declared a hydrological and ecological catastrophe after the Congo River overflowed and flooded the capital, Kinshasa. Mudslides also occurred in the Kalehe territory in South Kivu, sweeping away large parts of the Bushushu and Nyamakubi villages.

The DRC Vodacom Foundation launched a **campaign to support affected communities**, which included:

- Five minutes of free calls and a toll-free emergency number;
- Free money transfers via M-Pesa to Kalehe; and
- A community recovery programme empowering victims through agriculture.

Despite the widespread flooding, our network experienced minimal interruptions.

El Niño weather conditions resulted in higher-than-average rainfall, causing disruptions to fibre networks. In December 2023, a landslide in Hanang affected the nearby town. We contributed R3.4 million to relief efforts through sms, voice and data offerings to our subscribers and working together with other TelCos in the country through the Tanzania Mobile Network Operators Association. Relief efforts constituted food supplies, cleaning products, and blankets.

Cyclone Freddy struck Mozambique in early 2023. We immediately invoked our crisis management plan to stockpile supplies and secure people and equipment. Working with local authorities, the National Institute for Disaster Management and civil society organisations, we provided 50 tonnes of humanitarian assistance reaching over 20 000 people. We enabled a **zero transaction fee fundraising mechanism** through M-Pesa to collect cash donations, and our zero-rated select products and services enabled communities to communicate and transact.



1 Responding to climate change continued

1.2 Advocating for change

Creating customer and employee awareness

Our **RedLovesGreen** journey aims to unite Vodacom, our customers and our partners to create environmental awareness and encourage action towards a more sustainable future. Through this, we communicate and educate for a positive impact on climate change.

Activities took place across our OpCos to mark **World Environment Day**. In DRC we launched the second edition of the interbusiness challenge to recycle electronic waste in collaboration with Benelux Afrocenter. In Lesotho we conducted a radio and social media awareness campaign to limit plastic and e-waste. In Egypt over 1 000 employees participated in World Environment Day activities and more than 130 switched to Eco-SIMs. We received the Earth Guards Award, sponsored by the Ministry of Social Solidarity, in recognition of our efforts towards achieving sustainable development.

We launched the Tweak Carbon Calculator in South Africa, a platform that supports employees with profiling their individual GHG emissions inventory.

Forging partnerships and collaborations

Partnerships are essential to addressing the climate and nature crises and reducing environmental impact. We work with global, regional and local partners to deliver on our planet strategy initiatives. We are a signatory of the UN Global Compact African Business Leaders Coalition's climate statement, and we partner with organisations such as the WWF and the USAID.

In FY2024 we collaborated on various business and sector initiatives, providing inputs to the:

- Global System for Mobile Communications Association: Energy Challenges for Mobile Networks in Sub-Saharan Africa; and
- UNGC ABLC Policy blueprint paper.

As part of the virtual wheeling initiative in South Africa, we held a thought leadership session on “innovation and implementation that is shifting electricity markets” with the National Business Initiative, regional partner of the World Business Council for Sustainable Development.

 Read more about virtual wheeling on **Page 45**



We embarked on an initiative in South Africa to provide **backup power** to the Johannesburg Roads Agency's traffic lights during loadshedding to ensure that the traffic signals along major intersections operated during the power cuts. This partnership will use electricity sourced from Vodacom's adjacent buildings to power traffic lights. This initiative has improved the traffic congestion around our buildings and the surrounding Midrand area, affecting between 2 000 and 3 000 vehicles.

 Read more about these partnerships on **Page 49 and 50**

Through a partnership with **GasFasta**, an on-demand cooking gas distribution service, we are increasing accessibility to this health and more environmentally friendly fuel. At low prices, Vodacom customers can order gas cylinders and have them quickly delivered by GasFasta after paying through the M-Pesa super-app. To accelerate uptake, in the first three months post-launch, customers received a cashback refund and free delivery for every order. Since launching in November 2023 approximately 1 000 gas cylinders have been ordered through the super-app, with a month-on-month growth rate of 6%.

Vodacom and M-Pesa partner with ENGIE Energy Access to offer **MySol**, a home solar system with two LED bulbs and phone charging to Mozambican households for the price of one candle per day. This partnership makes high-quality energy accessible on a pay-as-you-go system, and supports connectivity and inclusive financial services across rural Mozambique. We provide ENGIE with free data and airtime, and M-Pesa enables zero charge payment through its platform. When their accounts are paid off, customers own the system and have access to free solar energy. ENGIE has reached 217 968 households, impacting over 1 million people.

2 Delivering net zero operations (scope 1 and 2 GHG emissions)

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. We are making progress towards net zero for our operations. We are committed to working with others across the public and private sectors to reduce telecommunications sector emissions in Africa.

Our goal

We aim to achieve net zero GHG emissions from our operations (scope 1 and 2) by 2035, in line with a science-based pathway to limit global warming to 1.5°C by 2100.

Our approach to energy management prioritises energy efficiency first, followed by on-site renewables, offsite renewables and finally offset mechanisms.

We execute our energy strategy and decarbonisation plan through the leadership of our Group Technology Energy Performance centre of excellence. This team coordinates the development of practical, implementable projects and initiatives on our journey to becoming net zero in our operations. Each OpCo energy lead coordinates localised energy and decarbonisation strategies, which considers the country's unique operating contexts, in accordance with the Group energy strategy. All our OpCos have obtained **ISO 50001 certification**, which specifies energy management system requirements.

1. Freitag, C.et al., 2021.

Internal **training and awareness** is also a key lever for our strategy. Industry specialists delivered training and included sessions on energy management, energy efficiency, energy baselining, energy measurement and verification.

Our OpCos have started **certified energy manager training** towards an internationally accredited certification from the Association of Energy Engineers.

Supplementary information is available to all employees through the Vodacom hyperbook platform and ongoing awareness is delivered through newsletters, screensavers and various other media.



GHG emissions overview

We measure our carbon footprint using the GHG Protocol Corporate Accounting and Reporting Standard. We restated our FY2020 baseline and prior year data to include Vodafone Egypt.

In FY2024, our total scope 1 and 2 market-based GHG emissions decreased by **28%** to 618 747.8tCO₂e (FY2023: 855 173.2tCO₂e)².

2. Due to the reduction in scope 2 emissions driven by increased renewable energy sourcing. Our GHG emissions profile at an OpCo level correlates with our operating outputs with South Africa and Egypt having the highest GHG emissions.

Group scope 1 and 2 market-based GHG emissions (thousand tCO₂e)³

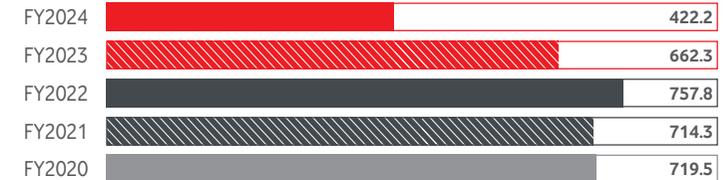
FY2024	FY2023	FY2022	FY2021	FY2020 baseline
618.7	855.2	947.1	904.9	905.7

Group scope 1 and 2 market-based GHG emissions (thousand tCO₂e)³

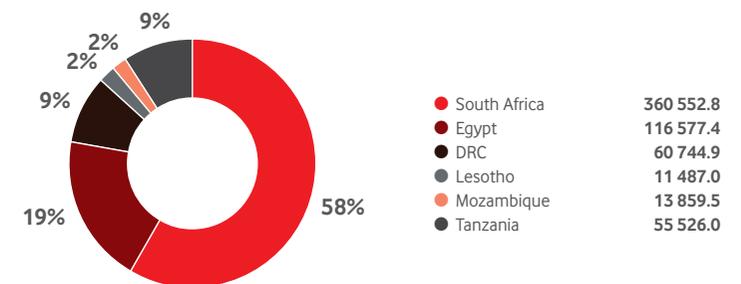
Scope 1



Scope 2



FY2024 scope 1 and 2 market-based GHG emissions by OpCo (tCO₂e)



3. Our FY2020 baselines and prior years' data were restated to include Vodafone Egypt.



2 Delivering net zero operations (scope 1 and 2 GHG emissions) continued

2.1 Driving energy efficiencies

Our energy consumption is from our access network of base stations (82%), technology centres (13%), office and warehouse buildings (3%) and retail stores (1%) and transport (1%).

Where grid power is available, the primary energy source powering our network of base stations, technology centres, offices, warehouses and retail stores is grid-supplied electricity (unless a source of renewable power is available, e.g. solar), with batteries and diesel generators as a backup energy source.

We spent R4.7 billion (FY2023: R3.8 billion)¹ on energy costs, a 23% year-on-year increase driven by higher electricity tariffs and fuel costs, increased energy consumption due to network expansion², rollout of 5G and loadshedding. Our **energy efficiency measures** focus on our base station sites and technology centres, which account for 95% of our energy consumption. Our actions include upgrading equipment, modernising the network, and improving controls and configurations. Improved energy efficiencies reduce our dependence on fossil fuel-based energy sources, decreases our GHG emissions and our costs. Our improved energy efficiency allows us to grow our operations without increasing our energy consumption at the same rate.

R82.0 million
invested in energy efficiency projects
(FY2023: R33.0 million)

Projects can potentially deliver
annual energy savings of
24.1GWh (FY2023: 3.4GWh)

1. FY2023 restated to include Egypt.
2. Despite an absolute decrease in our scope 1 and scope 2 GHG emissions, we have consumed more energy and have offset some of the energy with an increase in renewables.

R4.7 billion

energy costs³
(FY2023: R3.8 billion)

0.43

energy intensity (MWh per terabyte of data)
(FY2023: 0.58MWh per terabyte of data)

Energy consumption⁴ increased by

3%

to 1 922.6GWh (FY2023: 1 862.2GWh)⁵

Managing network consumption

We manage network consumption by sourcing and implementing more efficient network equipment and reducing energy demand by:

- Introducing energy-saving network features;
- Modernising our network equipment and ancillary equipment like cooling; and
- Designing and selecting energy-efficient equipment for new sites.

We actively upgrade and improve our base stations' energy efficiency through better equipment selection and placement. We are rolling out energy meters and an **energy management system** across our base stations to improve our understanding of energy consumption and identify anomalies and areas of improvement.

Where our strategy involves outsourcing network sites to a tower management company, our energy performance goals are prioritised, and we aim for the tower management partner to align with our net zero plans.

3. Network-related electricity and fuel costs.
4. Excludes transport.
5. FY2023 restated to include Egypt.



Managing building and technology-centre consumption

We maintain best practices in our technology centres and properties by installing efficient cooling equipment, lighting and control systems, and ensuring good housekeeping.

Ongoing energy efficiency initiatives include:

- Hot and cold aisle containment where possible;
- Heating, ventilation and air conditioning upgrades are implemented where technology centres are due for refurbishment (with more advanced controls, including AI); and
- Improved controls and configurations to reduce unnecessary use of equipment such as lighting and managing heating and cooling set points (for example, through a building management system).

Green building accreditations



The Green Building Council of South Africa (GBCSA) accredited two buildings at Vodacom South Africa's headquarters with a **five-star existing building performance certification**. Resource efficiency, especially regarding energy, water, and waste management, are important features that the GBCSA assess when awarding the certification.

The C2 building on the Smart Village Campus in Egypt maintained the international accreditation for Leadership in Energy and Environmental Design (LEED) Gold **Certification for Operations and Maintenance**. Maintaining LEED Gold in this category ensures that we pay close attention to building operations through sustainable practices, creating healthier environments and minimising our impact on the environment. Following smart village **C2 building operations and management Gold LEED Certificate**, Vodafone Egypt is in the process to certify another building.



2 Delivering net zero operations (scope 1 and 2 GHG emissions) continued

2.2 Switching to renewables

Achieving our net zero for operations goal requires switching to renewable sources of electricity, including investments to replace diesel generators with technology that can operate on alternative, renewable fuel sources, such as green hydrogen. This process relies on technological advancement and the availability of renewable fuels.

26% of our total energy consumption is from renewable sources, including energy generated by our solar plants, purchased renewable electricity certificates (RECs) and PPAs, supporting our goal to match 100% of the grid electricity we use with electricity from renewable sources by 2025. Where the grid mix includes renewable sources, this is not reflected in our renewable energy numbers, but it is reflected in the grid emission factor that we apply to calculate our scope 2 emissions.

Investing in on-site renewable energy

Our footprint of base stations extends across multiple geographies. Most electricity supply from these national grids is intermittent and suitable replacements for diesel generators are required. On-site solar presents a solution; however, it can be challenging due to limited physical space, site accessibility, theft, vandalism, maintenance requirements and other OpCo-specific challenges. Where Vodacom is not the landlord or does not control power infrastructure (e.g. generators and distribution systems), the deployment of on-site renewables depends on third parties. New rural base stations are either entirely solar powered or use a mixture of solar and grid power.



New solar sites		
	FY2024	Total
South Africa	1	21
Egypt	77	267
DRC	48	898
Mozambique	106	280
Lesotho	2	105
Tanzania	42	202

On-site renewable electricity generation is a small proportion of our total renewable energy consumption. Major advancements in current technologies will be required to deploy on-site renewables at scale. In South Africa, the **Midrand solar project** is complete, with an installed capacity of 6MWp, producing up to 10.8GWh per annum and saving approximately 10 908tCO₂e annually.



Investing in offsite renewable energy

PPAs provide a mechanism to purchase renewable electricity, typically at lower cost, from independent power producers (IPPs). Cost certainty shields against volatile wholesale electricity prices and unmanageable cost increases. We engage governments to facilitate the development of renewable energy infrastructure. By working with governments, we are creating new opportunities for renewable power purchasing in Africa, and building a more accessible market for renewables in regions where access to reliable, safe and environmentally friendly power has been challenging.

We are **collaborating with partners** to develop new innovative solutions for renewable generation. For example, South Africa has implemented PPAs for offices and technology centres, and our virtual wheeling platform will provide solar and wind energy meeting 30%

of its electricity needs. DRC has an existing PPA with a microgrid provider. Mozambique's legislation recently changed to allow for microgrids.

We are developing proof-of-concept microgrid solutions. Private grid-connected PPAs are not yet possible in Egypt, Lesotho, Mozambique and Tanzania.

 Read more about virtual wheeling on **Page 45**

We entered an agreement with the NREA in Egypt to supply us with at least **260GWh of electricity from NREA's renewable projects**. As a result, 65% from Vodafone Egypt's electricity consumption is now sourced from renewable energy and an additional 207 offgrid sites are powered by solar energy.



2 Delivering net zero operations (scope 1 and 2 GHG emissions) continued



Case study

Virtual wheeling in South Africa



In a first of its kind in South Africa, Vodacom signed a virtual wheeling agreement with Eskom in August 2023 to accelerate efforts to solve the country's energy crisis. Traditional wheeling typically involves a one-to-one relationship between an IPP and an offtaker using the national grid to convey the energy.

While the concept of traditional wheeling is common practice globally, it has limitations for companies with a distributed network of operations. For example, Vodacom South Africa's operating situation is unique due to the complexities associated with having over 15 000 distributed low-voltage sites across the country linked to 168 municipalities. Until this point, this complexity has prevented Vodacom from accessing large-scale renewable energy from IPPs.

The virtual wheeling solution addresses these challenges. After a successful pilot phase, which concluded in 2022, and following rigorous testing of the solution, developed by Vodacom subsidiary, Mezzanine, is now accessible to the public and private sector on a larger scale.

With the agreement in place, Vodacom can add more renewable electricity capacity to the grid without impacting Eskom's balance sheet while helping to reduce our GHG emissions. The blueprint provides an easy-to-follow roadmap for others in the private sector, effectively enabling those who want to benefit from cost savings, reduced overall GHG emissions and in helping South Africa to stabilise the grid.

Market-based instruments

Purchasing RECs forms part of our energy management strategy in the following instances:

- In countries where fossil fuel-based electricity consumption is high, where grid availability is low or full on-site conversion to renewable electricity supplies are limited; and
- As an interim mechanism to achieve our renewable energy sourcing commitments until we find suitable renewable solutions.

Where possible, we source RECs from within our operating countries; however Lesotho, Mozambique, and Tanzania do not have local issuers of RECs. The incremental cost of RECs (or their equivalent) is low when considered in the context of our overall energy spend.



2.3 Managing diesel use

We used 70.0 million litres of diesel (FY2023: 67.0 million litres)¹, mainly in stationary generators at our offgrid sites, or sites where grid-supplied electricity is unreliable. Increased diesel consumption was driven by more frequent grid power interruptions or intermittent power supply, particularly in South Africa, Egypt, Mozambique, DRC and Tanzania. A portion of the increase in Tanzania and DRC is due to more accurate data available for energy used at base stations managed by third parties.

