

Vodacom DRC

Environmental, Social and Governance Snapshot

For the year ended 31 March 2025

Together we can



Our ESG framework and report contents

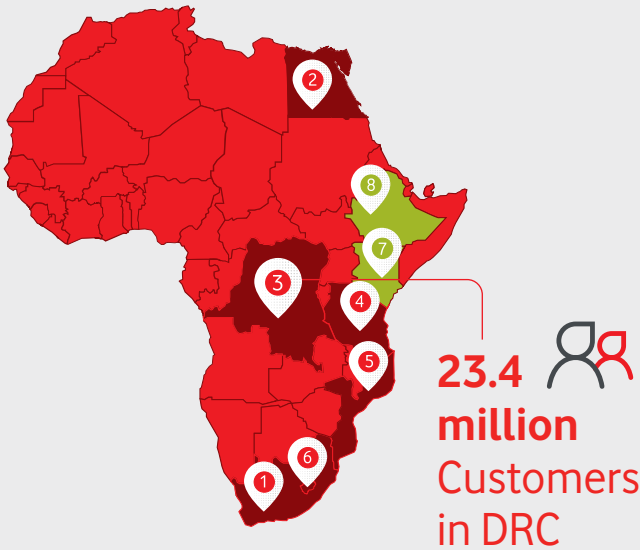
Vodacom is a leading and purpose-driven African connectivity, digital and fintech operator. Our mobile networks cover more than 574 million people¹. The Group serves 211.3 million¹ customers across consumer and enterprise segments in Africa with 23.4 million in Democratic Republic of Congo (DRC).

Environmental, social and governance disclosures

This environmental, social and governance (ESG) snapshot provides an overview of our ESG approach and impact for a wide range of stakeholders.

- ESG** Read more about our detailed **ESG approach and performance** in the Vodacom Group ESG report
- IR** Read more about our **strategy, context and capitals performance** in the Vodacom Group integrated report
- GOV** Read more about our **governance principles and practices** in the Vodacom Group corporate governance report

Customers (million)		
1	South Africa	46.0
2	Egypt	48.3
4	Tanzania	22.6
5	Mozambique	12.5
6	Lesotho	1.6
7	Kenya	48.2
8	Ethiopia	8.8



Our ESG framework

Vodacom exists to connect for a better future. To deliver on this purpose, ESG must be integrated into what we do.

At Vodacom, ESG is not a distinct strategy or set of activities, but an integral part of the Group's purpose, business model and daily operations.

Our purpose – which focuses on empowering people, protecting the planet and maintaining trust – serves as our ESG framework, directing how we embrace ESG-related opportunities and manage ESG risks. We set ESG goals linked to our purpose ambitions, demonstrating tangible value and building stakeholder trust.

Transparency and measurement

Transparency is essential to our ESG approach. In our disclosures, we consider stakeholder expectations and developing ESG regulations and standards. We track our progress through ESG ratings, reputation measures and stakeholder feedback to ensure accountability and provide comprehensive disclosure to demonstrate meaningful impact.



Our approach to ESG disclosures, governance, accountability and purpose interlock

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Our impact and performance against our ESG framework and purpose

Empowering people	Protecting the planet	Maintaining trust
We aim to close the digital divide and help people benefit from digitalisation.	We want to help protect the planet and enable our customers to do the same.	We aim to maintain and enhance trust through responsible business practices.
Closing the digital divide 7	Responding to climate change 15	Doing business ethically 23
Empowering our customers 9	Delivering net zero operations (scope 1 and 2 greenhouse gas (GHG) emissions) 16	Developing our employees 24
Supporting communities 11	Managing scope 3 GHG emissions 18	Protecting privacy and data 25
	Driving circularity 19	Protecting people 26
	Supporting biodiversity 20	Promoting responsible and inclusive procurement 26

1. Including Safaricom.



FY2025 in review

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Committed to DRC

Empowering people
Protecting the planet
Maintaining trust

FY2025 in review



Empowering people

28.1%
smartphone
penetration

FY2024: 23.6%

1 833 079

merchant payment users

FY2024: 23 891

2 396

Code Like a Girl trainees
in total of which 950
were trained in FY2025



4 million

active M-Pesa
Rallonge users

FY2024: 1.2 million

2.3 million

unique ConnectU
visitors



Protecting the planet

Partnered with the Red Cross
to build the City of Hope for
Kalehe flood victims

Matched
100%
of purchased grid electricity
with renewable sources

**CDF 6.7
billion**

invested in energy efficiency
projects

110 MWh
energy saved

29.9 tonnes

of network equipment recycled

FY2024: 0 tonnes

Partnered with the United Nations Global
Compact on the
**Annual Environmental
Conference on Waste
from Electronic and
Electrical Equipment**



Partnership with United States Agency for
International Development, to support Recyclo,
a start-up that sells charcoal made from
biowaste



Maintaining trust

100%

of employees completed
Doing What's Right training
(data privacy, cyber
security, code of conduct,
anti-bribery and corruption,
and health and safety)

Certified
**Top
Employer**

by the Top Employer
Institute for the ninth time

Won the
**Prix de Reconnaissance
et de Mérite**

as a Model Investor in the Democratic Republic of Congo

Recognised for leadership in diversity by Forbes through
the **Best of Africa** award



Zero fatalities
for the fifth year



FY2025 in review

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Leadership
reflections on ESG