Increased diesel consumption increases our scope 1 GHG emissions and impacts our ability to decarbonise. This further introduces reputational risk due to the noise and air pollution caused by diesel generators near communities.

In the short term, we focus on **prioritising batteries over** diesel generators. In the long term, we seek alternatives to diesel, including connecting offgrid sites to the grid where possible, deploying wind and solar where applicable, and exploring newer technologies such as microturbines and hydrogen fuel cells.

We have **electric vehicle charging stations** in Egypt, DRC and South Africa. We have started procuring electric vehicles in some of our OpCos and continue to investigate a phased rollout across the Group.



IR Read more about the impact of loadshedding on **Page 74** of the integrated report

1. FY2023 restated to include Egypt.



3 Managing scope 3 GHG emissions

Scope 3 includes indirect GHG emissions that we can influence but not control. The primary sources of our scope 3 GHG emissions are purchased goods and services, capital goods and fuel and energy-related activities. Reliable and standardised data from across an entire value chain is fundamental to reducing scope 3 emissions. In FY2024, Vodacom collaborated with Vodafone Group Plc to enhance ESG data capabilities to improve the quality of our data, including scope 3 GHG emissions.

To further improve the quality of our scope 3 GHG emissions inventory and identify the appropriate reduction levers, we are onboarding two workstreams in the short term. We are focusing on improving data quality first, which entails data gap closure and improved accuracy, and includes agreements with suppliers on data privacy and data use. Secondly, we are identifying appropriate plans to reduce emissions at a Group and OpCo level.

3.1 Working with partners to reduce scope 3 GHG emissions

We aligned our **scope 3 reporting** with the GHG protocol. This year, supported by Vodafone, we have completed a review of our methodologies resulting in restatement of our scope 3 emissions for FY2023. This was undertaken to improve our data quality and estimation approach alongside the need to reflect portfolio changes and latest developments in industry standards and emission factors. We published a full scope 3 disclosure for the second time and were able to conduct year-on-year comparisons.

916 419.0tCO₂e
in scope 3 GHG emissions
(FY2023: 1.0 million tCO₂e)¹

74% of these emissions were from purchased goods and services, capital goods, and fuel and energy-related activities

Vodacom uses Vodafone's key **global supplier benchmarks**. Suppliers provide details of their GHG emissions and management programmes through the CDP, a global disclosure system that helps companies measure and report their environmental impacts. Some of our equipment providers, including Nokia, Cisco, Microsoft, Google, Amazon and HP, have their own net zero ambitions. Several of these operate in countries with a legislative requirement for net zero plans, making supplier net zero commitments a primary passive lever to reduce our supply chain emissions.

1. FY2023 restated to include Egypt.

To further reduce the impact of our upstream supply chain emissions, through Vodafone Procurement Company, we engaged with our top suppliers in the procurement process to improve **product carbon footprint data** sharing and identify opportunities for energy efficiency improvements in hardware and software solutions to reduce embodied carbon. We continued to embed ESG into our supplier procurement process, encouraging more suppliers to participate in the CDP and set targets for renewable energy and relevant GHG emissions reduction targets.

Our supplier evaluation **request for quotation** processes include an up to 20% weighting for environmental and social criteria. Our supplier performance management programme covers environmental factors, and suppliers' GHG performance is considered.

Read more about Eco Rating on **Page 48**

Part of the **ISO 50001 certification process** includes engagements with suppliers to inform them about our energy management journey, including GHG emissions reduction targets. Following these engagements, some suppliers have indicated that they would like to implement ISO 50001 certification themselves to manage and reduce their energy usage and GHG emissions.

Read more about our ISO 15001 certification process on **Page 42**

Read more about our supplier management process on **Page 75**

To increase consumer awareness of the climate impact of smartphones, which can influence our downstream emissions, we market mobile phones' Eco Rating scores.

3.2 Enabling our customers to reduce their GHG emissions

Mobile technologies can reduce GHG emissions by up to 10 times greater than the carbon footprint of the mobile network itself. This ratio could double by 2025².

We develop digital technologies and services that enable our customers (enterprises and governments) to reduce their environmental footprint. We began using green digital solutions to tackle climate change and help decarbonise society. Our IoT services, including logistics, fleet management and smart metering, are underpinned by a robust commercial rationale with three main opportunities for customers.

- **Increased efficiency and reduced wastage**
IoT enables organisations to monitor operational processes, identify waste and address the source.
- **Using IoT to deliver cost efficiencies**
Connectivity allows products and services, such as shared distribution networks and vehicle sharing, to be automated and shared, reducing the cost and carbon impact.
- **Monitoring and changing customer behaviour**
IoT products connect directly to customers, allowing us to monitor trends, such as shifting demands for energy.

Our fleet management solutions in South Africa, Egypt and Tanzania give companies full visibility of their assets and use data analysis to improve efficiencies and manage risks. Route and vehicle usage data can be used to reduce fuel usage and emissions. The solution serves **1.9 million vehicles** (FY2023: 10 000), from cars to heavy trucks. After implementation, fleets reduced fuel consumption by 25%, with an associated reduction in emissions. This solution will launch soon in DRC and Lesotho.

Supported customers in avoiding **1.4 million** tCO₂e emissions³ (the equivalent of 70 million trees growing for one year (FY2023: 1 million tCO₂e; 4.0 million tCO₂e since FY2022)). A year-on-year increase of 32% was mainly due to the following enablement solutions active in FY2024: connected e-mobility, fleet management, connected car, and smart meters.

2. GSMA 2019.

3. South Africa with Egypt included from FY2024.



4 Driving circularity

E-waste is our business's second most material environmental issue, and encouraging circularity is a key enabler of our planet strategy. Circularity considers the entire life cycle of a resource and aims to eliminate waste – thereby reducing environmental impact. We aim to use resources for as long as possible to maximise the return on capital employed following which we recover and reuse materials responsibly. We seek to manage our impact sensibly and support our customers' efforts.

The UN estimates that 50 million tonnes of e-waste are produced globally each year, with only 20% formally recycled¹.

As the use of technology expands and develops, we play our part to address the growing e-waste problem.

Our **waste management policy** prioritises safe and responsible reuse and recycling, and our waste hierarchy embeds sustainable practices throughout our operations and supply chain activities.

Our e-waste circularity initiatives consider two types of e-waste:

- **Network equipment**, including radio equipment used to run our fixed and mobile access networks; and
- **Electronic devices**, including smartphones and other devices we sell to customers.

Our goal

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

1. UNEP (2019) Tackling the challenge on e-waste



4.1 Circularity of network waste

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

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

In FY2024, we reviewed internal waste policies with the intention to improve the accuracy of reporting. This resulted in a drop in the overall percentage of network waste reported as recycled (FY2024: 93% from FY2023: 97%). No network equipment was redeployed in the year (FY2023: 36.4 tonnes).

1 273.1
tonnes network **equipment recycled**
(FY2023: 1 167.1 tonnes)²

1 277.7
tonnes of **hazardous network waste recycled**
(FY2023: 1 724.7 tonnes)²

2. FY2023 restated to include Egypt.

4.2 Circularity of devices

Small IT equipment and electronics constitute around 9% of total e-waste generated³. We are committed to reducing our impact by implementing circularity initiatives with our partners and other operators. For example, South Africa and Egypt are participating in Vodafone's **WWF "1 million phones for the planet" campaign⁴**, to raise consumer awareness of e-waste and incentivise our customers to bring back their used devices for trade-in, donation or recycling.

11 882 consumer handsets reused (FY2023: 902)	6 029 consumer handsets recycled (FY2023: 5 355)
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Mobile handsets collected for reuse are devices returned by a customer through a product take-back scheme that are intended for future reuse as product swap stock, insurance service, good as new stock or sold to a third party trade-in provider. While mobile handsets collected for recycling are devices returned by a customer through a product take-back scheme that are intended to be recycled.

We support customers in extending the lifetime of their devices through repair or resale. We provide 36-month contracts to ensure high-quality devices are more affordable and encourage customers to extend the lifetime of their devices.

3. GSMA (2022), Strategy paper for circular economy.
 4. Our previous metric that measured weight of products collected via product take-back schemes is not reported in FY2024 as we have retired it in place of our partnership with WWF through Vodafone.

Our **RedLovesGreen** campaign encourages customers to return their devices to any of our 35 repair centres in South Africa. Depending on the returned device's make, model and condition, it may be repaired, refurbished, resold or sent for recycling. We also encourage customers to consider buying second-life devices. Refurbished devices are certified Good as New and sold with a six-month warranty, or donated to a Vodacom-supported school. If the device is not in usable condition, it is sent to a Vodacom-approved recycling agency.

The **Good as New** programme aims to drive smartphone penetration and reduce e-waste by providing certified pre-owned smartphones at an affordable price, with 6 615 handsets sold in FY2024⁵.

We continue to collect, refurbish and reuse **fixed-line equipment** (such as broadband routers) to drive environmental well-being and cost savings.



Tackling e-waste through e-TADWEER

e-TADWEER

Vodafone Egypt partnered with the Egyptian Ministry of Environment, the UN Development Programme and the Federation of Egyptian Industries to develop the **e-TADWEER** solution, which drives circularity solutions for electronics and devices. In FY2024, e-TADWEER enabled the recycling of 3 296 devices⁵.

5. FY2023 comparative not available due to updates on metric quantification and boundary in FY2024.



4 Driving circularity continued

Improving customer awareness of product sustainability



The pan-industry Eco Rating initiative aims to improve transparency, raise awareness of the environmental impact of handsets, and inspire the industry to accelerate a transition towards a more circular model for mobile phones.

Eco Rating labelling on devices helps customers make more conscious and sustainable purchases. The Eco Rating label highlights five key aspects of mobile device sustainability – durability, reparability, recyclability, climate efficiency and resource efficiency. Following a detailed assessment, each handset receives an overall Eco Rating score out of 100 to represent its environmental performance across its entire life cycle.

Through Eco Rating, we continue to help consumers identify and compare the most sustainable mobile phones on the market, while encouraging suppliers to reduce the environmental impact of devices.

Eco Rating is available in South Africa.



Read more about Eco Rating



4.3 Reducing virgin plastic use

We continue replacing single-use plastics with lower-impact alternatives across all our retail stores, offices and logistics operations in collaboration with our logistics providers. Where plastic is necessary, we choose recycled plastic.



Reducing virgin plastic use in our SIM cards



Every year, more than 4.5 billion SIM cards are produced globally¹. This equates to 20 000 tonnes of polymers, which is equivalent to two Eiffel Towers in weight.

Vodacom introduced a half-sized SIM card to reduce virgin plastic waste by reducing the plastic and packaging materials used. We then launched our Eco-SIM, a half-sized SIM card made of recycled plastic. The Eco-SIM initiative has saved more than 550 tonnes of paper and 350 tonnes of plastic to date. Eco-SIMs are available in South Africa and Egypt.

The introduction of e-SIMs depends on regulatory approval and market penetration of devices that support these SIMs. We encourage our partners to develop products to support e-SIMs to reduce the environmental impact of manufacturing and transporting physical SIM cards. We offer e-SIM in South Africa, Egypt and Tanzania.

1. GSMA (2021) Eco SIM Card from Thales and Veolia: The SIM card made from recycled refrigerators.

4.4 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. Waste management at our operations primarily focuses on reducing paper and single-use plastic consumption, using eco-friendly products, paper recycling and in South Africa and DRC food waste composting.

We responsibly manage the waste streams involved in delivering our products by digitalising branch processes to become completely paperless; pursuing green lease agreements for stores including water, waste and electricity management targets; and reducing our plastic usage.



4.5 Using water responsibly

Rainwater in sub-Saharan Africa is abundant but seasonal and unevenly distributed, leading to frequent floods and droughts. At 60% water coverage, the region is categorised as vulnerable by the World Health Organization. While we are not a water-intensive user, majority of our operations are in countries which are classified as medium-high to extremely high water risk² and so we work to reduce our water usage across all our operations. Our digital solutions and IoT products can help our customers, such as governments and businesses, reduce their water consumption through real-time monitoring and early detection of water leaks.

In FY2024, we developed a more structured **water data sharing and monitoring system** across our OpCos. Property teams have benefited from increased awareness training and have access to central repository of knowledge resources. More than 80% of our OpCos have robust and evolving building management systems that enhance our water management capabilities.

Water saving measures include waterless urinals, chemical toilet flushing, waterless hand sanitising

2. WRI Aqueduct Water Risk Atlas (wri.org).

stations and aeration taps with reduced water flow, efficient use of borehole water, rainwater harvesting and water-wise gardens. For our employees, we promote responsible water consumption through targeted campaigns such as World Water Week.

A proof of concept for using **Propelair technology** to reduce water usage is being piloted in South Africa. Should the pilot be successful, we will look to scale up the rollout. Toilet flushing accounts for approximately 48% of water consumption in commercial buildings. A standard toilet uses around nine litres of water per flush – the Propelair retrofit uses one and a half litres, an 84% saving.





5 Supporting biodiversity

The world is currently undergoing a dangerous decline in nature with one million species threatened with extinction, impacting the lives of billions of people and economies. In December 2022, 188 governments adopted the Kunming-Montreal Biodiversity Framework consisting of four overarching goals to reverse the loss of nature by 2050.

Although our effect on biodiversity is low, we aim to better understand its extent and minimise our infrastructure's environmental and visual impact.

Digital technology can be applied to enable interventions and actions to protect, manage and restore nature. The so-called nature technology market is expected to be worth \$6 billion within 10 years¹. We also work with conservation agencies to explore how technology can minimise biodiversity loss.

1. World Economic Forum, 2022.

5.1 Understanding and managing our impact

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

We increasingly seek to understand our impact, the risks of biodiversity loss and opportunities to partner with stakeholders to prevent further harm. Using tools such as the **biodiversity mainstreaming readiness assessment** conducted by the Endangered Wildlife Trust, we are shaping our response to managing our land use impacts and influencing our suppliers' behaviour. We recognise the need for a sustainable approach to nature and in the coming years, we will continue to review the biodiversity impacts, risks and dependencies of our business operations, products and services in accordance with best practice.

In FY2024 we engaged with emerging frameworks such as the **Task Force on Nature-related Financial Disclosures** through the GSMA biodiversity working group.

We require an **environmental permit** from the national environment agency in most countries to construct base stations owned by us or through a third party. We enable this through environmental impact assessments of actual or potential impact on habitats and species from the construction and maintenance of base stations.

We incorporate **natural habitats into our infrastructure**, including wetlands, nesting for birdlife and planting indigenous vegetation at our office buildings. Where possible, we build base stations that blend into the natural environment. Our approach to siting and constructing new base stations includes exploring co-sharing opportunities with other TelCos.

Where our employees or suppliers face **natural risks** such as bees and snakes, we ensure they undergo the necessary training to support them with their work without negatively impacting biodiversity.

5.2 Supporting biodiversity protection

Technology can minimise the impact of human activity. We partner with various organisations to protect biodiversity on land and at sea. This support combines programme funding, connectivity and innovative technology solutions in conservation efforts.

Vodacom South Africa and WWF South Africa collaborated on a solution to **safeguard marine mammals** against fishing net entanglements. We are piloting this solution in Saldanha Bay on South Africa's West Coast, where traditional fishing communities are struggling with overfishing, pollution and climate change. The system uses infrared cameras and hydrophones to alert mussel farmers to whales in the Saldanha Bay Aquaculture Development Zone and activate an emergency response protocol in case of an entanglement. The early warning system will also be used to gather scientific data by recording the movement of marine life. It could help to prevent ships from striking seals and dolphins. Once the pilot project in Saldanha Bay is complete, the solution can be expanded to other coastal areas and fisheries.

 Watch Vodacom and WWF partner on the Saldanha Bay Early Warning System and other local initiatives





5. Supporting biodiversity continued

Supporting reforestation efforts

Tanzania's Dodoma region is susceptible to extreme weather, deforestation, desertification, biodiversity loss and crop failure, putting people who live off the land at risk.

Between 2019 and 2022, the Vodacom Tanzania Foundation partnered with the WWF, the Tanzania Forest Service and the Tanzania government to raise climate change awareness and plant trees in the region.

The Kijani Dodoma and Kijani Zaidi programmes have planted more than 111 782 trees in Dodoma, Kisarawe and Mkuranga. In FY2024 we conducted a monitoring and evaluation process on the trees that have been planted. The results show an 85% tree survival rate and 420 employment opportunities created.

Watch Kijani Dodoma na Vodacom Tanzania Foundation



In Lesotho, we collaborate with the Limomonane Trust to implement a sustainable urban greening and forest restoration project which aims to create a green belt across the most arid parts of the country. In FY2024, 12 500 trees were planted (FY2023: 20 000) over six acres in Ha Ntse, Masapong village in peri-urban Maseru and in Masowe suburb in Maseru, bringing the total number of trees planted since 2022 to 48 000.

Watch Limomonane Trust green fest



The **Dunia app**, developed by Kinshasa Vodacom Digital Lab participants, drives awareness of scarce and endangered wildlife species and enables the public to report poaching activity.

Read more about Dunia's development here



Owl and bird rescues

Owls and other bird species, including black-shouldered kites, hadedas, crows and eagles, often choose base stations as a nesting spot. Potential risks arise when network personnel are required to perform routine maintenance and upgrades. These workers may unknowingly disturb the nesting birds, potentially harming either the birds or themselves. Vodacom South Africa Foundation donated R150 000 between 2021 and 2023 to the Owl Rescue Centre, supporting 265 rescues. After the birds are safely removed, they are taken to the centre for rehabilitation, release and post-release monitoring for successful adaptation back into the wild.



In DRC we partnered with local company Africa Moto to distribute **clean cooking solutions** that help minimise deforestation and limit the use of charcoals and firewood. These solutions transform lives by improving health, protecting the environment, creating jobs, empowering women and helping consumers save time and money. Compared to charcoal and liquefied petroleum gas, households can save up to 50% on their fuel bills. M-Pesa aids the purchase of pellets to fuel stoves, and Vodacom covers the access fees for households. Each clean cooking stove consumes 91% less wood and reduces CO₂ emissions by four to five tonnes per year. We estimate that distributing 1 750 stoves to a community will result in 630 extra healthy life years.





Maintaining trust

Recognising the disruptive nature of digitalisation and its associated challenges, we aim to be a trusted partner to our customers, employees, suppliers and the communities we serve in the digital society. Our commitment to responsible business practices supports our purpose and enables sustainable value creation. We combine financial performance with ethical conduct, balancing the needs of people and the planet with profit.

Acting lawfully, ethically, and with integrity is critical to our long-term success, and forms the cornerstone of how we do business. Transparency, honesty and accountability guide all our business interactions. We continue to foster a diverse and inclusive global workforce that reflects the customers and societies we serve. For our customers, we protect their data, ensure that services are delivered securely and responsibly, and provide guidance on how to navigate new technology ethically. We promote a strong health and safety culture, we aim to respect human rights across our operations, and to proactively manage risks in our supply chain. Upholding the highest industry standards, we behave responsibly and transparently, comply with legal and regulatory standards, and ensure employees, business partners and suppliers conduct themselves appropriately.

Our focus areas at a glance



1 Doing business ethically

We are committed to business integrity wherever we operate.

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

96%

of employees completed assigned code of conduct training (FY2023: 94%)

97%

of employees completed assigned anti-bribery and corruption training (FY2023: 92%)



2 Developing our employees

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

- Fostering workplace equality
- Developing employee skills
- Living the Spirit of Vodacom

Certified number one **Top Employer**

in Africa by the Top Employer Institute

38.2%

women in management and senior leadership roles (FY2023: 35.4%)

670 402

hours of learning (FY2023: 202 033)



3 Protecting privacy and data

Millions of people communicate and share information over our networks, enabling connection, innovation and prosperity. It is critical that customers trust us with their data.

- Managing data privacy
- Managing cyber security

96%

of employees completed assigned privacy training (FY2023: 95%)

Zero

privacy fines and cyber security critical incidents (FY2023: zero)

97%

of employees completed assigned security training (FY2023: 88%)



4 Protecting people

We prioritise the health and safety and respect human rights of our employees, contractors, suppliers and communities.

- Managing health and safety
- Respecting human rights

97%

of employees completed assigned health and safety training (FY2023: 95%)

Established a **cross-functional** human rights advisory group



5 Promoting responsible and inclusive procurement

We aim to ensure integrity in our supply chain processes by identifying and managing related risks.

- Managing our supply chain
- Supporting local economic development

Worked with **24 932**

suppliers and spent over R90.0 billion (FY2023: 25 661; R90.6 billion)

R8.8 billion

spent on enterprise development and preferential procurement for small enterprises (FY2023: R8.8 billion)



1 Doing business ethically

Maintaining trust underpins our purpose and we value and uphold ethical behaviour. We hold our employees, business partners and suppliers to a high standard of integrity. An ethics office leads our ethics programme. Training and awareness support the programme's internal and external policies to ensure compliance with best practice, laws and regulations.

1.1 Promoting ethical conduct

Our mature ethics programme enables a robust ethical culture. It aligns with international best practice ethics management framework and best practice according to internal benchmarking and external assessment through ESG ratings.

We remain focused on continuous improvement as Vodacom navigates an increasingly digital world. We have updated our ethics strategy and framework to reflect our digital ambitions and shifting environment.

Digital ethics strategy:

- Business ethics
- Technology ethics
- Data ethics
- Digital ethics

These pillars contribute to our overall objective of conducting our operations responsibly, transparently and ethically, and supporting the delivery of our strategic objectives.

Defining our code of conduct

Vodacom's code of conduct and business principles outline the behaviours expected from directors, executives, employees, contractors, business partners and suppliers in line with our ethics strategy and framework. These are supported by policies and activities to ensure we manage our responsibilities.



Individual conduct

Bribery and improper payments; conflicts of interest; gifts and hospitality; travel and expenses; managing our information and documents; security; information classification and protection; our brand; and intellectual property rights



Public policy and communications

Speaking on behalf of Vodacom; and social media



Privacy

Privacy principles and their application



Compliance with the law

Insider dealing; competition law; anti-money-laundering; and sanctions and trade controls



Employees

Diversity and inclusion; and harassment and bullying



Health and safety

The Absolute Rules; electromagnetic fields; and drugs and alcohol



Communities and society

Local community engagement



Financial integrity

Contracts and expenditure; and responsible supply chain



Environment

Resource use; and environmental impacts

Our code of conduct is well understood throughout Vodacom with culture and ethics risk surveys indicating that the programme is well entrenched. For example, 94% of respondents to our Spirit Beat employee survey agree with the statement "Our team lives by the code of conduct".



Read more about our Vodacom code of conduct



Read more about supplier ethics on **Page 75**

1. Our most recent survey recorded a participation rate of 94%.

Delivering training and raising awareness

Through training and awareness initiatives we ensure understanding of and adherence to our internal codes, policies and programmes that govern behaviour. Our mandatory Doing What's Right programme has been in place since 2006 and is guided by global Vodafone and local Vodacom policies. It is adapted to the local context of our countries of operation. The programme empowers employees and contractors through training modules and ongoing awareness encompassing:

- Anti-bribery and corruption;
- Code of conduct;
- Health and safety;
- Privacy; and
- Security.

These modules are completed within an employee's induction, with refresher training every two years. Training is available in English, Arabic in Egypt, French in DRC, and Portuguese in Mozambique. To link performance with impact, we incorporated mandatory compliance training into the minimum performance standards required which determines each employee's eligibility for a bonus.

Annual completion rates are influenced by the implementation timing of new modules and new joiner start dates.

96% employees completed their assigned code of conduct training by 31 March 2024 (FY2023: 94%).

Our OpCo ethics and compliance officers completed **Ethics Officer Certification** through the Ethics Institute of South Africa. Through this programme they acquired the essential knowledge and skills to implement our digital ethics strategy and effectively identify and manage emerging risks.



1 Doing business ethically continued

We implement regular **communication campaigns** on high-risk activities such as acceptance of gifts and hospitality, conflicts of interest, data privacy, cyber security, anti-money laundering, competition law, and health and safety. Activations include webinars, leadership conversations, direct emails and screen savers. We focus on promoting the Group's ethics advice line and our whistleblowing mechanism, Speak Up.

We continued to provide training to contractors, subsidiaries and business partners through the hyperbook which is accessible to people who are not on the Vodacom domain.

Vodacom hosts an annual **Group Chairman's ethical leadership event** to embed ethical leadership at all levels of the Group. The Chairman highlighted the importance of leaders being visionary and ethical in the digital age. The event featured Dr Urvashi Aneja, who has published widely on the ethics and governance of algorithmic decision-making systems. Vodacom launched its digital ethics strategy at the event.

795 employees and people leaders attended the Group Chairman's annual ethical leadership event (FY2023: 1 000).

Digital Ethical Leadership Event
Topic: Navigating Ethical Leadership in the Digital Age

Join our guests

Saki Macozoma,
Chairman: Vodacom Group Limited

Dr Urvashi Aneja,
Founder & Exec. Director of Digital Futures Lab

Wednesday, 17 April 2024 | 11am to 1pm | The Dome, Midrand Campus, Johannesburg

Providing ethics advice

Employees can proactively request advice through our ethics advice line, an anonymous platform managed by Group Ethics. Requests from employees and third parties include policy interpretation, conflicts of interest, supplier due diligence, individual conduct, review of customer codes of conduct, and responses to ethics audits initiated by customers.

275 employees and contractors sought advice through the ethics advice line (FY2023: 319).

Group ethics advice line: EthicsAdviceLine1@vodacom.co.za

Confidential reporting

Speak Up website
Click here to report an incident

Speak Up hotline

South Africa 0800 728 625	DRC 1150
Egypt 0800 006 0171	Mozambique 980 500 7465
Tanzania 0800 12 0044	Lesotho 8001 3460

The majority of our employees trust our Speak Up process, as indicated by our Spirit Beat survey where 80% of respondents reported that they believed appropriate action would be taken ¹.

17 932 (FY2023: 8 003 excluding Egypt) cases^{2,6} of alleged fraud or irregularities were investigated

These cases were received through:

- Direct reports from customers
- Online reports
- Direct reports from service providers
- Referrals from business
- External whistleblowing

229 (FY2023: 213) reports were received through the Speak Up line

Topic	Speak Up reports	Closed and substantiated
Policy breach ³	85	59%
Fraudulent activities	41	61%
Grievance ⁴	35	9%
Customer issues	26	54%
Bribery and corruption	9	22%
Conflict of interest	9	11%
Data breach	8	38%
Harassment	7	14%
Other ⁵	9	44%

1. Our most recent survey recorded a participation rate of 94%.
2. The notable increase is mainly attributable to the implementation of a fraud detection tool in the second half, which seeks to identify potential social engineering scams, and the inclusion of Vodafone Egypt.
3. Policies violated include privacy and the code of conduct.
4. Grievances include unprofessionalism.
5. Other includes accounting errors, cyber security, health and safety, lost devices, threats against employees or assets and disruption of services due to natural disaster.
6. Updated on 19 June 2024.

All who work for or on behalf of Vodacom have a responsibility to report any behaviour at work that may be unlawful or criminal, or that could amount to abuse of our policies, systems or processes and, therefore, a breach of our code of conduct. Employees, contractors, suppliers, business partners and the public can report suspected breaches of our code of conduct anonymously through **Speak Up**. Speak Up, operated by an independent company – NAVEX Global – and is available in English, French and Portuguese. This independence safeguards whistleblower confidentiality. Our Speak Up protection policy ensures that employees and third parties are protected from retribution or reprisal.

Speak Up reports are matters lodged outside of Vodacom's internal process. Cases are reviewed by Group HR and risk, supported by corporate security. Each is formally and robustly investigated by a qualified expert and is monitored to verify that corrective action plans or remediations are conducted. When determined necessary and applicable, remedial action may involve consequences for the individual and/or changes to internal processes and procedures. Whistleblowers can follow their case by contacting NAVEX Global and providing their unique reference number.



1 Doing business ethically continued

Managing conflicts of interest

How we define conflicts of interest

- 1 Having a personal financial interest in a Vodacom business partner, supplier, customer or competitor, which could compromise loyalty to Vodacom, adversely affect judgement regarding day-to-day responsibilities, or cause reputational damage.
- 2 Receiving any incentive directly from a Vodacom supplier or other third party unless such incentives were approved under relevant Vodacom policies.
- 3 Using non-public information obtained by virtue of one's position for personal financial gain.

Mechanisms for handling conflicts of interest

- 1 Requiring directors and employees to declare potential and actual conflicts of interest.
- 2 Prohibiting directors and employees from being involved in recommending, deliberating, or making business decisions when they are conflicted.
- 3 In cases where a direct conflict of interest may occur the following steps to manage such conflicts include:
 - moving or reassigning the employee to another unit,
 - requesting the employee or director to dispose of an asset, or
 - standing down from a post.

Training on managing conflicts of interest occurs through various channels across the Group. We encourage employees to be transparent about potential and actual conflicts of interest. Employees who have personal interests as defined above are required to declare them.

Automation, integration with the ethics advice line and ongoing education improved accessibility and resulted in the improved quality and quantity of declarations. Employees can now declare their interest through the Engage employee app. Tanzania piloted the **automated annual declaration of interest** campaign which resulted in 48% of employees declaring their interests. The campaign will be formally instituted and rolled out in all OpCos in FY2025.

We received 583 declarations across the Group, mainly related to direct ownership of businesses and interests related to family members and friends employed by Vodacom. All declarations are monitored and reported by the Group Ethics office.

Our due diligence process for suppliers and business partners incorporates conflict of interest considerations to ensure we identify potential risks upfront and manage them appropriately.



Read more about how we handle due diligence in our **anti-bribery and corruption policy**

Media and advertising ethics

Our media policy promotes transparency and guides our corporate communications. We ensure our communications are accurate and concise and support the Group's core messages. Our media ethics policy governs internal and external communication procedures across platforms. Vodacom equips authorised spokespersons within the Group with the required media skills and exposure to comply with the policy.

We are committed to transparent and ethical communication regarding our products and services. We advertise our products and services with integrity, sensitivity towards society and respect for human rights. This approach builds trust among customers, business partners and our local communities.

We align with global advertising good practice standards and support the World Federation of Advertisers' goal of driving transparency, consistency and control in the placement of advertising. We have associations with the Africa Marketing Confederation, the Marketing Association of Southern Africa and the South African Association for Communication and Advertising. Vodacom subscribes to the Code of Advertising Practice of the Advertising Regulatory Board of South Africa. We work with the Global Alliance for Responsible Media and the Greenhouse Gas Protocol initiative on sustainable media practices, specifically focusing on pioneering a carbon calculator that measures advertising-related emissions.

Across the Group, brand standards and guidelines are implemented to ensure we comply with these codes. We train agencies and suppliers to ensure that best practice is adopted across all OpCos.

We won awards that recognise our commitment to the highest ethical advertising standards and codes, such as **New Generation's Most Innovative use of Social and Digital Media Award**, which showcases creative advertising used to address people with disabilities, and first prize in the category "Brand that cares about my community".

Ensuring governance oversight

Our Board is ultimately responsible for the Group's ethical culture and management drives its implementation. The Group Company Secretary is the head of ethics, supported by ethics officers at Group and within each OpCo.



Accountable Executive Committee member

CEO

All Executive Committee members



Board oversight

Audit, Risk and Compliance Committee

Social and Ethics Committee

Vodacom ethics and compliance officers meet regularly to cultivate a culture of ethical conduct while developing strategies to mitigate and manage current and emerging ethical risks. They also meet with business analysts and IT development teams to share best practice and improve digital ethics systems.

The Group's ethics office collaborates with Vodafone counterparts to adopt best practices and tailor programmes to local operating contexts, considering Vodacom's regional operating context.

We are committed to using AI ethically and responsibly to benefit customers, employees, and society. Our **AI governance framework**, overseen by a dedicated steering committee, reflects this commitment and is designed to ensure that our AI systems are deployed in an ethical manner and align with our purpose and obligations (including legal obligations). Our AI steering committee is composed of representative from technology, commercial operations, big data, ethics, human rights, HR, compliance, privacy and regulatory. The committee

- Evaluates and approves AI use cases in alignment with our strategy, ethical guidelines and regulations.
- Ensures technical infrastructure is secure and reliable.
- Develops and implements ethical guidelines for AI use.
- Drives organisational change and the necessary skills to deploy AI safely and responsibly.
- Collaborates with external partners on best practices in AI governance.