Committed
to DRC

Empowering people
Protecting the planet
Maintaining trust

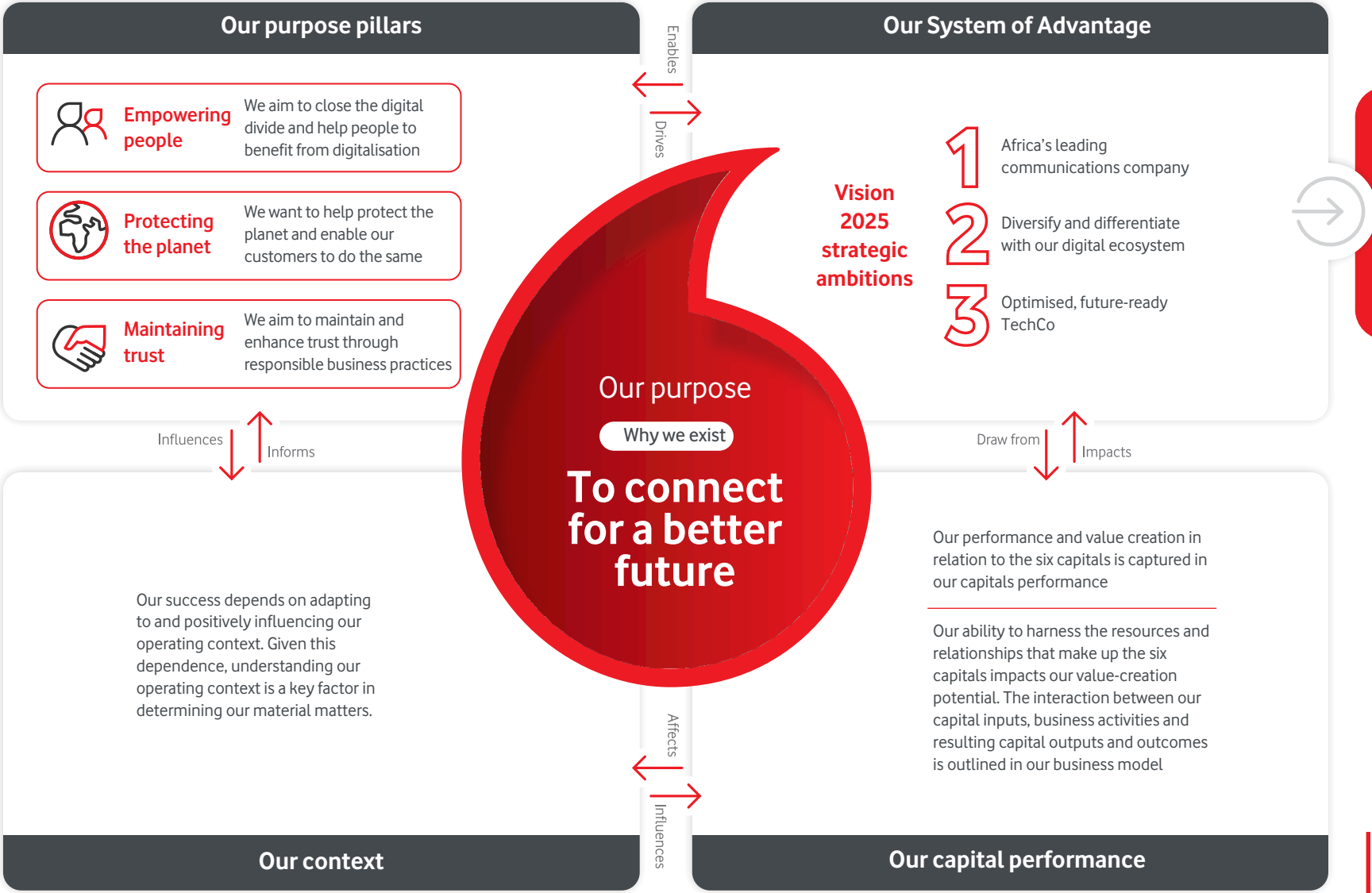
Our approach to ESG

Our purpose – connecting for a better future – means using our products and services to enable individuals and enterprises to thrive. Our powerful, multi-product strategy – the system of advantage – enables us to deliver our targets across two purpose pillars.

By delivering against our purpose, we aim to produce profitable solutions to challenges faced by society and the planet, and to identify and avoid those that have negative impacts. We strive to minimise the negative environmental impacts arising from our operations and seek ways to support our customers in managing their environmental impacts.

Our Social Contract, guided by the principles of trust, fairness, and leadership, serves to activate and accelerate our purpose initiatives.

Operating responsibly is essential to long-term sustainability and cultivating trust with our stakeholders. This means acting honestly, with integrity and maintaining robust ethics, governance and risk management processes.



Governance oversight and responsible business practices

Sound governance and acting ethically, lawfully and with integrity form a critical part of sustainable value creation and our long-term success

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Our strategic ambitions

A message from the CEO

Khalil Al Americani



“Vodacom DRC is proud to stand at the intersection of technology and sustainability, leveraging our reach, resources and relationships to help shape a more inclusive and climate-resilient future”

At Vodacom DRC, we believe in the power of technology to drive meaningful change. It connects people, fuels progress and plays a vital role in protecting our planet. In 2025, this belief continues to guide every decision we make and every partnership we pursue. This year’s ESG snapshot is more than just a report – it reflects our purpose in action. It highlights how we embed sustainability, inclusion and innovation across our operations, while making a tangible contribution to the development of DRC.

Driving digital inclusion and education

Vodacom DRC continues to expand its impact on digital education and inclusion. Through the Vodacom Digital Lab, in partnership with Kadea and GlZ, we deliver in-demand digital skills to more young people across the country. In partnership with Enabel, we launched the Moloni platform, designed to connect farmers to strengthen agricultural value chains and extend digital access to rural communities.

We achieved a major milestone in May 2025 with the relaunch of VodaEduc under the Je Suis Tech campaign. This included digitising university course content, training faculty members, and installing digital classrooms in universities and community centres, creating new pathways for youth to thrive in the digital economy.

Our commitment to science, technology, engineering and mathematics education was further reinforced through the second edition of the FIRST Lego League RDC. This brought together 10 schools across Kinshasa, Katanga, and Kongo Central in a robotics competition designed to inspire the next generation of innovators.

Expanding access to financial services

As CEO of Vodacom DRC and Chairman of VodaCash, I have seen firsthand how M-Pesa is transforming lives across DRC. Today, it provides millions of Congolese people, especially those in remote and underserved communities, with secure, affordable access to financial services that were once out of reach. From simple transfers to savings, payments and micro-loans through M-Pesa Rallonge, we are creating tools that respond to real needs in our dual-currency economy. With M-Pesa Mikili, families can send and receive money across borders with speed and confidence, thanks to our partnerships with platforms like MFS Africa, Mukuru, and Taptap Send. Through our business solutions, we support non-governmental organisations, institutions, and local enterprises with digital tools for salary payments, subsidy disbursements, and school fee collection.

M-Pesa is more than just a platform – it is a catalyst for inclusion, transparency, and economic progress in DRC.

We are pleased to announce our collaboration with the International Finance Corporation, focusing on six areas, including providing loans, developing skills, integrating agents and merchants, ensuring customer registration, managing risks and changes, and training VodaCash employees. This partnership aims to enhance financial inclusion and support the regulation of financial services in the DRC.

Empowering women at scale

Through the Je suis Cap campaign, we extended support to women living with disabilities in Mbuji Mayi and Kananga. In FY2025, 130 women launched their own businesses as M-Pesa agents, bringing the total to 844 economically active women and 2 164 women trained in financial and entrepreneurial skills. These efforts are helping to build a more inclusive and resilient economy.

Protecting the planet responsibly

Our environmental commitments continue to deepen. We sent 48 tonnes of obsolete batteries, generators, and other e-waste through certified partners for recycling. On International E-Waste Day, we led internal awareness campaigns and partnered with the Institute of Applied Technologies (ISTA) for a formal handover of collected materials. This partnership provided raw materials for the students of ISTA to transform and experiment with – planting the seeds of innovation and demonstrating our commitment to responsible waste management.

The rollout of our E-View platform is transforming how we track, report and act on ESG data locally. We continue to invest in green-powered rural infrastructure and are progressively transitioning our fleet to electric vehicles.

As the DRC earns global recognition for its biodiversity and environmental leadership, Vodacom DRC is proud to stand at the intersection of technology and sustainability, leveraging our reach, resources and relationships to help shape a more inclusive and climate-resilient future.

Appreciation

To our employees, partners, and communities: thank you for your continued trust. Together, we are not just building networks – we are creating a lasting impact for generations to come.