1.2 Managing disciplinary and grievance processes

The Group investigates code of conduct breaches. Where substantiated, we take the appropriate disciplinary measures and impose sanctions. To avoid recurrent breaches and mitigate this risk, we take the following actions (among others):

- Limit users' access rights to impacted systems
- Implement internal awareness campaigns and control measures in affected business areas
- Educate dealers, service providers and vendors

89
external individuals and contractors were subject to criminal prosecution (FY2023: 81)

631
reported dismissals of employees and contractors¹ (FY2023: 361 excluding Egypt)

19
grievances were reported, of which seven were substantiated (FY2023: 14; 4)

1. Updated on 19 June 2024.

1.3 Complying with policies and controls

Vodacom complies with relevant laws, evolving regulations and policies across our operations. Our compliance management framework guides the implementation, management and monitoring of internal controls against the compliance programme. Our key focus remains on high-risk compliance areas such as trade controls, economic sanctions, anti-bribery and corruption, anti-money laundering and counter terrorist financing. Vodacom fosters a compliance culture that aspires to uphold the spirit and the letter of the law. Acts of deliberate non-compliance are not tolerated.

Trade controls and economic sanctions

Geopolitical risks in the form of armed conflicts and economic tensions have contributed to escalating economic sanctions imposed on countries, entities and individuals, and trade restrictions imposed on certain hardware and software. Detailed rules, guidelines and internal control systems help protect us from risk and ensure we comply with applicable laws. Our economic sanctions and trade control programmes are governed by our economic sanctions policy and trade controls policy, which has been adopted and implemented across our operations.

Key compliance controls include training and awareness activities, screening third parties, incorporating economic sanctions and trade control clauses in agreements, export and import approvals, and regular monitoring of high-risk transactions and relationships.

Vodacom Group compliance and our OpCos closely monitor any new economic sanctions and trade control restrictions to ensure the applicability and implementation of risk mitigation plans.

Anti-money laundering and counter terrorist financing

As part of our commitment to responsible business conduct, we implemented robust measures to combat money laundering, counter terrorist financing, and the proliferation of weapons of mass destruction. We continually enhance our anti-money laundering and counter terrorist financing programme in line with our risk-based approach and industry standards. This programme is supported by well-defined processes and controls, overseen by Group compliance. Implementation is carried out by dedicated money laundering reporting officers and anti-money laundering teams within our OpCos. The Group compliance team provides governance and oversight, ensuring the effectiveness and alignment of our efforts across the OpCos in which we operate.

Our anti-money laundering teams stay abreast of the latest regulatory developments. They consistently implement additional policy requirements and controls to support the initiatives of regulatory bodies, addressing any gaps highlighted by the Financial Action Task Force.

This proactive approach ensures our anti-money laundering efforts remain robust and effective, enabling us to uphold our commitment to responsible business conduct and combat financial crime effectively across all operations. We ran a **financial services risk workshop** for representatives from our OpCos, during which subject matter experts and professional bodies shared insights and conducted training and master classes on financial services risks.



1 Doing business ethically continued

Anti-bribery and corruption

Our **anti-bribery and corruption policy**, standards and mandatory requirements apply to all our operations. The policy sets the framework for our programme in terms of our culture, describing adequate and proportionate procedures to mitigate our bribery and corruption risks. The programme aligns with global standards and international and local legislation across our operations.

The policy is reviewed annually and communicated to all employees, contractors and business ventures. Any policy breaches can lead to dismissal or the termination of contract. We ensure our anti-bribery and corruption programme is implemented by periodically monitoring activities and conducting risk assessment, policy compliance reviews and internal audits.

Implementation is monitored regularly in all OpCos as part of the annual **Group assurance process**, which reviews key anti-corruption and bribery controls. In DRC, Egypt, and Tanzania, selected key controls were independently evaluated to ensure their effective implementation. A report is submitted annually to the Group Risk and Compliance Committee outlining the key outcomes of these assurance activities and outlines the programme's actions for the coming year. The results show that the anti-bribery and corruption programme has been implemented well and that OpCos have robust controls to mitigate bribery risks. Third party risk management remains a key focus area, with additional controls incorporated into the programme and enhancements to the due diligence processes for third parties and our mergers and acquisitions activities.

On 1 December 2023, Vodacom commemorated the **International Anti-Corruption Day** with a hybrid event at VodaWorld, focused on the theme of uniting the world against corruption. Thembekile Phylicia Makhubele, Chief Director of the Professional Ethics Office of the Public Service Commission of South Africa, served as the keynote speaker. She addressed attendees on **transparency and accountability in government** and shared key success factors and insights regarding combating corruption in the public sector.

Our employees, subsidiaries, suppliers, and high-risk sales intermediaries undergo regular training on the anti-bribery and corruption policy to ensure an understanding of the relevant policy obligations. Annually, the compliance and ethics teams collaborate on roadshows to promote awareness of both the code of conduct and the anti-bribery policy requirements.

97% of employees completed their assigned Doing What's Right anti-bribery and corruption training by 31 March 2024 (FY2023: 92%)



Read more about our **anti-bribery and corruption policy**

Competition law

Our competition law policy commits us to conduct our business honestly and ethically, to compete vigorously but fairly, and to abide by all applicable competition laws. Competition law teams in each OpCo guide activities to ensure compliance with applicable competition law requirements. Vodacom South Africa's formal pricing guidelines aim to ensure that competition law requirements are considered during pricing approval processes. Our competition law teams investigate any allegations of anti-competitive practices, and Vodafone conducts annual audits.

We upgraded our competition law e-learning module. In the first phase of implementation, the module was assigned to employees in South Africa and Egypt who may be exposed to competition-related risks, with a completion rate of 87%.

Legal compliance

Our compliance programme encompasses compliance risk identification, assessment, management, monitoring and regular reports to stakeholders. This systematic approach aligns with industry best practices and regulatory standards, enhancing Vodacom's ability to address compliance risks. Our compliance programme follows the Generally Accepted Compliance Practice framework, a benchmark for best practices in compliance with other global standards. The legal compliance programme encompasses our telecommunications and financial services businesses. It seeks to ensure that Vodacom complies with all relevant laws, rules and regulations that govern our operations using a risk-based approach. Our **electronic governance, risk and compliance platform** is used to manage compliance risks, allowing for data analytics and new technologies.

Ensuring governance oversight



Accountable Executive Committee member

CEO

All Executive Committee members



Board oversight

Audit, Risk and Compliance Committee

Social and Ethics Committee

Our CEO and Executive Committee oversee these efforts, supported by the compliance and regulatory teams.

The Group compliance team provides governance and oversight, ensuring the effectiveness and alignment of our efforts across the OpCos in which we operate. This structured approach ensures that our programme remains robust and complies with regulatory requirements, effectively safeguarding against risks.

Employees are responsible for complying with policies in place.





2 Developing our employees

We believe that the well-being of our employees contributes directly to our ability to fulfil our purpose of connecting for a better future. By enhancing our employee value proposition through empathetic and inclusive policies and practices, we are cultivating a workplace culture where people feel empowered to thrive and positively impact their careers and the realisation of this purpose.

We are aiming for **40% women in management roles by 2025**

We are aiming for **gender parity in senior leadership by 2030**

2.1 Fostering workplace equality

Vodacom strives for an inclusive, diverse and gender-balanced culture that celebrates differences, institutionalises support for LGBTQIA+ people, maintains an ethnically diverse environment and ensures accessibility for employees with disabilities.

We have a zero-tolerance approach to harassment, discrimination, and abuse. The Doing What's Right training is mandatory for all employees, including executives and senior managers. It also covers diversity and inclusion, harassment, and bullying.

	FY2024	FY2023	FY2022
Headcount (number)	17 265	17 898	11 309
Permanent employees	13 716	13 605	8 155
Contractors	3 549	4 293	3 154
Number of countries in which we operate	6	6	5
Employee nationalities	35	34	31
Employees and contractors across the Group (%)			
South Africa	36	34	57
Egypt	41	40	-
Tanzania	4	3	5
DRC	5	6	10
Mozambique	11	14	24
Lesotho	3	3	3
Employee experience (%)			
Employee engagement index	82	75	77
Alignment to purpose	93	80	76
Voluntary turnover rate	7.2	10.5	6.0
Involuntary turnover rate	2.2	3.1	0.9

Policies, initiatives and targets

Our commitment to diversity and inclusion is reflected across our policies and principles, such as our code of conduct and fair pay principles. Our diversity, equality and inclusion strategy is centred on belonging and aligns with local laws that empower previously marginalised groups. Achieving our diversity targets depends on attracting, engaging and retaining diverse talent and skills. Employee networks work to reinforce our inclusive initiatives, such as hybrid and flexible working, parental

leave, mental health support, targeted learning and development programmes, and allyship training. Programmes are designed to help employees through all life stages and challenge societal norms to enable authenticity and inclusivity at work. We promote a non-discriminatory work environment based on the principles of equality to ensure that all employees, including those with HIV/ Aids, TB or any other sensitive physical or mental medical conditions, are not discriminated against and are protected from victimisation.

Gender

We work to ensure gender diversity when resourcing for senior leadership roles. Our leadership team is accountable for maintaining diversity and inclusion in their teams. We embed women in management targets in our long-term incentive plans.

Women representation	FY2024	FY2023	FY2022
Board	33.3	41.7	33.3
Executive Committee	23.1	16.7	20.0
Management and senior leadership roles (F Band +) ¹	38.2	35.4	36.1
External hires	36.7	38.4	40.6
Internal promotions	40.7	38.7	44.4
Graduates	56.3	56.4	61.1
Overall workforce	36.9	36.6	38.9

1. Percentage of women in our 917 (FY2023: 917; FY2022: 872) management and leadership roles. Employee statistics are calculated on permanent employees. These gender statistics differ to those on page 18 which are in accordance with B-BBEE.



Vodafone Egypt received the Gold award for **Excellence in Inclusion, Equity, and Diversity** at the Society of Human Resources Management's first Middle East conference in recognition of our efforts in the diversity and inclusion space, such as the Egyptian Gender Alliance, the Returnship Programme, and the She Works Wonders Programme.

We were a catalytic in the creation of the EGA, a national coalition to enhance the social and economic status of women in Egypt. An **EGA speed mentoring event** was held to allow future female leaders to connect and receive guidance from influential mentors.

We hosted a successful All-Africa Townhall session during **International Women's Week** with a specific focus on financial inclusion for women. Throughout the week, OpCos participated in pop-up stalls, torch ceremonies and other online sessions.

Our Group-wide **Women's Network Forum**, sponsored by our Chief Financial Officer, champions gender equality within Vodacom, and forms a platform where women can mobilise, connect, network and be empowered.

We launched a **Men's Forum** in Tanzania as a space for male colleagues to connect and share experiences. This initiative is driven by our male colleagues, with an Executive Committee sponsor and support from HR.



Maternity and parental leave policies



Our maternity leave policy provides four to six months of fully paid leave and the parental leave policy provides 16 weeks of fully paid leave with flexibility in how the leave is taken. These policies are open to all employees in five of our OpCos regardless of gender, sexual orientation, length of service, and whether they are having a baby or welcoming a new child through surrogacy or adoption. In Egypt maternity and paternity leave is provided to birthing parents in accordance with relevant laws and Vodafone Egypt policies. We provide compassionate leave to support immediate family members during emergencies and difficult times as part of the C.A.R.E. (Compassion, Acceptance, Respect, Empathy) initiative.



Read more about C.A.R.E. on [Page 70](#)

Employees taking maternity and parental leave

210 women (85% of whom took four or more months' leave)
479 men (26% of whom took four or more weeks' leave)

Employees remaining with Vodacom for 12 months after their return from parental leave

99%

We have introduced **mother's rooms** at various corporate office locations in Tanzania, which allow new mothers returning to work to breastfeed in a private and child-friendly environment.

Returnship in Egypt is a six-month paid internship for women who have been unemployed for two to five years due to marriage, childcare, or other reasons. Vodafone Egypt welcomed six female returners in FY2024 (FY2023: seven).

Domestic violence

We have mechanisms in place to protect employees from incidents of violence, harassment, bullying, threatening behaviour, criminal conduct or intimidation that has occurred inside or outside of the workplace. When such incidents are brought to Vodacom's attention, we conduct investigations that may result in disciplinary action being taken against the employee, where this is warranted and appropriate. Our domestic violence policy sets out comprehensive workplace resources, security and other measures for employees at risk of experiencing and recovering from domestic violence and abuse. In South Africa, our GBV policy reinforces our commitment against violence and harassment against individuals based on their gender identity.

Physical and digital accessibility

LEAP is Egypt's first two-year graduate programme in the private sector tailored for people with disabilities.

10 people with disabilities were recruited through the **VodAbility** Programme in Mozambique. Our partnership with the **Forum of Disabled Persons Organizations** aims to extend our training efforts and make workplaces more accessible.

Demarcated parking for employees living with disabilities and expectant mothers has been implemented at our offices.





2 Developing our employees continued

Race, ethnicity and cultural heritage

We continuously improve our workforce capability by discussing race, ethnicity and cultural heritage. #CountMeIn encourages employees to voluntarily disclose their diversity demographics, including race, ethnicity, disability, sexual orientation, gender identity and caregiving responsibilities, in line with local privacy and legal requirements. Our top management positions have the highest self-declaration rate at 54%, enabling transparency of our diversity at this level.

Embedding inclusion

We actively support employee networks, including the Disability Employee Forum, the LGBTQIA+ Forum, the Employee Network Forum, the Women's Network Forum, the Men's Forum and the Youth Council. We engage with employees and raise awareness on why inclusion matters through multiple platforms such as communication campaigns, summits, panels, and expos on days of commemoration such as women's day, cultural diversity day and Africa Day. We will establish further networks for men and employees who are caregivers for children and elderly people.

To support LGBTQIA+ employees, we launched a guide for managers and employees to support their colleagues coming out in the workplace. We also updated our LGBTQIA+ travel toolkit, advising on safe travel. We launched pronoun functionality in Microsoft Teams and Outlook on the web, allowing employees to add their pronouns to their profiles easily.

2.2 Developing employee 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.

Build skills for the future



¹ Spend on skills development, when expressed in South African rands, decreased due to currency devaluation in Egypt and increased number of non-executive employees placed in programmes eligible for skills development claims according to the B-BBEE sector codes in South Africa.

The #1MoreSkill programme aims to increase certification and reskill employees across prioritised areas. As part of #1MoreSkill the **Citizen Developer** Programme upskills employees with little to no coding experience who build applications with IT-approved technology.

Delegates trained to be citizen developers	294
Active citizen developers	180
Citizen developers to be onboarded	114
Hours saved through bots	30 716
Money saved through bots	R1 555 019
Revenue generated through bots	R1 761 756
Customer care calls prevented through bots	2 665

Through #1MoreSkill we achieved our target of **150 data scientists upskilled** across the Group by FY2024. The robotic process automation centre of excellence team is responsible for localising learning content on Grow with Vodacom, which includes a skills transformation component.

We launched the **Technical Career Path** framework to nurture engineering and tech talent across the Group, with 173 employees in the pipeline.

We partnered with Gartner to develop a **Fintech Talent Hub** which aims to cultivate essential skills and talent in the fintech industry across Africa. Over 700 employees across Africa participated in the programme.

Employees are supported in learning on the job by taking part in **work shadowing** or by taking on extra projects, and time is allocated for these activities.





2 Developing our employees continued

Managing talent and succession planning

Our talent and succession pools for our most senior roles and female talent are reviewed and updated through an annual talent review and considered by the Board. 35% of identified successors at senior level are female. Exposure to various leadership committees and boards is offered as a development initiative to identified successors.

Our newly launched **Ignite programme**, previously known as our CEO Future Leaders programme, aims to build a robust talent pipeline of potential CEOs within our organisation. Eight candidates completed the eight-month programme in FY2024.

Developing leaders

Development programmes including **Women in Leadership**, the **Vodacom Accelerated Programme** and **YuGrow** have trained 160 women across the Group since 2021 of which 30 have been promoted. Our signature **Female Leadership programme**, which was relaunched in 2023, is geared towards creating an industry network of female professionals with scarce and critical skills, who are offered employment as opportunities arise. The six-month programme reinforces learning through virtual learning, experiential immersions and reflection. Following the programme's success in South Africa in FY2024, we aim to scale the programme across all OpCos.

We launched a continental **cross-market mentoring programme** to partner Group Executive Committee members with E-Band (middle management) top talent. Executive Committee members mentor employees outside their function and provide more visibility for identified top talent. This talent group also completed Korn Ferry **psychometric assessments**, followed by an in-depth feedback and development discussion, to build individual development plans, including coaching through the Ezra platform.

Employees who received coaching

71 senior executives and
68 middle management employees
109 junior employees

Developing tomorrow's talent

Our annual **Discover Graduate programme** offers a well-rounded experience that exposes participants to various company functions. Participants are chosen each year to enter roles within Vodacom. We continue to leverage **partnerships with leading universities** across the continent to recruit high-calibre graduates to join our workforce.