FY2025 in review

Our approach to ESG

Leadership reflections on ESG

Committed to DRC

Empowering people
Protecting the planet
Maintaining trust



Committed to DRC

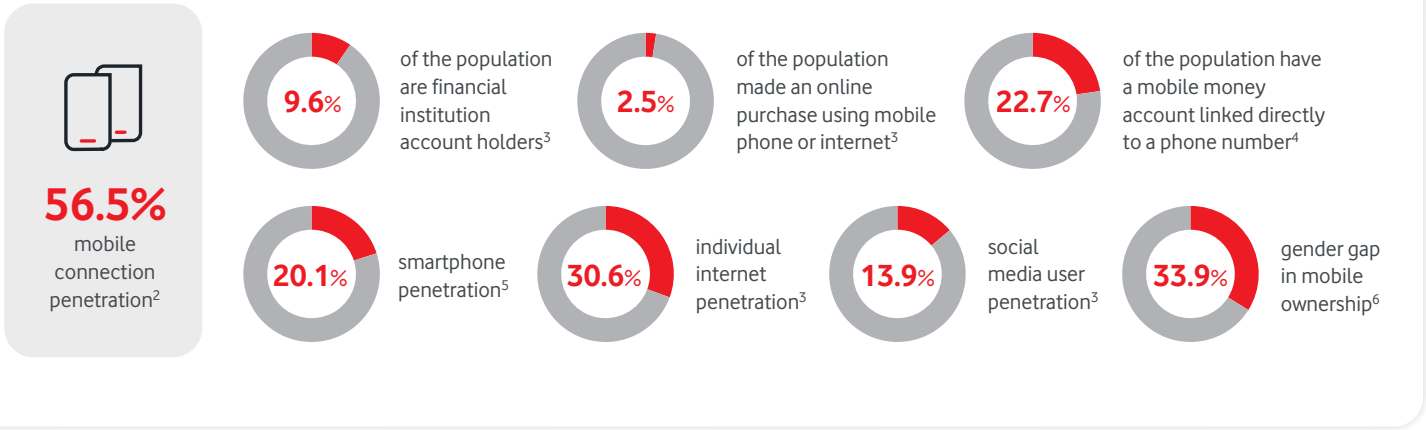
Vodacom is the leading mobile telecommunication company in DRC, with a customer market share of more than 34%, providing a wide range of communication services including mobile voice, messaging, internet, mobile money and converged services to more than 23 million individuals and corporate customers since 2002.

We are committed to providing solutions that contribute towards DRC’s priority national development ambitions, which include education, the business, climate, agriculture, the environment, the Horizon 25 digital plan and the promotion and development of information and communication technology (ICT).

Population¹
109 million 2030 128 million

Nominal GDP per capita¹
US\$695 2030 US\$939

DRC’s digital profile



1. UN, BMI.
2. GSMA, 2025.
3. DataReportal et al., 2023.
4. GSMA Intelligence.
5. DataReportal, 2025.
6. Economist Intelligence Unit, 2021.



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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 services such as education, healthcare, economic participation and financial services.


Across Africa, digital inclusion is hindered by limited access to reliable digital infrastructure in rural and underserved areas and the high costs of connectivity and devices. The digital divide remains a significant barrier, with unequal access to education, employment and communication. Many communities lack the tools, platforms, and programmes needed to fully participate in the digital economy, while insufficient access to high-quality connectivity limits access to essential services like healthcare, education and modern communication, impacting overall quality of life.

Our focus areas at a glance



Contributing to the Sustainable Development Goals (SDGs)

We contribute to the SDGs by driving financial inclusion, rural connectivity, and advancing gender equality. We also support sustainable agriculture and inclusive care and promote healthcare and education access.

 Read more about our contribution to the SDGs

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

2 376
4G sites

39.8%
4G population coverage

7 463 devices sold through prepaid finance

2 Empowering our customers

We provide products and services to address financial inclusion and 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

US\$0.6 million Airtime Advance was extended to

1 million customers

6.6 million financial inclusion customers

2 300 Glencore Mutanda employees connected through Umoja

3 Supporting communities

We provide products and services to address specific societal challenges such as access to education, the empowerment of people with disabilities, and gender-based violence

2 164 women with disabilities trained as M-Pesa agents since FY2023

12 new classrooms built to benefit **31 000** students

Supported approximately **1 200** displaced children in eastern DRC by distributing school supplies and building emergency classrooms

Key developments

Ongoing conflict, the curtailment of US-funded programmes, and Starlink's entry have created a complex operating environment, prompting proactive stakeholder engagement and strategic planning.

Lowlights

- While we made progress in strengthening network resilience, challenges such as rising data demand, power instability, infrastructure works in Kinshasa, and regional security issues occasionally impacted service continuity and response times.
- The Eyano initiative was discontinued after the contract with the managing partner was not renewed.

Looking ahead

- In collaboration with Kadea we are launching a new programme aimed at female entrepreneurs, providing credit and other financial services products.
- We entered a joint venture with Orange to enhance rural connectivity in DRC.
- We are actively seeking partners to develop food security programmes.



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1 Closing the digital divide

Mobile connectivity is a key driver of transformation and socioeconomic growth in Africa, creating jobs within the mobile industry and across other sectors.

However, despite growing demand, a significant usage gap persists due to network coverage, device affordability and digital skills gaps. Investment in the sector is crucial to reduce Africa’s digital divide. We connect people, enterprises and communities, creating digital societies by continuously developing our fixed and mobile network, relevant platforms and services, and supporting innovative, impactful projects and programmes.

We achieve this through

- 1.1 Pursuing ubiquitous coverage
- 1.2 Increasing smartphone ownership
- 1.3 Addressing digital gaps



1.1 Pursuing ubiquitous coverage

In Africa, 57% of urban dwellers used the internet in 2024, compared to 23% in rural areas – significantly below global averages¹. Expanding rural networks can often be more challenging and offer a lower return on investment due to lower population densities. New approaches, partnerships, targeted investment and a blend of technologies will help us overcome some of these barriers and deliver universal coverage.

We continue to invest in expanding our network infrastructure, including the deployment of radio sites, rollout of 2 600 MHz spectrum and upgrades to 4G technology. We have established strategic partnerships for network expansion and digital solutions, and supported these efforts through the deployment of network infrastructure, technology upgrades, and the operational maintenance of systems critical to customer service and business operations.

For over 10 years, Vodacom has utilised 100% solar technology in ultra-low-cost sites to connect the most inaccessible cities and localities.

Rural sites

1 011



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

The establishment of **TowerCo** and **RuralCo** seeks to increase our infrastructure footprint and streamline our operations. In FY2025, Vodacom and Orange announced a joint venture to enhance rural connectivity, aiming to bring services to approximately 19 million people through the deployment of 2 000 solar-powered base stations. Following regulatory approval, the ambition is to complete the implementation within six years, with the first base station expected to be operational in 2025. The network will support voice, data and electronic payment services, and other mobile operators can access the infrastructure through commercial agreements.

1. ITU, 2024. Measuring digital development: Facts and Figures 2024.



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- 1. Closing the digital divide
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1.2 Increasing smartphone ownership

Affordability remains a stumbling block to internet access and use in Africa, even though most people without mobile internet live in areas covered by broadband. Sub-Saharan Africa continues to have the largest coverage usage gaps¹. To bridge this gap, we offer affordable entry-level smartphones and considered financial solutions, making device ownership more accessible and fostering greater digital inclusion.