Vodacom Youth Council

Youth Council members are encouraged to research and explore disruptive ideas in the digital economy. Young members can shadow Executive Committee members, exposing them to decision-making and strategy formulation and implementation at the highest level. In FY2023 we expanded the youth council to three other OpCos, bringing our total to five.

UNGC SDG Innovation Accelerator for young professionals

A Vodacom team participated in the nine-month UNGC SDG Innovation Accelerator programme, which empowers young talent to collaborate and innovate to achieve the SDGs. Vodacom hosted the final camp as a "dragon's den", in which teams from various companies pitched their SDG innovations. The majority female, cross-functional Vodacom team presented a financial inclusion innovation to peers and Vodacom colleagues, who will support the project.

126

Discover Graduates, of whom 71¹ are women, in calendar year 2023 (2022: 101 and 57)¹

1. 2022 restated to include all OpCos.

2.3 Living the Spirit of Vodacom

The Spirit of Vodacom outlines the beliefs we stand for and the key behaviours that help us realise our strategy and purpose. The Spirit of Vodacom underpins the successful and sustainable delivery of our objectives and empowering our people to grow and innovate to meet our customers' needs.

Driving innovation

The annual Group-wide **Hackathon** is Vodacom's premium innovation challenge. It encourages employees to ideate, collaborate, learn and demonstrate their innovations to a top management "dragons" panel. The programme aims to empower employees to solve specific business problems that result in revenue growth, cost savings, efficiency and customer service improvements. The Hackathon embeds an innovation culture across all OpCos, fosters collaboration, builds transversal and technical skills, and enables participants to access and explore existing and emerging IT resources. The ideas implemented through the Hackathon allow Vodacom to operate efficiently, protect its infrastructure, and simplify processes for customers.

Ideas submitted across the OpCos	570
Ideas selected for Hackathon participation	114
Team participants	444
Masterclasses delivered	31
Stream views	5 420



Watch The Hackathon



2 Developing our employees continued

Creating future ways of working

Our remote ways of working policy contains the standards and principles that enable a flexible working framework and offer benefits for remote and office-based work. It includes an expected role-dependent average of three days per week working from the office and the option to work from another country for up to 20 days. Flexitime is permitted, subject to operational requirements and country-specific rules. Where appropriate, our remote-hiring policy allows us to source remote skills. We review flexible working policies regularly.

Delivering a digital experience

Grow with Vodacom, an integrated talent acquisition, skills and learning platform that enhances the employee experience while giving employees greater ownership of their learning and career development pathways. Employees build unique skills profiles for personalised learning and career recommendations, use technology to develop personalised learning paths, and create goals based on discussions with line managers and a career planner. The platform enables:

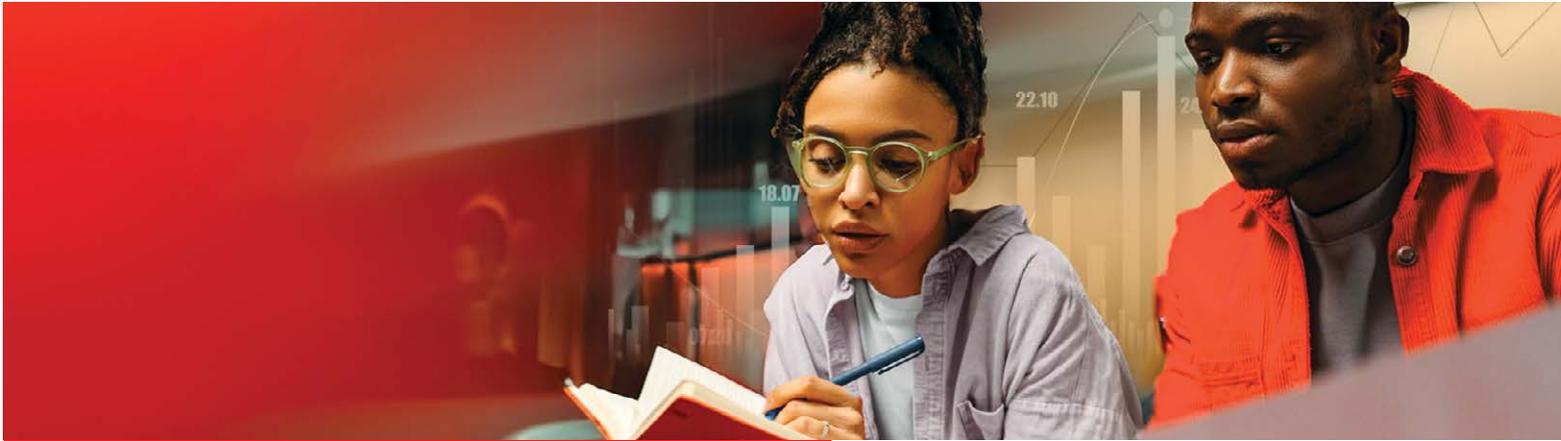
- Increased diversity through tailoring job recommendations for candidates and unbiasing the application process with anonymous candidate recommendations;
- Improved recruiter efficiency through simplified navigation between tools and candidate recommendations based on required skills.
- A simplified and faster application process through personalised skills-based job recommendations and a 90% reduction in mandatory questions.

Hosting employee forums

We respect freedom of association and recognise the rights of employees to join trade unions and engage in collective bargaining under local law. At employee forums, elected representatives communicate their colleagues' views. We hosted our annual Africa-wide employee forum, where OpCo representatives had the opportunity to meet Vodafone Group Plc Board's workforce engagement lead. Key discussion topics from the meetings included diversity and inclusion strategy, talent and skills development, fair pay and business support.

 Read more about how we empower employees in the **integrated report**





3 Protecting privacy and data

Technology is core to Vodacom's business. We focus on managing rapid technological advances, regulations associated with using data, and potential disruptions, opportunities and risks. Millions of people communicate and share information over our networks, enabling them to connect, innovate and prosper. Customers trust us with their data, and maintaining this trust is critical.

We are committed to our customers' privacy beyond legal compliance. Our privacy and security programmes create a strong culture and practice of protecting the privacy, security and confidentiality of customers' data. We ensure that personal data is used responsibly and ethically. Data protection and information security are critical disciplines throughout the life cycle of data.

Vodacom's enterprise risk management framework includes cyber security and data protection.

3.1 Managing data privacy

We align with the global Vodafone privacy management policy, which is based on the European Union General Data Protection Regulation. The policy establishes a framework for incorporating local data protection and privacy laws and sets a baseline for countries without equivalent legal requirements. Each OpCo publishes required privacy statements/notices, which align with the disclosure and transparency requirements described in their country's respective data protection laws or according to their local privacy management policy.

Data privacy domains



- | | |
|--|--|
| Programme management | Security for privacy and incident management |
| Baseline and risk management | Organisational privacy impact assessment |
| Permissions and transparency | Processor obligations |
| Individual rights | Supplier management |
| Security and privacy by design and assurance | External participation |
| Communication training and awareness | Data management |

Our data privacy programme ensures we meet the privacy laws and regulations in all our OpCos such as the Protection of Personal Information Act requirements in South Africa. We respect and protect the right to privacy, including our customers' lawful rights to hold and express opinions and share information and ideas without interference. At the same time, as a licensed national operator, we comply with lawful orders from national authorities and the judiciary, including law enforcement. Recognising that privacy is a human right, these obligations are balanced in a manner that safeguards customers' rights while meeting the legal and regulatory duties.



Read more about our approach to data privacy

Understanding privacy risks

Data protection is a principal risk in the Group's enterprise risk management framework. As data volumes grow and regulatory and customer scrutiny increases, we proactively identify, assess and mitigate privacy risks we face through our privacy policies and programmes.

Privacy risks include:

1 Collection

Collection of personal data without permissions where required.

2 Access and use

Use of personal data for further processing purposes. Data retention or poor data quality.

3 Sharing

Unauthorised disclosure of personal data.

To help us identify and manage evolving risks, we evaluate our business strategy, new technologies, products and services, and government policies and regulations.



3 Protecting privacy and data continued

Adhering to privacy principles

Our privacy programme governs how we collect, use and manage our customers' personal data to ensure we respect the confidentiality of their communications and their choices regarding the use of their data.

Our privacy programme principles



Using customer data responsibly

We want our customers to get the most out of our products and services, and their personal data enables this. We are committed to protecting our customers' data and only using it for a stated and specific purpose. We are transparent about which data we collect, why we collect it and customers' related rights and choices. As such, each OpCo publishes a privacy statement with this information. Our privacy notices include details relating to the processing of personal data.

Customers can exercise their right to access their personal data and request that it be deleted, corrected, or ported where relevant. Our customer privacy statements and other customer-facing documents provide information on how customers can exercise their rights and how to raise complaints or contact the appropriate data protection authority. Our privacy notices are designed to be user friendly, with accessible language without unnecessary legal jargon. Call centre agents are also trained to assist customers with understanding important aspects of privacy rights. Privacy notices and processes are available in English and local languages across our OpCos. Frontline retail and customer support employees are trained to respond to customer requests.

Uses of customer data

Provision of services

We process customers' personal data to provide them with the products and services they have requested, to fulfil our contractual and legal obligations, and to provide customer care. We must process communications metadata regarding calls, texts and mobile data usage to provide our services and invoice correctly.

Quality, development and security of services

We monitor the quality and use of our connectivity and other services so that we can improve and optimise them. This information helps detect and prevent fraud and secure our networks and services. We do not sell data tied to specific individuals to third parties.

Marketing

In line with applicable laws that regulate marketing activities, we use data to market our products and services and provide accurate recommendations.

Permissions

Our multi-channel permission management platforms, deployed across all channels, allow customers to control how we use their data for marketing and other purposes. For example, customers can consent to us using their communications metadata for marketing or receiving third party marketing messages. Customers can also opt in or out of location-based services. All permissions can be revoked, and choices can be changed at any time.

Rights of individuals

Our businesses provide customers with access to their data through online and physical channels. These channels can be used to request the deletion of data that is no longer necessary or to correct outdated or incorrect data. Our customer privacy statements and other documents provide information on how these rights can be exercised and how to raise complaints. Our frontline employees are trained to respond to customer requests.

Data sharing

When external suppliers and service providers process data on our behalf, they are subject to security and privacy due diligence processes, and appropriate data processing agreements govern their activities. We do not share customers' personal data unless there is a lawful basis set out in the relevant local market data protection law or the local market privacy management policy.

Operating soundly

An experienced privacy specialist team is dedicated to ensuring compliance with data protection laws and our policies in the countries where we operate. We manage privacy risks across the data life cycle, and teams across Vodacom ensure end-to-end coverage. Dedicated security teams ensure appropriate technical and organisational information security measures are applied to protect personal data against unauthorised access, disclosure, loss or use during transit and at rest.

All products, services and processes are subject to privacy impact assessments as part of their development and throughout their life cycle. Privacy notices and policies are available in English and local languages across our OpCos. Our privacy impact assessment methodology ensures that children and vulnerable groups are identified and relevant controls are implemented for specific groups. This includes child-friendly privacy notices that use appropriate language and ensure parental consent is obtained when required.

We maintain personal data processing records, supplier privacy compliance, data breach management and individual rights processes, internal and international data transfer compliance frameworks, and training and awareness programmes.

In our supply chain, privacy and security requirements are key to our supplier management processes. All suppliers undergo a thorough onboarding process to verify their adherence to these requirements, appropriate data protection agreements are agreed upon. Suppliers are subject to continuous monitoring.

Our teams monitor and contribute to regulatory and industry developments and work to build and maintain relationships with local data protection authorities and other key stakeholders.

Our privacy control frameworks are subject to continuous risk-based improvements.

The effectiveness of control implementation is subject to quarterly reporting and annual evidence-based testing by the privacy teams and internal audit. All OpCos conduct an annual evidence-based self-assessment exercise overseen by Vodafone.



3 Protecting privacy and data continued

Control implementation is reviewed by OpCo managing directors, the Group Risk and Compliance Committee and the Vodafone Group Plc Audit and Risk Committee. The outcomes of Group-wide annual internal audits are presented to the Vodacom Group Audit, Risk and Compliance Committee.

The findings are subject to remedial actions by the responsible control operator, and completion of these projects is monitored by the CEO and the Group Audit, Risk and Compliance Committee.

In addition to introducing updates to our privacy controls, we require employees, and contractors where possible, to complete Doing What's Right privacy training within six weeks of joining and at least every two years. Our targeted training for high-risk roles is aimed at teams with a key role in personal data processing. Completion rates at year end are influenced by the implementation timing of new modules and new joiner start dates.

96%

of employees completed their assigned Doing What's Right privacy training by 31 March 2024 (FY2023: 95%).



Ensuring governance oversight



Accountable Executive Committee members

CEO

All Executive Committee members



Board oversight

Group Audit, Risk and Compliance Committee

A local Executive Committee member oversees our privacy programme's local implementation. Each OpCo has a dedicated privacy officer, legal counsel and other privacy specialists.

The privacy officer reports to the accountable OpCo executive and manages and oversees the privacy programmes daily. They provide regular status reports to the Group Privacy Officer who reports to the Chief Officer: Legal Risk and Compliance. The status reports and updates are also provided to the Group Audit, Risk and Compliance Committee.

Employees are responsible for protecting personal data, and OpCos are accountable for compliance.

The Vodacom privacy office approves new standards and guidelines and monitors the implementation of global privacy plans. OpCos maintain privacy steering committees, combining privacy and security teams and senior management from relevant business functions.

Monitoring privacy incidents

We have a strong culture of data privacy. Our assurance and monitoring activities are designed to identify potential issues before they materialise. We have internal teams, mechanisms and systems that enable our customers to lodge complaints with us and regulatory authorities if they are unsatisfied with the resolution of their complaints.

Zero

privacy fines (FY2023: Zero)

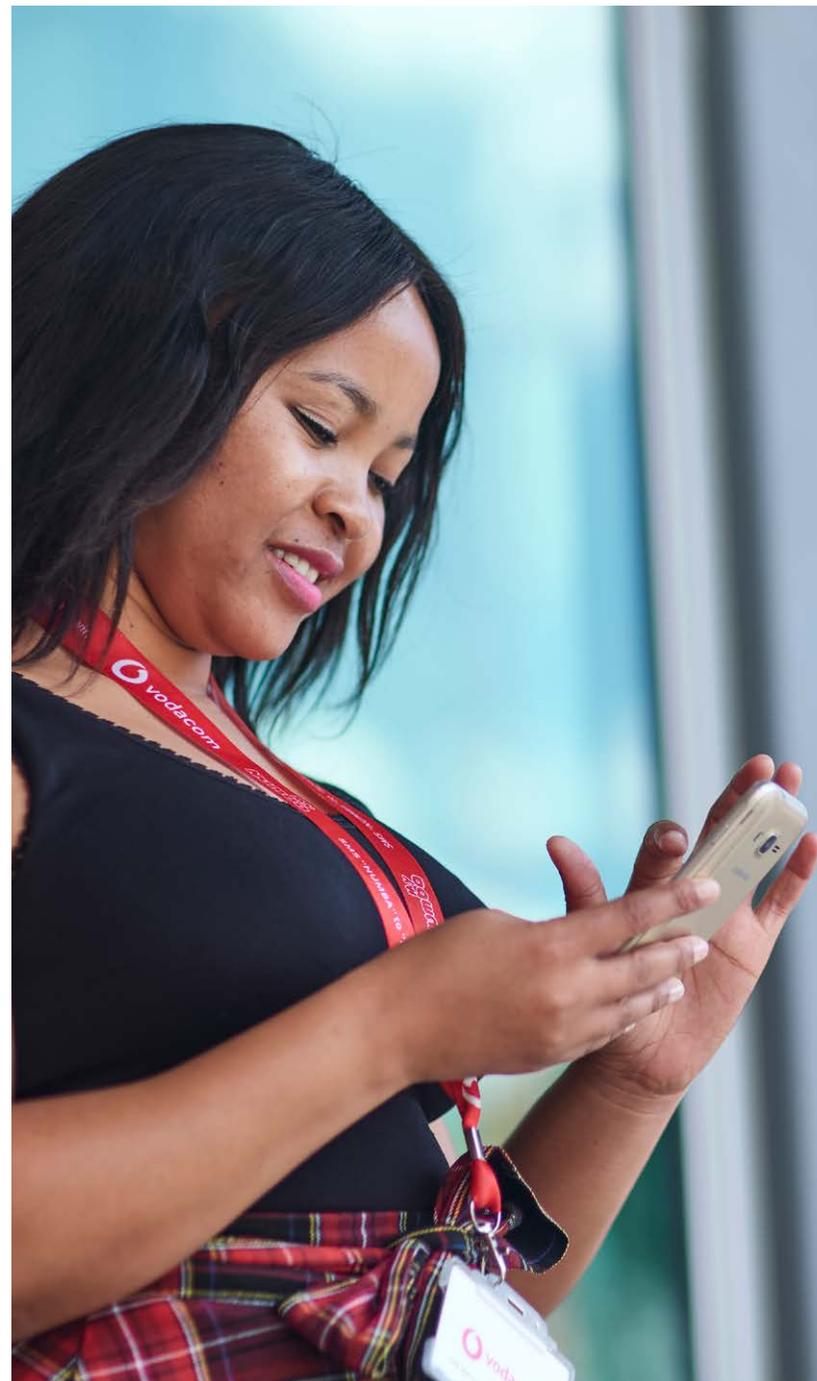
Eight

customer privacy complaints received from regulators (FY2023: 15)¹



Read more about how we respond to a data breach on [Page 66](#)

1. Complaints received were only from South Africa.





3 Protecting privacy and data continued

3.2 Managing cyber security

Our role is to enable connectivity in society. As a provider of critical national infrastructure, connectivity, and financial services that millions of customers rely on, we prioritise cyber and information security across everything we do. Our customers use Vodacom products and services because of our next-generation capabilities and because they trust that their information is safe.