Leveraging best practices from Safaricom Kenya, we piloted a device financing programme in collaboration with Meta and Intelligra, and will scale this to a nationwide rollout.



Smartphones on our network
5.2 million

FY2024: 6.6 million



Devices sold through prepaid device finance
7 463

1. GSMA, 2024. The Mobile Economy Sub-Saharan Africa 2024.
2. GSMA, 2024. The State of Mobile Internet Connectivity Report.

1.3 Addressing digital gaps

Mobile technology enables access to essential services. Access to mobile connectivity is persistently unequal. Women, people with disabilities and those within low-income, rural and underserved communities are less likely to own mobile phones and access financial and other services. Adults in rural areas of low and middle-income countries are 28% less likely to use mobile internet compared to those in urban areas².

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 provides personalised voice, SMS and data-based offers based on a customer's usage patterns.

Just4You usage
28%

FY2024: 27%

18%
reduction in data price

FY2024: 23% decrease

17%
reduction in SMS price

FY2024: 9% decrease

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. Customers can also access discounted voice and data products such as airtime advance. We are integrating our education platforms into ConnectU to expand zero-rated access across more schools.



There are
2.3 million
ConnectU users



Bringing digital to and empowering more women

We use mobile technologies to enhance women's quality of life through programmes that enable financial inclusion, improve health and well-being, provide education, and skills development..

Mum & Baby is a zero-rated mobile health service that provides access to quality information on health and antenatal care, through which we aim to close the information gap which can improve infant and mother health and reduce mortality. The platform is being migrated to Bomoi ya Mama na Mwana, which is currently in development.

Code Like a Girl introduces underprivileged girls to coding basics and career paths related to current and future skills gaps . In FY2025 we expanded our local programme to Burkina Faso.



Girls trained	
FY2025:	Total:
950	2 396



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Empowering people

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2 Empowering our customers

Access to financial services, digital tools and efficient systems remains a critical challenge for many individuals, businesses and governments, particularly in underserved regions. These gaps hinder economic participation, SME growth and organisational efficiency – limiting societies’ progress¹. Recognising this, we deliver innovative digital solutions and provide connectivity and platforms to drive impact at scale. Through proactive partnerships and a commitment to overcoming barriers, we empower our customers to thrive in an increasingly connected and digitised world.

We achieve this through

- 2.1 Delivering platforms for financial inclusion
- 2.2 Digitalising larger organisations and critical sectors

1. World Bank, 2023. Highlighting how financial inclusion reduces poverty and inequality while enabling economic growth.

2.1 Delivering platforms for financial inclusion

Mobile money is a key driver of financial inclusion, transforming access into essential financial services for millions in underserved regions². Africa accounts for 49% (856 million) of the 1.75 billion registered global mobile money accounts, and processed US\$919 billion worth of transactions in 2023³. Despite this progress, challenges remain. 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.

M-Pesa is the largest mobile money brand in DRC. It empowers millions to participate in the formal economy by providing accessible, reliable and innovative digital financial platforms. M-Pesa reflects our commitment to financial inclusion, offering a comprehensive range of financial services tailored to meet the needs of key business and consumer sectors. This contributes to unlocking growth and economic empowerment opportunities.

We deepened financial inclusion by helping the unbanked population through our M-Pesa ecosystem. Customers used our advanced financial services, including lending and savings. These financial services are key to empowering consumers, strengthening community resilience and enhancing business success. We signed a strategic partnership with the **International Finance Corporation** to enhance mobile financial services. This collaboration supports the work of the financial services regulator and aims to promote financial inclusion.

Below is our suite of products and services that add value to our customers’ daily lives.

- Deposit and withdrawal
- Transfer
- Payment
- Bill payment
- Airtime advance

- Cross-border payments
- Savings
- Lending
- Super-app

2 OECD, 2023. Financing SMEs for sustainability.
3. GSMA, 2024. The State of the Industry Report on Mobile Money 2024.

M-Pesa payment and lending solutions

Supported by ongoing recruitment and promotions, merchant payments enable M-Pesa users to transact seamlessly across an expanded network of supermarkets, fuel stations and e-commerce platforms.

We collaborate with organisations such as to expand international remittance and global payment capabilities for our customers.

We created alternate channels to assist agents facing US dollar scarcity and introduced affordable lending services at 1% interest for agents and customers.

Nearly
80 000
users access services such as **Lona o defa**, which offers instant micro-credits for micro-entrepreneurs in areas where traditional banks face accessibility challenges.

M-Pesa Rallonge, developed in partnership with Access Bank, is a micro-overdraft facility for customers with insufficient balances to complete their transactions.

M-Pesa Rallonge has
4 million active and 5 million base users.

Our partnership with Optasia introduced customer overdraft services.

25%
of active customers
use these services

US\$80 million
in loans disbursed



FY2025 in review

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 3. Supporting communities
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2.2 Supporting SMEs to thrive in a digital world

Despite their critical role in driving economic growth and employment, African SMEs often struggle with challenges such as limited access to financing, inadequate infrastructure and insufficient digital skills. These barriers hinder SMEs' ability to scale, compete and fully participate in an increasingly digital market. Recognising the importance of overcoming these challenges, Vodacom is committed to supporting entrepreneurs, startups, small enterprises and our SME suppliers by offering tailored connectivity solutions, digital platforms, financial services and training. By equipping them with the necessary tools, we enhance their digital capabilities and ensure they are well positioned to thrive in the modern economy.

Digital enablement through connectivity

Reliable and affordable connectivity is essential for SMEs to operate, access markets and scale in a digital economy. Vodacom provides tailored connectivity solutions that support SMEs.

Digital commerce ecosystem

SMEs need financial and digital tools as well as business ecosystems to trade, scale and compete. Vodacom enables this through our financial inclusion platforms (see page 9) and digital commerce solutions, which help SMEs transact seamlessly, access funding, and grow in a cashless, digital-first economy.

2.3 Digitalising larger organisations and critical sectors

Digital technologies drive efficiencies, reduce costs, enhance services and enable data-driven decision-making. Digitalisation is a catalyst of business growth – it boosts business performance and enhances public sector service delivery. We work with organisations to provide carefully selected digital products and services to improve efficiency and productivity.

Vodacom Spend Manager assists enterprises in understanding and managing their mobile spend.

37 159
active
subscriptions



We were the Sustainability Partner for the 11th edition of **DRC Mining Week**, which aims to foster sustainable development, integrating economic growth and social well-being using Vodacom's technology, particularly M-Pesa.



Mobile and workplace connectivity

We enhance workforce mobility and safety through digital workplace solutions that provide real-time tracking, communication and operational insights, empowering organisations to streamline their workforce management.

Launched in 2022, the Umoja App is a digital workplace tool providing employees with real-time access to HR, payroll, training, and safety information, while the broader Umoja project advanced digital inclusion through device distribution and connectivity initiatives.

2 300

beneficiaries at
Mutanda Mining

20GB

monthly data provided
to beneficiaries

Digitalising healthcare

Many African healthcare systems still rely on paper-based processes, leading to inefficiencies in diagnosis, treatment and resource allocation. With a growing population and a shortage of healthcare workers, digital transformation is crucial to improving service delivery.