Cyber attacks remain a continuous threat. The telecommunications, technology, and financial services industries are faced with unique risks as we provide connectivity services and handle real-time financial transactions.

We expect a continued increase in security regulation. Where possible, we engage directly with governments and industry partners to promote proportionate, risk-based and cost-effective solutions to security threats.

Our approach to managing cyber risk and protecting our customers from cyber threats leverages Vodafone's global scale combined with local threat intelligence. It is based on international best practice and understanding the threat landscape.

We refresh our cyber security strategy annually and redevelop it every five years based on internal and external environment changes.

Cyber security strategy



Control evolution

Maintain and improve our security controls and procedures beyond the existing cyber security baseline



Spirit of Vodacom and cyber culture

Engage our people, nurture our engineering community and carry out Group-wide cyber security training and simulations



Security for society

Collaborate widely to encourage standardisation, share intelligence, and engage on regulation

Identifying vulnerabilities and risks

We understand that if cyber security is not managed effectively, there could be major customer, financial, reputational or regulatory impacts. Risk and threat management are fundamental to maintaining the security of our services across every aspect of our business. Cyber security risk is a principal risk with Vodacom's enterprise risk frameworks. Each principal risk owner produces a formal line-of-sight document twice a year, including second and third-line assurance.

We undertake regular and rigorous analysis of our risks using external data sources and our internal key risk indicators. This analysis extends to our third parties and partners.



Read more about our principal risks on **Page 40 to 45** of our integrated report

Three main categories of risk:

- External**
Attackers and criminals targeting our systems, networks or people to conduct malicious attacks
- Insider**
Accidental leakage of information or malicious misuse of access privileges by our employees
- Supply chain**
A supplier is breached or used as a conduit to gain access to our systems, data or people



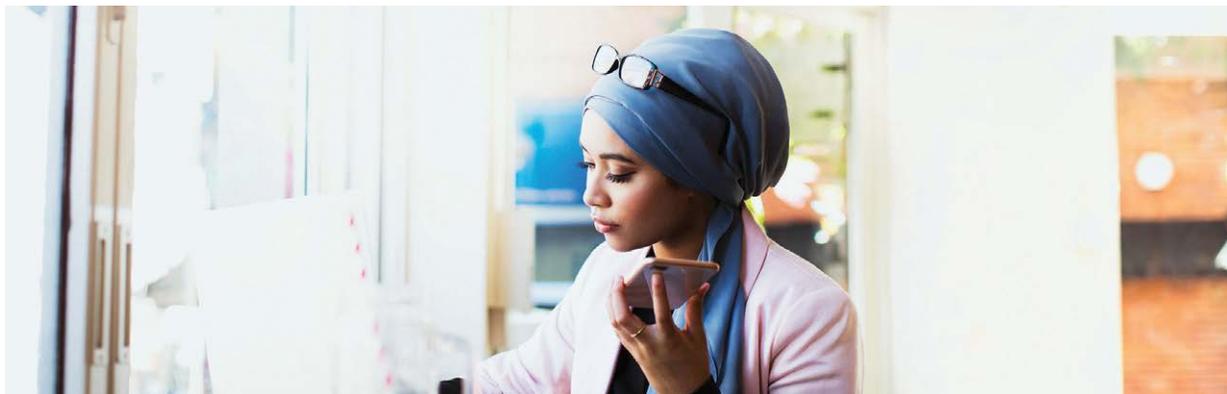
To help us identify and manage emerging and evolving threats, we evaluate and challenge our business strategy, new technologies, government policies and regulations, and employees to continuously improve our cyber posture.

We regularly review our highest security risks and develop strategies and policies to detect, prevent and respond to them. Our focus is on minimising the risk of cyber incidents that affect our networks, customers, services, or shareholders.

Our threat intelligence team uses industry and external analysis to help shape our controls and procedures and drive our actions. As part of our risk framework, we gather intelligence on threats, and proactively respond to threat intelligence before it causes an incident. User awareness and good security hygiene, as required by Vodacom's cyber code, are critical to managing these threats and are embedded across everything we do.

When a specific vendor or new high-impact vulnerability is reported, the threat intelligence team coordinates action to remediate it using our internal cyber security action notice process. We issued 214 of these notices in FY2024 which allowed us to proactively respond to attacks happening globally before they impact Vodacom. When we identify systemic near-term threats, we respond with threat action groups who take fast mitigating action to avoid incident or risk impact, similar to how we respond to incidents.

60% increase in the pace of response to threat intelligence to prevent incidents in the last year across all OpCos



Implementing controls

Our controls prevent, detect or respond to risks. Most risks and threats are prevented or contained before they cause harm. A small minority will need recovery actions.

We use a defined mandatory framework called the cyber security baseline (CSB) across all our OpCos. Our CSB framework is based on international standards and includes defined success criteria and metrics, which are reported and tracked at all organisational levels, including executive management and the Board.

CSB covers five Group-wide domains: cyber defence, security hygiene, identity and access management, network controls, and information protection.

Cyber security baseline



Network security



Supplier and third party



People security



Software development



Information protection



Security, hygiene and essentials



Product and services



Identity and access management

Successfully rolled out **67** new control improvement projects, which were validated to reduce risk

We believe in the continuous improvement of our control landscape. In FY2024, we conducted 67 targeted programmes to enhance and bring new capabilities online to further protect us from harm.

A dedicated assurance team reviews and validates the effectiveness of our security controls, and our control environment is subject to regular internal audits. Mobile network security is independently tested and benchmarked annually.

We partner with expert independent teams to regularly validate the security posture of our environments. In FY2024 we undertook 2 500 person days of independent security penetration tests.

We incorporated the National Institute of Standards and Technology Cybersecurity Framework controls within our baseline cyber security adaptive risk model. This model applies inputs from threat intelligence, Vodacom strategic imperatives, regulatory requirements, and current control deployments, which ensures that controls are continually assessed and optimised.

We monitor control effectiveness within Vodacom and oversee and improve the cyber security of our suppliers and third parties. Controls and procedures are embedded in the supplier life cycle to set requirements, assess risks and monitor security performance. At supplier onboarding, minimum security requirements are written into contracts and we determine suppliers' inherent risk. We assess their controls and procedures to understand the residual risk. Automated external posture assessments are undertaken for critical vendor services. We ensure any security incidents are tracked and managed across our suppliers.

Assessing new technologies

We adopt new technologies to serve our customers better and improve operational efficiency. We assess all new business ventures and new or enhanced technologies from a cyber security perspective. Our process is secure by design, which ensures safe systems and applications, evaluates suppliers' hardware and software, models threats and understands risks before designing, implementing and testing necessary security controls.

Mobile networks

Every new mobile network generation brings increased performance and capability, along with new opportunities in security. We are updating security standards as we deploy 5G core networks alongside our 5G radio networks.

We independently test radio network security and identify and mitigate security risks by following our secure-by-design process. We participate in the O-RAN Alliance and security working groups to standardise and strengthen the industry approach to security.

Quantum computing

Our strategy is to prepare for the future availability of quantum computing at scale and mitigate its cryptographic risks. We are collaborating with IBM on our Quantum Safe programme and through an industry-wide task force that addresses risks specific to the telecommunications sector. Over the past year, we have been working on tooling and processes to support our programme. Key processes include tailoring risk assessments, defining supplier requirements and developing the capability to update our cryptography if new threats emerge.

AI

We take the responsible and secure use of AI seriously. Our AI steering committee agrees on policy, mitigates threats, and identifies and selects use cases for implementation.

We limit access to specific public large language models to reduce the risk of misuse. We developed training and awareness programmes and updated our guidance and policies to employees to clarify which data must not be shared in a public AI model.



Read more about our AI steering committee on [Page 54](#)



3 Protecting privacy and data continued

Operating soundly

Vodacom cyber security is part of the Vodafone cyber security operating model, which is primarily based on the industry security standards ISO/IEC 27001 published by the International Organization for Standardization (ISO), the International Electrotechnical Commission (IEC) and the National Institute of Standards and Technology. As a member of Vodafone, Vodacom benefits from global collaboration, technology sharing, deep expertise, and greater visibility of emerging threats. We embed preventive and protective controls across our technology, throughout the business and across all our OpCos. We work with third party experts and consultants to maintain specialist skills and follow leading practice.

We maintain independently audited information security certifications, including **ISO 27001**, for key environments in South Africa, Egypt and Tanzania. We plan to expand our certification to more OpCos in FY2025. We perform regular internal and external audits, with findings tracked to resolution or acceptable mitigation. OpCos comply with national information security requirements where applicable.



Cyber security function

Team	Core responsibilities
Governance, risk and control	<ul style="list-style-type: none"> Oversee cyber risk management across the Group Define and ensure the adoption of policies and controls and measure control effectiveness Identify and minimise supplier cyber risk
Strategy and secure by design	<ul style="list-style-type: none"> Define cyber strategy in line with technology function and Group strategies Ensure products, services and internal systems are secure by design
Cyber prevent	<ul style="list-style-type: none"> Engineer, deliver and operate security platforms and controls, driving continuous improvement
Cyber defence	<ul style="list-style-type: none"> Perform threat intelligence and security testing, and detect events and attacks through 24/7 monitoring Respond to incidents to minimise the impact of security events on our business and customers
OpCo teams	<ul style="list-style-type: none"> Manage and embed cyber security in our OpCos, including meeting local cyber regulatory and compliance requirements

Training and awareness

Every employee is responsible for cyber security and must follow our cyber code, be sensitive to threats and report suspicious activity. Embedded in our code of conduct, our cyber code aligns with cyber security best practice. It is the cornerstone of how we expect all employees to behave.

Read more about our cyber code within our **code of conduct**

Cyber security awareness and training are delivered digitally through our awareness system, internal social media platforms, videos and webinars. We run phishing simulations to raise employee awareness. Our cyber awareness and training programme incorporates emerging threats such as AI, deepfake media, securing IoT and more.

Cyber security is included within our mandatory Doing What's Right programme, and we launched a cyber security training manual for contractors. Training on cyber security is also included in our induction process for new employees. We track completion rates to ensure every employee completes mandatory training when assigned and track susceptibility to social engineering attacks with additional targeted training.

Employees can study recognised **information security and cyber certifications** aligned with their learning plans on our company learning platform.

97% of employees completed their assigned Doing What's Right security training by 31 March 2024 (FY2023: 95%)

5% maximum rate for user susceptibility to phishing emails

80% of employees and contractors targeted during each cyber awareness and training initiative



3 Protecting privacy and data continued

Ensuring governance oversight



Accountable Executive Committee member

Chief Technology Officer



Board oversight

Group Audit, Risk and Compliance Committee

The Board Audit and Risk Committee oversees cyber security across all Vodacom OpCos and receives quarterly updates on progress. Executive Management including Group and OpCo CEOs discuss cyber security progress at Executive Committee Risk Management Committee quarterly. The Managing Executive: Cyber Security manages and oversees the cyber security programme's daily operations and reports to the Chief Technology Officer who is accountable for cyber security. Cyber security leads are part of their local management teams and are responsible for their OpCo's cyber agenda.

Key risk indicators for our most important controls are reported to senior management and the Executive Committee quarterly. Reporting provides a granular view of progress and risk reduction, and includes details on the threat landscape, policy and risk updates, vulnerability and incident data, and programme status.

Cyber threats and information security are a key focus for the Board's Audit, Risk and Compliance Committee and the Executive Risk Management Committee. Detailed updates, including those on the threat landscape, residual risk and security strategy, security position and security programme progress, are provided quarterly. The Audit, Risk and Compliance Committee reviews deep dives into significant incidents. Cyber security awareness and training is undertaken with the Vodacom Board Audit and Risk Committee as threats evolve or new directors are onboarded.

Managing cyber incidents

Our incident management framework and an experienced team govern our response to security incidents. We capture trillions of events and logs from devices across our footprint, detecting potential threats and events. Low-severity issues are dealt with quickly through endpoint protection. More significant events are escalated to our global 24/7 incident management and response team, focusing on fast risk mitigation and customer security.

We run **incident simulation** trainings in each OpCo to prepare teams to effectively manage a cyber incident following our common approach. We provided focused training for our Group and OpCo Executive Committee members, which they cascade to their teams.

In the event of a cyber incident, we determine its validity, perform an internal investigation, notify relevant data regulators where applicable, notify affected customers, and provide these customers with security advisories. Timelines to notify affected customers vary based on local and global data regulations.

We classify security incidents according to severity, measured by business and customer impact, with the highest category being a significant data breach or loss of service. We experienced no critical incidents in the last five years. We disclose any cyber breaches in line with local regulations and laws, such as the Protection of Personal Information Act and the Cybercrimes Act in South Africa. Disclosure is determined by a risk assessment that considers customers, law enforcement, relevant authorities and our external auditors.

We contractually require our suppliers and third parties to report any cyber incidents and we track and manage these internally.

Our **cyber liability insurance** policies cover some or all costs in the event of an information security breach.



Impacting society

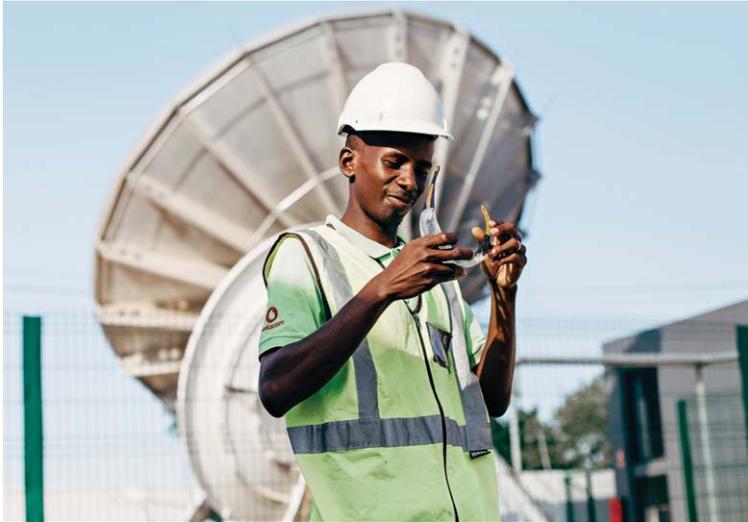
As pivotal role players in technology, communication, and financial services in the markets in which we operate, we take the role we play in empowering cyber security within our industry and society seriously.

We actively engage with stakeholders across industry and with regulators, standard setting bodies and governments. Understanding that increased collaboration across the telecommunication industry is key to tackling cyber crime, Vodacom leads the Cyber security Incident Response Team at the **Communication Risk Information Centre** in South Africa, and is an active member in governmental and industry incident bodies in Tanzania and Egypt.

We offer free and paid cyber security services and awareness drives across our OpCos to enable small businesses and individuals to be more resilient to cyber crime. We launched our **Cyber security Clinic** in South Africa and DRC to help SMEs understand the importance of cyber security and mechanisms to protect their business from harm.

Promoting diversity in cyber security is equally important. Vodacom supports the Women in Cyber security movement. In addition to creating multiple engagement opportunities, the Vodacom managing executive of cyber security is the current president of Women in Cyber security Southern Africa.





4 Protecting people

Wherever we operate, we have an opportunity to contribute to advancing the fundamental rights of our customers, employees and communities. We are conscious of the risks associated with our operations and we work hard to mitigate negative impacts, ensuring we keep people safe.