Community health outreach



200

volunteers trained

The Vodacom Foundation joined the **DRC Red Cross** to mark International Red Cross Day. Since 2022, a strong partnership has been established between the two entities as part of the First Aid Center project, which aims to train and equip volunteers for emergency interventions. Volunteers have been trained, relief kits provided and toll-free numbers set up for Kinshasa, South Kivu and North Kivu. We implemented a resilience project in Kalehe, South Kivu, which includes the construction of shelters. An emergency response project was launched in eastern DRC, in Goma and its surroundings.

As part of its annual breast cancer awareness campaign, the Vodacom Foundation organised a series of free screening sessions in collaboration with the HJ Hospital in Kinshasa under the theme, Together for Pink October.

500

women
received free
screenings



The Vodacom Foundation donated a **blood bank** to the University Clinics of Lubumbashi to coincide with International Voluntary Blood Donor Day.

Digitalising agriculture

Agricultural productivity is crucial for Africa's economic growth, and enhancing productivity and competitiveness is key to unlocking this potential. We partner with M-Pesa to provide digital solutions that streamline inputs distribution, expand market access and facilitate payments.

In partnership with the Ministry of Agriculture, Kadea and Humundi, the **Moloni** agritech platform provides farmers with weather updates, sustainable farming advice, and a digital marketplace. It is accessible through unstructured supplementary service data and will soon integrated with M-Pesa. It is being piloted with 10 000 farmers through an Enabel-funded project to boost productivity and income.



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Empowering people

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Protecting the planet
Maintaining trust

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.

We achieve this through

- 3.1 Enabling education
- 3.2 Helping people with disabilities

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 opportunities.²

Techstart aims to upskill 1 million African youth by 2027. Techstart includes a digital skills hub that leverages our e-learning platforms and other programmes we offer as well as a combination of classroom-based training and self-paced online learning, including courses like the AWS Educate programme. Techstart provides individuals opportunities to gain in-demand digital and tech skills, enhance career prospects and join a community dedicated to transforming Africa's tech landscape.

1. The World Bank, 2022.
2. World Economic Forum, 2020.

Physical infrastructure

Supporting learning environments by investing in school infrastructure, connectivity, and financial assistance to improve students' and educators' access

Instant Network Schools (INS) provides young refugees, host communities and their teachers access to digital learning content and the internet, improving the quality of education in these marginalised communities

PG Read more about INS on **page 12**

The **Vodacom Digital Lab**, in partnership with Kadea, promotes sustainable digital connectivity and skills development across the country. Vodacom labs have been installed in Kinshasa, Lubumbashi, and Goma

1 155 students trained in digital skills since 2019 through our three Digital Skills labs

The **Vodacom Foundation** installed a digital classroom at the University of Kinshasa (UNIKIN). This initiative, supported by the Ministry of Higher and University Education, marks a turning point in the accessibility and quality of education for UNIKIN students. The digital classroom will allow students and teachers to access online educational resources, take interactive courses, and collaborate remotely, creating a more flexible and connected learning environment

Alerte Rouge is a humanitarian campaign supporting displaced populations and children in eastern DRC by distributing school supplies, building emergency classrooms for approximately 1 200 children, and providing survival kits to 1 027 households in Goma and Bunia

Classroom-based learning

Schools and educators gain access to a curriculum that equips students with foundational technology skills and guides them in designing app ideas to address challenges in their communities

Code Like a Girl introduces underprivileged girls to coding basics and career paths related to current and future skills gap

PG Read more about Code Like a Girl on **page 8**

Bursary programmes by Vodacom support full-time undergraduate students, with priority given to learners who complete all classroom-based learning pathways. We also offer the VodaEduc Bursary for primary and secondary school pupils aged six to 15

50 bursaries awarded to full-time undergraduate students. Two graduates of our bursary programme have joined Vodacom as employees

PG Read more about on our Discover Graduate programme on **page 25**

900 pupils received VodaEduc bursaries

Five students won tablets in the Poetry for Young People programme

Online learning platforms

Enhancing e-learning platforms, digital content and device accessibility to support learners and teachers with inclusive, technology-driven education

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

Integrated digital skills hub

An online platform offering a wide range of educational resources and programmes in collaboration with partner organisations

AWS Educate provides self-paced digital skills training in areas such as cloud computing, AI, network and infrastructure and machine learning



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3.1 Enabling education continued



Empowering refugee education through digital inclusion

Case study

Since 2013, INS has transformed refugee classrooms in DRC, addressing the challenge of underresourced learning environments. Developed by Vodafone Foundation and United Nations High Commissioner for Refugees, INS provides a holistic digital education solution, equipping classrooms with internet connectivity, multimedia tools, localised digital content, and ongoing teacher training to enhance learning for refugees and host communities.

In Baraka, teachers and coaches were trained on NumeriTab, online education resources, digital lesson planning and digital intelligence and skills. In Ubangi and Aru, 154 teachers were trained using HSP Tutorials resources, and a webinar was hosted by five INS coaches who shared best practices, tools and resources with the other INS coaches. Additionally, sessions were held with school administration on the INS programme and its impact, as well as with parents who had noticed their children spending more time at school. In Bukavu, training and awareness sessions were held for National Education Authorities and Community leaders.

Vodacom DRC is exploring ways to recycle INS equipment. Discussions are ongoing to develop an effective recycling process.

INS centres	Pupil beneficiaries	Teacher beneficiaries
29	49 865	913



Restoring hope for displaced communities

Case study

The Vodacom Foundation is dedicated to supporting displaced populations and children affected by crises in eastern DRC. In response to the ongoing challenges faced by these communities, the Vodacom Foundation has implemented several impactful humanitarian actions as part of the Alerte Rouge campaign, aimed at restoring hope and dignity. The Vodacom Foundation has distributed school supplies and constructed emergency classrooms for displaced children in Bulengo (Goma) camps. These classrooms provide a safe educational environment and psychosocial support for children, allowing them to continue their learning despite difficult circumstances. Survival kits were distributed to households in Goma and Bunia. This humanitarian response aims to address immediate needs and long-term recovery for affected families. The Vodacom Foundation launched a training programme for women in the Bulengo camps, teaching them how to use sewing machines. This initiative aims to empower women by providing them with valuable skills that will help them achieve economic independence and improve their livelihoods.

5 000

school supply kits distributed

10

emergency classrooms constructed

1 200

children benefited from support

1 027

households received survival kits

200

women taught entrepreneurial skills



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Empowering people

1. Closing the digital divide
2. Empowering our customers
3. Supporting communities

Protecting the planet
Maintaining trust

3.1 Enabling education continued

Supporting jobseekers and empowering youth

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



Kadea Learn is an online learning platform offering career-focused courses in coding and digital industries. We partnered with Kadea to offer their courses and curricula for free to our subscribers, with no data required.

420
youth completed
training in 2024
through the Kadea
partnership

450
apprentices
began training
through Kadea
in 2025

355
youth have been
placed in six-month
internships with
local companies.



See more
about Kadea



In partnership with Kadea and the Ministry of Vocational Training, we launched the **Future Skills** digital training programme.

2 000
people trained through the
Future Skills programme

The Minister of Professional Training organised a professional skills conference to upskill young people and promote entrepreneurship.



3.2 Empowering people with disabilities

Technology has been vital to 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 opportunities. We enable people with disabilities to stay connected, live a better life today and build a better tomorrow.

Broader disability inclusion and advocacy



Advancing disability inclusion through economic empowerment, awareness campaigns and policy commitments

We trained and empowered 2 164 women with disabilities to become M-Pesa agents in five regions of DRC under the Je Suis Cap programme. By providing them with the necessary skills and support, we have enabled them to gain financial independence by running their own businesses, contributing to the economic growth of their communities. Je Suis Cap was expanded to additional provinces.

865
have created
M-Pesa accounts

714
have been deployed with
M-Pesa kits



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Protecting the planet



We strive to minimise the climate and other environmental impacts of our direct operations, while encouraging others to reduce their GHG emissions, improve resource efficiency and protect nature.

As the world's least climate-resilient continent, Africa is profoundly affected by climate change. Along with negative economic, social and health impacts, climate change has led to ecological crises brought on by environmental degradation. While government action is required, businesses need to collaborate with the public sector, drive down GHG emissions and contribute to climate and nature solutions.

Our protecting the planet strategy outlines our aspirations to become an environmental sustainability leader. This strategy includes our commitment to a low-carbon future and considers nature and biodiversity in our direct operations and increasingly in our value chain activities.

We actively assist our customers, and encourage our suppliers and other stakeholders to adopt approaches that serve our planet better. We also believe that as a society, we must become more efficient, and adopt a circular economy approach with a focus on eliminating waste. Our waste and circularity strategy focuses on network waste from our fixed and mobile access networks and electronic devices we provide and sell to customers.

Our focus areas at a glance



Contributing to the SDGs

The mobile industry can influence environmental SDGs by addressing challenges related to energy, sustainable consumption and production (including mobile infrastructure and devices). The industry can harness technological innovations to minimise adverse environmental impacts and bolster environmental sustainability efforts.



Read more about our contribution to the SDGs

1

Responding to climate change

We are committed to a low-carbon future through reducing our GHG emissions and advocating for climate action

Partnered with the Red Cross to build the **City of Hope** for Kalehe flood victims

2

Delivering net zero operations

We are implementing energy efficiency measures and technologies to reduce GHG emissions

Maintained **ISO 50001** energy management certification

3

Managing scope 3 GHG emissions

We reduce our value chain GHG emissions by engaging with our suppliers and customers

82% of our scope 3 emissions come from purchased goods and services, capital goods and fuel and energy-related activities

4

Driving circularity

We adopt a circular approach to resource consumption and guide customers to make more sustainable choices

Sent **29.9 tonnes** of network waste and **FY2024: 0 tonnes**

18.1 tonnes of hazardous network waste **FY2024: 0 tonnes** for recycling.

5

Supporting biodiversity

We aim to understand and mitigate our biodiversity impacts while deploying technologies to protect nature

Our partnership with the **Kongo River Association** supports conservation and awareness initiatives

Key developments

Growing openness by the DRC government to permit and support private sector-led microgrid initiatives through power purchasing agreements (PPAs), especially when they align with national electrification goals and reduce reliance on diesel generators

Lowlights

- The cleaner cooking stove programme is facing challenges such as sourcing raw materials in conflict-affected areas and obtaining accurate data
- Electricity grid instability and repeated fibre repairs due to roadworks have increased energy use and environmental disruption, prompting investments in backup power
- Limited charging infrastructure and ongoing efforts to secure a vehicle support partner have slowed the adoption of electric vehicles

Looking ahead

- We will expand our Kongo River initiatives in FY2026, reinforcing our commitment to river conservation and environmental sustainability
- We will launch an e-waste collection initiative to enable responsible disposal of small electronics at selected retail stores



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1 Responding to climate change

According to the World Meteorological Organization, 2024 was the hottest year on record, due to a decade of unprecedented global warming driven by human activities. GHG levels continue to grow to new highs, contributing further to higher global temperatures. Today's climate change events are our new reality and a forewarning of the future.

At the core of our climate action, we:

- Embed climate change into our governance process
- Leverage the Group's enterprise-wide risk management framework, which includes identifying, assessing and responding to climate-related risks
- Build climate resilience by understanding the actual and potential impacts of climate-related risks and opportunities on our business strategy, including modelling their financial implications



In 2024 and 2025 Kinshasa and other parts of DRC experienced severe and recurrent flooding due to heavy rainfall. The Ndjili River overflowed, submerging roads, homes and critical infrastructure. Following floods in Kalehe, we partnered with the Red Cross to build the City of Hope for flood victims. The City of Hope, inaugurated in July 2024 in partnership with the Red Cross, offers a new beginning for the victims of the Kalehe floods. Houses, mattresses, blankets and mosquito nets were distributed to improve their living conditions.



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2 Delivering net zero operations (scope 1 and 2)

The ICT sector is responsible for an estimated 1.5% to 4% of global GHG emissions¹. This is roughly equivalent to the footprints of the commercial aviation or maritime transport sectors. Unless the industry transitions to renewable energy sources, emissions will continue to rise as data traffic volumes increase due to higher internet and AI use.

We achieve this through

- 2.1 Energy efficiency
- 2.2 On-site renewables
- 2.3 Renewable electricity purchasing
- 2.4 Alternative fuels
- 2.5 Electric vehicle fleet

We seek to achieve net zero GHG emissions from our operations (scope 1 and 2) no later than 2035, aligned with a science-based pathway to limit global warming to 1.5°C by 2100. Our energy management approach, led by our Group technology energy performance centre of excellence, considers energy efficiency, deploying on-site renewables, taking advantage of offsite renewable opportunities such as PPAs and using various market mechanisms such as renewable energy certificates (RECs).

1. World Bank, Green Digital Transformation: How to Sustainably Close the Digital Divide and Harness Digital Tools for Climate Action, 2024.

Powering our network requires around 351.4 GWh of energy per year, sourced from electricity and diesel. Converting our energy to renewable sources is not straightforward, due to the highly distributed nature of our infrastructure which comprises more than 3 000 sites.

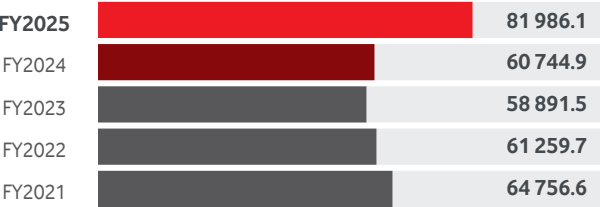
Scope 1 and 2 GHG emissions overview

We calculate our GHG emissions using the GHG Protocol Corporate Accounting and Reporting Standard.

In FY2025, our total scope 1 and 2 GHG market-based emissions increased by **35%** to **81 986 tCO₂e**
FY2024: 60 745tCO₂e

This increase is largely due to deteriorating grid conditions and improved reporting quality. We achieved our goal of matching 100% of grid electricity purchased with electricity from renewable sources which has reduced our scope 2 market-based emissions to zero. This was accomplished through an investment in renewable energy purchases and the installation of renewable energy systems on our premises.