[Read more about our health and safety policy](#)

4.1 Managing health and safety

Keeping people safe is one of our most important responsibilities. We focus on creating a safe working environment for everyone working for and on behalf of Vodacom and in the communities in which we operate.

The Vodacom safety, health and well-being policy sets out how to maintain this culture across the Group. Our safety, health and well-being framework provides a consistent approach to planning, performance monitoring, governance and assurance. Our commitment to safety applies to employees, contractors, and suppliers – all of whom benefit from the same focus on preventing harm on and between worksites.

Absolute Rules

We have a zero-tolerance approach to unsafe behaviours. Our Absolute Rules guide our employees, suppliers and contractors, focusing on risks with the highest potential for harm.

- 1 Always wear seat belts when travelling in or operating vehicles.
 - 2 Always use suitable personal protective equipment, a safety harness and fall protection equipment when working at height. (Harnesses must be attached at all times when working at height).
 - 3 Never execute electrical work on electrical equipment, circuits and gear if you are not qualified.
 - 4 Never exceed speed limits or travel at dangerous speeds for the type of road, vehicle, or conditions.
 - 5 Never use a handheld phone while driving; only make calls by pulling over or using hands-free devices when it is safe.
 - 6 Never work under the influence of substances (alcohol or drugs) which are illegal, above legal levels or where this impairs your ability to perform tasks.
 - 7 Never undertake any street or underground work activities unless you are competent to do so.
- Due to the specific nature of the risks in Vodacom operations, we have three additional rules:**
- 8 Always wear helmets when travelling on or operating a motorbike.
 - 9 No passengers are allowed in the back of bakkies and trucks.
 - 10 Always maintain the required safe distance and use the correct insulated equipment when working near power.

Managing health and safety risks

Our aim to embed the safety culture of “No One Gets Hurt” has been a successful journey, moving the focus from the absence of incidents to the presence of controls. The commitment of “We work safe, or we don’t work” is entrenched, ensuring the safety, health, and well-being of our employees, partners and nearby communities.

Our safety, health and environmental standard empowers employees and suppliers to remove themselves from work which they deem might impact their safety, health and well-being. A safe space is created for suppliers to raise any concerns with managing personnel. Managers are responsible for implementing the standard and for ensuring no reprisal takes place as a result.

Three health and safety risks account for most reported incidents, namely occupational road risk, falls from height and working near electricity. Future risks are identified during annual reviews, process changes, new projects, procuring equipment, fatality and major incident reviews, and monthly reporting.

Road risk

Improving driver behaviour and reducing other aspects of road risk remains a focus. Driver behaviour is monitored internally and by our partner base. This includes tracking and managing several parameters, including speeding, night driving, fatigue, and harsh braking. We have 895 on-board cameras in our active fleet and 852 in our partner base.

We updated our **digital journey management mobile application**, improving our high-risk trip planning, predictability of hot spots, and compliance analysis. Defensive driving and anti-hijacking training is conducted internally and by our partners.

Our efforts yielded **219 447** safe journeys (FY2023: 238 248) while travelling more than 13 (FY2023: 15) million kilometres, during which our drivers spent 531 787 hours (FY2023: 610 709) on the road¹.

We will continue to improve our supplier management and engagement to address road risk further.

1. Data excludes Egypt due to governmental and legal restrictions.



					Purpose	
About this report	Materiality approach	Leadership reflections on ESG	Our ESG approach and impact		Empowering people	Maintaining trust
					Protecting the planet	

4 Protecting people continued

Occupational health

Work-related hazards that pose a risk of ill health to employees and suppliers are identified and managed through job risk exposure profiles. Based on these exposure profiles, employees are subject to scheduled occupational health surveillance programmes through wellness centres. Qualified occupational health professionals work to identify and eliminate occupational hazards and minimise occupational health risks. During the past year, our OpCos focused on revisiting and reassessing all our exposures and risk profiles.

In addition to job risk specific actions, we offer wellness occupational health support which includes:

- Monitoring absenteeism and the rate of occupational disease;
- Stress assessments and identifying stress sources;
- Stress training for managers;
- Job redesign where required; and
- Periodic health risk assessments, including workplace ergonomics reviews.

Mental health and well-being

We remain focused on physical and mental well-being, with training and services available in each OpCo, including providing employee assistance, and temporary disability and psychological support services.

Our employee well-being programme includes stress management, mental health support, physical fitness, and financial management. We offer free health screenings for employees and continue to drive Group-wide employee support through our employee assistance programme, counsellors, and employee well-being ambassadors, who assist with coping strategies, stress management, communication, grief counselling and parental guidance.

We hosted over **37** well-being webinars for employees across our OpCos.

We enhanced our employee value proposition with the **C.A.R.E.** initiative, which creates a work environment where all employees feel empowered to succeed. Our initial focus is on broadening support, working flexibility and employee benefits related to menstruation, miscarriage, stillbirth, menopause, and compassionate leave for employees or their immediate families.

We offered online mental health first aid training to all people leaders, well-being ambassadors, HR business partners and high-risk suppliers.

Vodafone Egypt is one of the first companies in the Middle East and the first in Vodacom to be verified against **ISO 45003** for psychological health and safety at work.

As part of our well-being strategy, we develop response plans as health issues arise. Our employee assistance programme and temporary disability programme support employees with any health impediments.

Delivering training and awareness

We include a health and safety module as part of our mandatory Doing What's Right training. Contractors complete separate training relevant to their role and position.

97% of employees completed their assigned health and safety training by 31 March 2024 (FY2023: 94%).

OpCos are responsible for delivering health and safety training that promotes appropriate skills and behaviours and identifies risks.

We hosted two **supplier forums**, attended by over 500 partners. Our suppliers have received these forums well, furthering the adoption of our "No One Gets Hurt" culture and leading us to establish valuable programmes such as wellness ambassador training and positive safety training.

Leadership engagement

Leadership commitment is key to our approach. Our senior leaders increased their visibility and engagement by conducting regular tours on working sites with dynamic risks to promote a positive safety, health and well-being culture. Our Doing What's Right training module includes a video from our Chief Human Resource Officer, demonstrating senior-level support for Vodacom's Absolute Rules.

768 top management tours to work sites

Ensuring governance oversight



Accountable Executive Committee member

Chief Officer:
HR



Board oversight

Group Social and Ethics Committee



We adhere to the Vodafone safety, health and well-being framework, which includes monitoring and assessing risks, setting targets, reviewing progress and reporting performance. The framework is based on international occupational health and safety standards, aligns with internationally recognised best practice, and meets or exceeds local legislative requirements.

Vodacom implemented an occupational health and safety management system in **alignment with ISO 45001** requirements. The OpCo safety, health and well-being teams conduct internal inspections. All incidents are reported and investigated in adherence with timeframes in our incident reporting standard. We investigate incidents according to their severity, then take appropriate remedial actions and identify and implement possible improvements.

Employee engagement and consultation are the foundation of our approach. All OpCos have safety and health workplace committees comprising management, employee and supplier representation. These committees meet regularly and are tasked to highlight and address safety and health concerns and risks raised by employee health and safety representatives and on-site suppliers.

Safety and health are included in our risk and compliance governance programme. The internal ISO audit team monitors compliance across the Vodacom Group including OpCos on a rotational basis as well as select external service providers. In FY2024, health and safety audits were conducted in South Africa, Lesotho and Tanzania. Four e-waste suppliers were audited to assure compliance with Vodacom safety, health, well-being and environmental standards. Community safety projects are safety awareness campaigns for the public including school learners on topics like road safety. These campaigns were reviewed and aligned across all OpCos.



4 Protecting people continued

Measuring our performance

Any injury is one too many and any loss of life related to our operations is unacceptable. We celebrate Tanzania, Lesotho, Egypt, and DRC for a fatality-free year. Regrettably, we experienced two fatalities within our supplier base: one in Mozambique following an attack by bees and another in South Africa, where a pedestrian was killed. These fatalities have been investigated and closed out. We continue to apply learnings, sustain our controls and enhance ways of working to prevent any reoccurrences. After a thorough investigation, we record all fatal incidents related to our operations to ascertain why controls were not effective in preventing the incident. We consider if controls could have been enhanced, within reason, to produce a different outcome.

Each fatality is tabled for review at the Vodafone Fatality Review Board, chaired by the Chief Human Resource Officer and supported by the global head of safety, health and well-being. The OpCo CEO gives the presentation, and we share any lessons learned from each fatality across the relevant Group functions.

Managers are responsible for implementing the standard and for ensuring no reprisal takes place as a result.

Key performance indicators are reported monthly to the Executive Committee and the Board bi-annually. Indicators include the top safety risks, including breaches of our Absolute Rules, LTIs and fatalities.

We recorded **154** breaches of Absolute Rules and **111** incidents relating to our top risks (FY2023: 97 breaches and 216 incidents).

Each incident is investigated at a scale proportionate to the indicative level of risk. We seek to identify the root cause and ensure suitable corrective action is taken where necessary.

	2024	2023	2022	2021
Work-related injuries or ill health (excluding fatalities)				
Employees	1	5	171	114
Suppliers' employees/contractors	7	17	121	282
LTIs				
Number of employee LTIs ¹	1	1	2	7
LTI rate per 1 000 employees ²	0.06	–	–	–
Total recordable fatalities				
Employees	0	0	0	0
Suppliers' employees/contractors	1	0	0	1
Members of the public	1	0	2	0

The LTI occurred at a work site and involved a supplier's employee. Zero LTIs occurred while working from home or Vodacom's offices. We continue reinforcing the requirements of respective safe home working policies and guidance across all OpCos to avoid at-home incidents.

On Sunday, 9 July 2023, an electrical fire caused extensive damage to the Vodacom Century City offices in South Africa. No injuries were reported, employees were relocated, and repairs to the building are underway.

Masts, mobile phones and health

We strive to provide our customers uninterrupted network connectivity without endangering their health. The health and safety of our customers, employees, contractors, and the public are very important to us. To this end, we have put in place policies and procedures to govern the masts and mobile devices in our network to ensure compliance to the international Electromagnetic Field (EMF) safety standards. The International Commission for Non-Ionizing Radiation Protection (ICNIRP) Guidelines is the most widely accepted international EMF safety guideline and it is recognised nationally and internationally by the World Health Organization. Any EMF exposure levels below the ICNIRP guidelines limits do not pose a health risk according to decades of scientific consensus. Our masts and devices comply fully with these guidelines, and we continually monitor and evaluate our mobile network to ensure we meet all regulations.

1. When an employee is injured while executing a work-related task and is consequently unable to perform regular duties for a complete shift or period of time after the incident.
2. Rate was not calculated in previous financial years.



Our **governance mechanisms** and regular compliance assessments ensure that our masts and devices meet, not only these international standards, but also our internal policy requirements. We conduct network measurements and calculations of EMF exposure from the network masts and review the reports of EMF testing on devices. The constant evolution of mobile technology result in Vodacom also governing the EMF safety compliance of the latest technologies (5G and beyond) for masts and mobile devices, according to international best practice.

We participate in a compliance **self-assessment programme**, with assurance and test controls provided by the Vodafone Group Plc compliance team. One of these test controls ensures high-risk employees and contractors go through periodic compliance training and certification as a precautionary and awareness measure. 1 302 base transceiver station visits undertaken to verify conformity.

Number of sites certified

South Africa	Tanzania	DRC	Mozambique	Lesotho
15 261	3 199	2 495	2 181	393

EMF **training and awareness** is continuous and specific employees must redo the training every three years to review their knowledge on how to work safely on site from a radio frequency point of view. More than 637 EMF training certificates have been issued in South Africa over the last two years.

Vodacom is committed to actively collaborate with regulators, communities and other stakeholders to address any concerns about mobile phones, masts, the environment and health.



Read more about mobile masts and health



Watch Cellphones, base stations and you



How your mobile works



How science works



4 Protecting people continued

Science monitoring

We continuously monitor scientific reviews in the EMF safety field. We follow the results of the independent domain experts to understand any new developments in the scientific research related to mobile devices, base stations and health. 2024 findings from the Cohort Study of Mobile Phone Use and Health project, included data from more than 250 000 users of mobile phones. The participants came from Denmark, Finland, Sweden, the Netherlands, and the United Kingdom and many of them had more than 15 years of regular mobile phone use. The study found no evidence of a causal association between the cumulative amount of mobile phone use and the risk of developing brain tumours.

4.2 Respecting human rights

Vodacom is committed to positively impacting people and society which includes respecting human rights in all our operations, in alignment with the United Nations Guiding Principles on Business and Human Rights (UNGPs). We are also a member of the UNGC.

Our approach is further informed by Vodafone's global policies and human rights approach, which includes:



This holistic approach ensures that we integrate human rights considerations into our policies, governance, and due diligence processes, allowing us to manage and mitigate associated risks effectively.

The Human Rights Policy Statement and human rights policy sets out how our employees can ensure we respect human rights. This includes steps in other aligned policies, such as those covering AI, child protection, conflict minerals, health, safety, well-being, HR, privacy management, marketing, business resilience and law enforcement assistance (LEA).

Read more about our Human Rights Policy Statement

Managing human rights risks

As a telecommunications operator, we prioritise digital human rights such as privacy, freedom of expression, and access to information. This includes safeguarding their data and addressing broader human rights considerations within our supply chain, especially those related to labour.

- Right to privacy and freedom of expression**
Telecommunications operators must comply with local laws that may require us to disclose customer information to assist law enforcement agencies. We do this transparently and lawfully, guided by internal policies.
- Supply chain**
Our supply chain management programme assesses suppliers for indicators such as forced labour, excessive work hours and freedom of expression.
- Broader risks**
Risks we may become connected with through our broader value chain.

Our human rights programme addresses a broader range of human rights risks, such as those relating to the design and deployment of AI, children's rights, data ethics and risks we may encounter through our broader value chain, for example enterprise customers or partner markets.

Managing human rights in our supply chain

We manage human rights risks in our supply chain through our supply chain management programme, which assesses our suppliers for indicators such as forced labour, child labour and other risks to human rights. Our suppliers are expected to comply with our human rights commitments in our code of ethical purchasing. We leverage Vodafone's Joint Alliance for CSR (JAC) membership and benefit from on-site supplier audits and sharing of best practices with other telecommunications operators to enhance our supply chain management. We believe in supporting the responsible sourcing of minerals globally.

Read more about our approach to conflict minerals on **Page 76**

To embed a culture of human rights, ethical purchasing and anti-bribery in the procurement process, compliance, ethics, and supply chain management, and human rights representatives conducted cross-functional supply chain management governance training on ethical purchasing, our code of conduct, buying code, anti-bribery, conflict of interest and integrating human rights into supply chain management. Training was provided to employees who closely interface with supply chain management, suppliers and Executive Committee members.





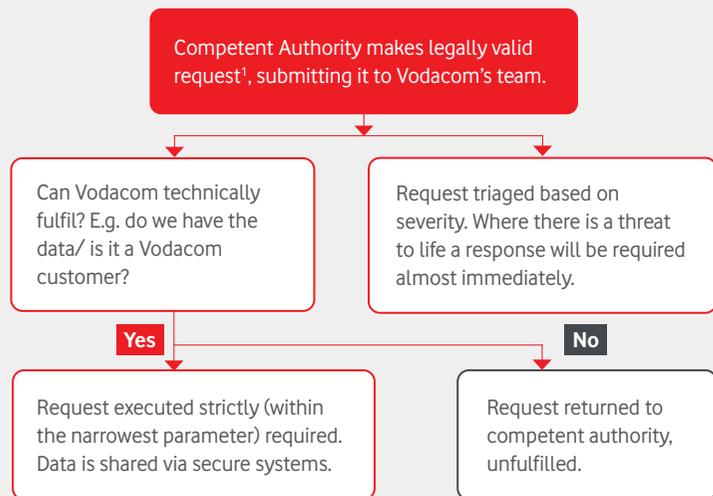
4 Protecting people continued

Assisting law enforcement agencies

We also ensure the protection of human rights while assisting law enforcement agencies. Local laws and regulations can mandate telecommunications operators to assist governments, and we must comply with lawful government requests as part of our operating licences. This might include the disclosure of customer information or the limitation of access to digital networks and services. Our LEA assistance policy guides us on how to do this in a way that respects people's rights, and our transparency reporting provides data on certain requests we receive.

Responding to law enforcement requests:

All LEA engagements are conducted by a small number of highly trained, security-cleared Vodacom personnel, who are prohibited, usually by law, from sharing the request or customer data more widely. Compliance is regularly audited.



1 Legally valid requests are those that:

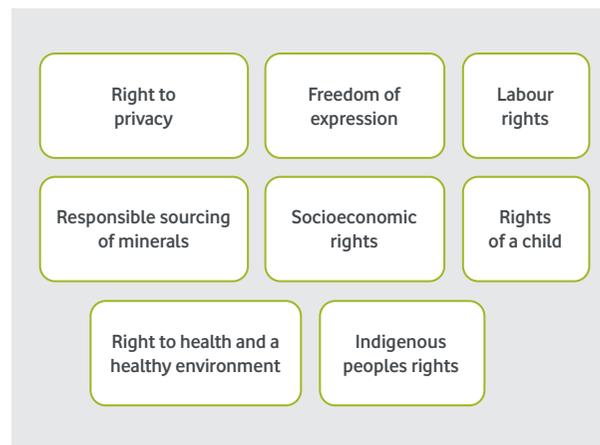
- are provided for or prescribed by local law, rather than being arbitrary interference
- pursue a legitimate aim (e.g. prevention of crime)
- are necessary to achieve a particular social need
- adequate to do so yet proportionate.

ESG Read more about law enforcement agencies and human rights complaints in our **ESG addendum**

Assessing our human rights impact

We conduct human rights risk and impact assessments as part of our ongoing due diligence. This dual-pronged approach allows us to proactively monitor our risk environment and effectively address any possible impact or incidents. We follow up assessments with mitigating actions such as contractual commitments to respect human rights. We are committed to providing redress wherever possible for identified human rights violations.

In partnership with Vodafone, we engaged Linklaters and Webber Wetzel to conduct an independent human rights impact assessment of our operations and OpCos. The assessment identified the following salient human rights:



These rights are those most vulnerable to substantial negative impacts from our operations. Vodacom's focus on these issues underscores our commitment to prioritising mitigating risks based on their potential impact on people.

Key recommendations and implementation progress

The assessment found that Vodacom operates in a dynamic landscape marked by escalating risks, particularly within subsidiary operations or supply chains. Our operations have the potential to – even unintentionally – affect human rights and that despite having strong support for a culture of respect for human rights and a robust public commitment, there are challenges in articulating specific human rights relevant to our responsibilities. Key findings

included the limited resources dedicated to human rights, a complex policy architecture, and a need to enhance third party accessibility to grievance mechanisms. It was also observed that product risk assessments overlooked broader human rights considerations and the need to enhance infrastructure footprint assessment and community engagement mechanisms.

In response, we took steps to enhance our approach to human rights. We reviewed our governance structure and policy framework and revised our human rights policy. We localised our governance structures and established a cross-functional human rights advisory group. We host UNGC human rights training modules on our Grow with Vodacom platform. We revised our human rights champion's network to ensure optimum impact and appointed our first human rights specialist. We are aligning our business and new product risk assessment with human rights risks to proactively identify and address broader human rights risks. In FY2025 we will focus on capacity building, monitoring, improved controls, embedding a culture of human rights in the business, and developing product-level impact assessment tools.

Operating soundly

The Group human rights principal specialist works with the Vodafone human rights manager, supported by a cross-functional internal human rights advisory group comprising senior managers responsible for privacy, security, responsible sourcing, and diversity and inclusion, among others. This group meets to review our performance, challenges and external trends. We communicate our performance through regular reporting and stakeholder engagements. Our planned risk controls will allow us to monitor our human rights performance throughout the value chain. We have targeted training aimed at key functions at high risk of human rights impacts. Our training is tailored to the unique challenges faced by these functions. It supports embedding human rights, including within supply chain management, risk management, and data privacy. The targeted training complements the internally available UNGC training.



4 Protecting people continued

Access to remedies

We maintain a grievance mechanism accessible to all rights holders through Speak Up. This year we received three human rights-related complaints through Speak Up.



Read more about Speak Up on **Page 53**

Collaborating for impact

We work with others to better understand what businesses should do to respect human rights. This is achieved through our participation in initiatives such as UNGC Network, UN B-Tech Project, our observer status at Global Network Initiative and other initiatives, which convenes business, civil society and government to advance implementation of the United Nations Guiding Principles in the technology industry. As part of the Human Rights 75 Initiative in December 2023, with Vodafone, we joined with other B-Tech Community of Practice members to make a public pledge to continue engaging with other companies to share experiences of implementing our respect for human rights commitments. We also have partnership with United for Wildlife and Stop the Traffick.

Ensuring governance oversight



Accountable Executive Committee member

Chief Officer:
Regulatory and
External Affairs



Board oversight

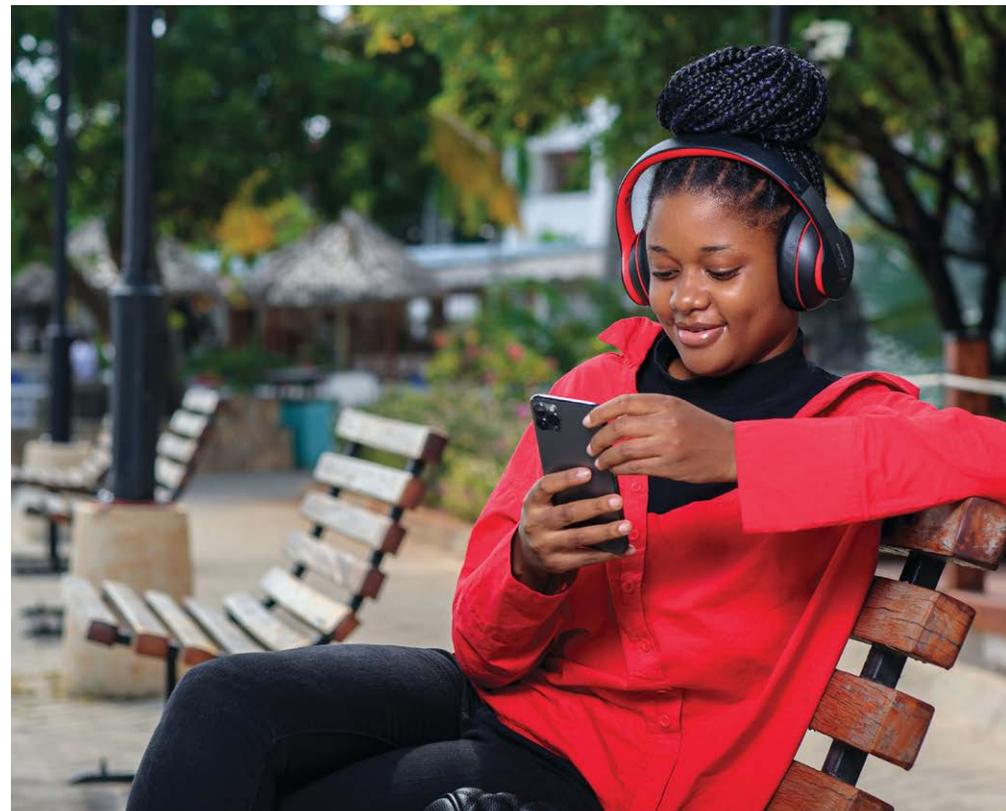
Group Social and
Ethics Committee

The principal human rights specialist reports to the Group Executive Head of ESG and sustainable business who reports to the accountable executive and manages and oversees human rights programmes daily. They provide regular status reports to the Group Chief Officer: Regulatory and External Affairs, and updates to the Group Social and Ethics Committee.

Employees are responsible for respecting and protecting human rights, and OpCos are accountable for compliance.

A local Executive Committee member oversees our human rights programme's local implementation.

The Vodacom ESG and sustainable business executive approves new standards and guidelines and monitors the implementation of global human rights plans.





5 Promoting responsible and inclusive procurement

To ensure safe and fair working conditions, and to responsibly manage environmental and social issues across our supply chains we encourage suppliers and business partners to adopt sustainable business practices.

We aim to work with suppliers who closely align with our purpose and who share our values and expect our suppliers to meet our mandatory ethical, labour and environmental standards, to be accountable for managing risk in their operations, and to hold their suppliers accountable to equally high standards.

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

- Code of ethical purchasing; and
- Slavery and human trafficking statement.

ESG Read more about our responsible supply chain in our **ESG addendum**

5.1 Managing our supply chain

We spent R90.0 billion with 24 932 suppliers (including property owners) to meet our business and customers' needs (FY2023: R90.6 billion; 25 661). Our most significant areas of spend are network infrastructure, IT and services related to fixed lines, mobile phone masts and data centres that run our networks. The next largest expenditure area is the products we sell, including mobile phones, tablets, SIM cards, routers, IoT devices and site rentals.

Procurement is a highly centralised function, with approximately 64% of our external spend managed by Vodafone Procurement Company (FY2023: 63%). This allows for a consistent approach to supplier management, including vetting and onboarding, monitoring and improving supplier performance.

When new suppliers tender for work, they need to demonstrate policies and procedures that support safe working conditions and diversity in the workplace and which address GHG emissions reduction, renewable energy, plastic reduction, circular economy and product life cycle, which account for up to 20% of the overall evaluation criteria. Commitments made by our suppliers are assessed against our purpose strategy concerning diversity and inclusion, the environment, and health and safety in categories with a safety risk. We have included purpose criteria in all FY2024 tenders.

In FY2023 we launched an improved supplier qualification process that uses a risk-based assessment to review compliance for any new suppliers in Tanzania, DRC and Lesotho. In FY2025 we will be expanding the process to South Africa. We continue to assess risk during our onboarding process by using a Supplier Assurance Risk Management System for new suppliers

in high-risk areas that are material to our business, such as cyber security, data privacy, corporate security, environment, anti-bribery, responsible sourcing, health and safety and payment card industry.

We seek to leverage the work of Vodafone and other operators who work collaboratively on supply chain risks within the JAC. Vodafone chairs the JAC working group established to improve ethical, labour and environmental standards in the technology supply chain. Focus is on key risks in our supply chain, namely human rights, reducing scope 3 GHG emissions and driving a circular economy to reduce e-waste. JAC reports progress on third party factory audits of mutual suppliers carried out on behalf of all its members in its reporting. As members of the JAC, we benefit from their on-site supplier audits and best practice sharing.

We expect our suppliers and business partners to comply with our code of ethical purchasing. These commitments extend through the supply chain so that our directly contracted suppliers (Tier 1 supplier) ensure compliance across their own direct supply chain (Tier 2 supplier from Vodacom's perspective) and beyond.

The code of ethical purchasing is based on international standards, including the Universal Declaration of Human Rights and the International Labour Organization's Fundamental Conventions on Labour Standards. It stipulates the social, ethical and environmental standards that we expect, including in areas such as child and forced labour, health and safety, working hours, discrimination and disciplinary processes. In South Africa, our suppliers are also subject to B-BBEE requirements.



5 Promote responsible and inclusive procurement continued

Managing supply chain risks

Our main supply chain risks relate to health and safety matters, excessive working hours, and environmental matters related to non-compliant chemical storage and lack of GHG emissions reduction programmes. Suppliers that do not meet our standards are provided with a corrective action plan to address any areas for improvement and are required to submit evidence of completion.

Over the past three years, we have reorganised our supply chain management function and created a governance function as a second line of defence that oversees and safeguards supply chain management risks, controls, and compliance. This is to enable a proactive and holistic governance, risk and compliance management capability for supply chain management across our OpCos. We aim to have visibility of internal and external supply chain management risks across OpCos to identify and standardise best-in-class prevention, preparedness, response and recovery-based controls. We proactively register risks through the enterprise risk management process. In FY2025, we will implement a risk and business rule-based supply chain management sourcing policy across all OpCos.

Any identified risks require an independent policy expert to approve suppliers before they are onboarded and, if necessary, to establish a mitigation plan. Policy owners assess all high-risk suppliers to ensure independence, objectivity and the absence of conflicts of interest. Our requirements are backed by risk assessments, audits and operational improvement processes, which are included in suppliers' contractual commitments.

Vodacom South Africa hosted the annual **Global Supplier Forum** to enhance our joint effort in managing risks suppliers are exposed to. The forum was also used to provide information on existing initiatives and their impact, and promote engagement with SMEs.

 Read more about our approach to health and safety, which includes our suppliers on **Page 69**

When we evaluate suppliers' compliance against our health, safety, environment and quality requirements, we conduct **supplier audits** to examine contractual requirements according to underlying risk profiles. Those who do not meet our standards are placed on the non-conformance register and must present evidence of a corrective action plan with timelines and progress updated until completion, with evidence of completion. Where applicable suppliers may be required to pay a penalty or services may be terminated.

16

Supplier audits (FY2023: 37)

Top areas of non-compliance

- Deviations from contractual requirements
- Non-compliance with health and safety, quality and environmental standards

Conflict minerals

We believe in supporting the responsible sourcing of minerals. Although we do not source minerals ourselves, through the Vodafone global ethical purchasing activities, we follow the best practice of the OECD Due Diligence Guidance to understand whether our manufactured products include minerals which have been sourced from smelters, taking a responsible approach to sourcing.

Our products contain numerous components that may contain one or more of the 3TG metals (metals – tin, tungsten, tantalum, gold and cobalt – sometimes mined in the conflict-ridden eastern DRC). Tin is often used as a soldering material for electronic components, gold and tantalum are typically used in components such as connectors or capacitors, and tungsten may be used in printed circuit boards.

The Vodafone responsible minerals statement provides an overview of Vodafone's due diligence framework to mitigate any risk that our products contain conflict minerals. Our processes on responsible sourcing of cobalt mirror the due diligence approach for 3TG. DRC is the world's largest producer of cobalt, and we include disclosures on our activities in DRC within the annual Vodafone responsible minerals report.

 Read more about the Responsible Minerals Report 2023

 Read more about the Responsible Minerals statement



Ensuring governance oversight



Accountable Executive Committee member

Chief Financial Officer



Board oversight

Group Social and Ethics Committee

Reporting to the Chief Financial Officer, the Managing Executive: Supply Chain is responsible for implementing our code of ethical purchasing. Specific country legislation and risks are considered and, in some countries, procurement committees provide additional oversight.



5 Promote responsible and inclusive procurement continued

5.2 Supporting local economic development

Supporting local enterprises is pivotal for economic empowerment and contributes to the creation and endurance of employment and socioeconomic development opportunities. Our centralised procurement approach is blended with a localisation approach to contribute to our operating countries' economic growth.

B-BBEE is integral to our business and supplier strategy in South Africa. We prioritise purchasing from SMEs, especially black-owned and black-women-owned entities. Our diversity and inclusion efforts extend across our footprint, focusing on women-owned and small enterprises. We give preferential payment terms (average seven to 15 days) to ensure qualifying SMEs remain financially sustainable.

 Read more about our B-BBEE scorecard on **Page 18**

South Africa

Small enterprises in our supply chain

R8.8 billion

spent in enterprise development and preferential procurement of small enterprises (FY2023: R8.8 billion)

R20 million

invested annually through our Vodacom Supplier Development Fund (FY2023: R20 million)

R7 billion

spent with **1 037** QSE and EME suppliers¹ (FY2023: R8.4 billion, 1 753)

184

black-owned SMEs benefited from preferential payment terms to the value of R1.8 billion (FY2023: 148; R2.0 billion)

58

black-owned SMEs received supplier development vouchers (FY2023: 72)

56

SMEs using a free health and safety management system with eight in their third and final year (130 since 2017) (FY2023: 52 and 8)

1. Qualifying small enterprises and exempted microenterprises.

The **Ithuba initiative** in South Africa equipped 41 SMEs (FY2023: 60) with marketing strategies and tools, including corporate branding, website design and development, and a basic social media package.

We facilitated a partnership between an original equipment manufacturer and local factories in Egypt to **localise the manufacturing** of cables, batteries, antennas and other equipment.

Our **SME Supplier Portal** in Mozambique is a digital platform that supports the registration and onboarding of potential suppliers, enhancing speed and transparency in the processes. We invited 143 suppliers to tender with 32 contracts being awarded, of which 25 were to SMMEs.

We partnered with Absa to provide SMEs and local suppliers in Mozambique with access to **affordable finance**.

We are initiating supplier development plans for our other OpCos. These diversity and inclusion efforts extend across our footprint, with a focus on women-owned and small enterprises.



Vodacom South Africa assisted SMEs in our supply chain in various ways, including:

Preferential rate business loans to black-owned Vodacom shops through our retail transformation programme; R48.5 million was extended to 17 franchisees (FY2023: R29.6 million; 15 franchises);

Training in cyber security, Radwin installer, AI and Big Data;

Supplier development vouchers to allow access to support including business plans, legal and tax guidance;

An **SME learnership** that pays for interns;

Health and safety management systems and protective equipment to ensure compliance with health and safety requirements;

Logistics equipment, skills and tools;

Financial management tools; and

Supply chain finance product designed to provide short-term financing support to Vodacom suppliers.