Scope 1 and 2 market-based GHG emissions (tCO₂e)

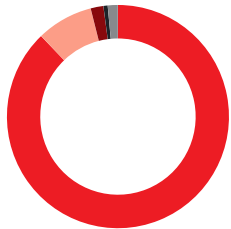


2.1 Energy efficiency

Our energy consumption is split between our base station network **87.8%**, technology centres **8.2%**, office and warehouse buildings **1.9%**, retail stores **0.6%** and transport **1.5%**.

Our primary energy source is grid-supplied electricity; however, due to the limited grid availability in some areas where we operate, we require diesel generators and batteries as the primary power source for base stations. These are also used for backup power across our footprint.

FY2025 energy consumption by use



● Network base station sites	308.7GWh
● Technology centres	28.9GWh
● Buildings	6.6GWh
● Retail	2.2GWh
● Transport	5.1GWh



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2.1 Energy efficiencies continued

Reducing network consumption

We manage network consumption by implementing more efficient network equipment and lowering energy demand by introducing advanced site control, energy-saving features, modernising our network, optimising equipment (such as cooling) and designing and selecting energy-efficient equipment for new sites and refurbishment. We are implementing energy meters and an energy management system to better understand our network’s energy consumption and identify opportunities for energy reduction.

We invested **CDF6.7 billion** in energy efficiency projects, resulting in **110 MWh** of energy saved.

We successfully renewed our ISO 50001 certification, confirming compliance with energy management system requirements and reaffirming our commitment to energy efficiency and sustainable resource management across operations. The audit raised no non-conformances, with only minor observations noted.

Managing building and technology centre consumption

We maintain leading energy management practices in our technology centres and properties. Ongoing energy efficiency initiatives include hot and cold aisle containment, heating and air conditioning upgrades and improved controls and configurations, including the use of building management systems, to reduce unnecessary use of equipment, lighting, heating and cooling.

Our smart meter deployment has enabled us real-time monitoring of electricity usage, empowering us to manage consumption more efficiently. We installed 298 smart meters in FY2025, bringing the total to 620 meters installed since FY2023. Our hybrid power systems continue to reduce our reliance on diesel generators.

2.2 On-site renewables

Africa needs integrated, modern energy solutions that take advantage of the continent’s massive renewable energy potential. At the same time, African governments need to increase access to reliable, affordable energy while considering the need to phase fossil fuel production and reduce GHG emissions. The private sector can support the just transition by investing in and purchasing renewable energy and collaborating with governments to share the benefits of the transition.

We seek to transition to renewable energy, including replacing diesel generators with alternative technologies using renewable fuel sources and potentially green hydrogen.

8% of our total energy consumption is from renewable sources, including solar energy generated, matched with purchased RECs.

We seek to replace diesel generators with renewable energy sources. On-site solar can be suitable, but may present challenges due to its space requirements, site accessibility, theft, vandalism, maintenance and other challenges. To reduce diesel dependency, we are advancing a solar deployment pilot project targeting solar sites with seven solar sites added in FY2025 (FY2024: 48), bringing the total to 905 solar sites. We are deploying 2 000 **solar-powered base stations** through a joint venture with Orange. Where we are not the landlord or do not have control over infrastructure (generators and distribution systems), we rely on third parties to deploy on-site renewables.

We are rolling out an initiative known as the Power Partnership Programme, which operates as a power-as-a-service model, where partners fund the infrastructure capital expenditure. Vodacom DRC commits to a fixed monthly fee over 10 years. The project has the potential to reduce GHG emissions by 90% and generate 15% operational expenses savings at the selected sites.

PG Read more about joint ventures to expand rural connectivity in the empowering people section on **page 7**

2.3 Renewable electricity purchasing

PPAs allow us to purchase renewable electricity from independent power producers providing cost certainty, shielding against electricity price volatility and significant cost increases. We engage governments to facilitate the development of renewable energy infrastructure and a more accessible market for renewables. We continued to partner with Nuru on a PPA as they expand their minigrids and will explore new PPA partners to expand our clean energy footprint, particularly in remote areas that lack grid electricity and road access.

Purchasing RECs is part of our net zero strategy. We use RECs as a mechanism to match the grid electricity we use with electricity added to the same or an interconnected grid from renewable sources. This enables us to reduce our scope 2 emissions in places where on-site renewables cannot yet be deployed and therefore rely on grid electricity.

2.4 Alternative fuels

Our transition requires technological advancement and the availability of renewable fuels and alternative technology to diesel generators. In the short term, we prioritise batteries over diesel generators. In the long term, we seek diesel alternatives, including connecting offgrid sites to the grid, deploying wind and solar where applicable and exploring newer technologies, including microturbines and hydrogen fuel cells.

Increased diesel consumption increases our scope 1 GHG emissions and impedes our pace of decarbonisation. In FY2025, we consumed **30.2 million litres** of diesel

FY2024: 21.8 million litres mainly in stationary generators at our offgrid sites, or sites with unreliable grid-supplied electricity.

This is 38% more than the prior year largely due to deteriorating grid conditions and improved reporting quality.

2.5 Electric vehicle fleet

Although we introduced electric and hybrid vehicles, some limitations still exist, which include capital expenditure required, low availability of charging stations, in-country maintenance capacity and difficult terrain. One of the challenges we face is the lack of a partner to support vehicle purchases and maintenance. Additionally, there is a general issue with the demand for electric vehicles in the country due to the lack of charging stations, which has resulted in limited interest from original equipment manufacturers. However, we continue to navigate these challenges as we strive to transition to an electric fleet.



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3 Managing scope 3 GHG emissions

Scope 3 refers to indirect GHG emissions that we can influence but not control. Scope 3 GHG emissions constitute a significant portion of our Group’s overall carbon footprint, encompassing indirect emissions across the entire value chain. While the most difficult to quantify and manage, understanding our scope 3 emissions supports us in meeting our net zero goals as well as in identifying and mitigating risks related to climate change, supply chain disruptions and reputational damage.

Reliable and standardised data from across our value chain is essential to reducing scope 3 emissions.

Our **scope 3 reporting** is aligned with the GHG protocol. We are committed to improving our data quality and estimation approach to reflect portfolio changes and the latest developments in industry standards and emission factors.

70 233tCO₂e

in scope 3 GHG emissions

FY2024: 70 612tCO₂e



82% of these emissions were from purchased goods and services, capital goods and fuel and energy-related activities

FY2025 scope 3 GHG emissions by category (tCO₂e)



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4 Driving circularity

An estimated 62 million tonnes of e-waste is produced globally, with only 22.3% documented as formally collected and recycled¹. As technology becomes more pervasive, we can contribute to resolving the growing e-waste problem.

E-waste is our second largest environmental issue and so promoting circularity is part of our protecting the planet strategy. Circularity considers a resource’s entire life cycle to eliminate waste and reduce its environmental impact. We prolong the life of our resources to maximise our investment, and we recover and reuse materials responsibly. We aim to reduce our e-waste while encouraging and supporting responsible customer behaviour.

Our **waste management** policy enforces safe and responsible reuse and recycling, and our waste hierarchy embeds sustainable practices throughout our operations and supply chain activities. We have circularity initiatives for our network equipment (radio equipment for fixed and mobile access networks) and **electronic devices**, including smartphones and other retail devices like routers. These initiatives focus on choosing greener, using longer and responsible recycling.

We achieve this through

- 4.1 Circularity of network waste
- 4.2 Managing general waste
- 4.3 Water stewardship

4.1 Circularity of network waste

Our resource efficiency and waste disposal management programmes reduce the environmental impacts of network and IT equipment waste. When reuse options (either redeployment or resale) are exhausted, we use certified local service providers to dispose of end-of-life telecommunication equipment.

Vodacom DRC achieved its goal which was to reuse, resell and send for recycling **100%** of decommissioned network equipment by 2025².

Our journey to achieving our goal has provided us with further insight into the complexities of circular economy. This waste requires specialist waste management processes. Although we send non-hazardous, end-of-life equipment to be recycled by our third-party waste management partners, not all materials within our network equipment are recovered during the recycling process.

While we have reached an important milestone, we recognise that more work is needed to build a fully circular system for network equipment and improve circularity for hazardous waste. Our next step is to consider our role in this transition, working with others across the e-waste management system, which will inform how we set our future targets.

We are launching an **e-waste collection** initiative in April 2025, enabling customers to dispose of small electronic waste at designated retail stores, including mobile handsets, batteries, and tablets. Collection points will be established in locations with either large storage facilities or partner organisations to facilitate waste management. Once collected, partners will assess the devices and equipment for disposal, repair, or the extraction of reusable components. The specific waste management processes will be defined as part of the project’s implementation.

29.9 tonnes

of network waste sent for recycling

FY2024: 0 tonnes)

18.1 tonnes

of hazardous network waste

FY2024: 0 tonnes)



Discussions on e-waste in DRC

Case study

In November 2024, Vodacom DRC and the United Nations Global Compact convened the Annual Environmental Conference on Waste from Electronic and Electrical Equipment. The conference focused on creating a circular economy and the importance of creating a value chain in e-waste management. The conference brought together companies, government experts and civil society. The conference aimed to inspire partner companies to adopt more sustainable practices. Vodacom DRC will engage with the government on recommendations emerging from the conference. These include improving regulations on e-waste, addressing taxes related to waste management activities, setting prices for e-waste, clarifying waste definitions and recognising companies that manage their waste effectively.

From April 2025, Vodacom DRC will implement a customer take-back scheme at retail stores to collect small e-waste items, including mobile handsets, batteries and tablets. Partners will either dispose, repair or harvest usable parts from the devices and equipment.

4.2 Managing general waste

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

We run initiatives to separate general waste at the source. Despite recycling bins being made available, waste was mixed during disposal. To resolve this, the Kinshasa landlord is installing bins to ensure proper sorting, aligning with the office recycling system.

4.3 Water stewardship

While we are not a water-intensive business, we aim to reduce our consumption where possible and support a sustainable earth. Our digital solutions and Internet of Things capabilities assist governments and businesses in reducing their water consumption. We also work to engage and collaborate on water management and awareness initiatives.

We continue to support Kongo River clean-up project, which is led by our partner Kongo River engaging local fishermen and includes plastic management (upcycling and clean-up awareness) and training of youth on water conservation and culture.



Read more about the Kongo River clean-up project on [page 20](#)



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5 Supporting biodiversity

Biodiversity is broad and complex, encompassing all life forms on our planet and the finely tuned ecosystems they inhabit. Global biodiversity loss is occurring at an alarming rate, with profound implications for people and businesses. In December 2022, 188 governments adopted the Kunming-Montreal Biodiversity Framework with the aim of reversing the loss of nature by 2050. We recognise the need for a sustainable nature approach and we continue to review our impacts, including those within our value chain.

CNR Read more about our nature impacts and opportunities in our **Climate and nature report**.

We achieve this through

- 5.1 Understanding and reducing our impact
- 5.2 Enabling biodiversity protection

5.1 Understanding and reducing our impact

Although our operations' direct effect on the environment and biodiversity is limited, in FY2025, led by Vodacom Group, a nature and water assessment was conducted to understand our nature-related dependencies, impacts, risks and opportunities.

The outcome of this assessment will see Vodacom integrating nature risks and opportunities into our enterprise risk management framework; developing Group-level nature-related standards (including nature considerations into reviews for priority sites); building nature considerations into our procurement activities; and importantly, delivering programmes in partnership with our customers where digital technology will support nature and biodiversity.

Our operations team works closely with external partners to conduct environmental impact assessments certified by the Congolese Environmental Agency. We conduct regular monitoring processes to verify compliance, and follow procedures to close gaps if identified.



Protecting the Kongo River

The Kongo is Africa's second-longest river after the Nile, with a basin spanning most of DRC and parts of six neighbouring countries. The river nourishes immense biodiversity: it is home to at least 700 fish species and supports the world's second largest rainforest. However, pollution, seasonal flooding and limited conservation awareness threaten its delicate ecosystem.



Vodacom DRC, in partnership with the Kongo River Association, supports several initiatives to preserve the river's ecosystem and deepen awareness of its economic, cultural and biodiversity importance. In 2024 Vodacom DRC was a key sponsor of the fourth Festival of the Kongo River. The festival is a scientific meeting and a cultural event celebrating the river. It featured a poetry competition for schoolchildren. Students analysed the river's chemical composition, flora and fauna and created statues from the waste collected from the river.

Addressing plastic pollution and water security

To tackle plastic waste in the river, Vodacom DRC supports a plastic bottle collection programme that encourages fishermen to collect and sell plastic waste, providing an alternative income source while improving water security. This initiative fosters environmental responsibility within fishing communities by shifting the focus from catching fish to "fishing" for plastic, promoting a cleaner and healthier river ecosystem.

Enhancing climate resilience with sustainable housing

Seasonal flooding poses a significant challenge to riverside communities. In response, Vodacom DRC supports a programme that trains fishermen to build floating bamboo houses, offering a sustainable housing solution for flood-affected villages. We are seeking new partnerships to expand this initiative and improve climate resilience in vulnerable areas.

Education and scientific research for conservation

Raising awareness and fostering scientific engagement are central to Vodacom DRC's environmental efforts. Through Science Days, students analyse the river's chemical composition, study its biodiversity and assess its ecological health.

Waste collected from the river is repurposed into statues, turning awareness into action and reinforcing environmental responsibility.

Partnering for impact and environmental leadership

To strengthen conservation efforts, Vodacom DRC partnered with Objectif Sciences International, a Swiss non-governmental organisation, to teach young people about environmental issues, equipping them with the knowledge and skills to take an active role in sustainability. The company is extending its reach beyond the DRC by collaborating with stakeholders in Congo-Brazzaville to coordinate conservation efforts across borders.

Vodacom DRC also played a key role in the Kongo River Conference, a platform dedicated to increasing public awareness and fostering collaboration on conservation strategies.

Building on these initiatives, Vodacom DRC will expand its conservation efforts in FY2026 through a new partnership with Objectif Sciences International, a Swiss non-governmental organisation, to enhance environmental management training. Discussions with Objectif Sciences International Switzerland scientists are underway to formalise the collaboration by year end. To further support education, Vodacom DRC will provide laboratory equipment to train students in natural resource management, equipping them to conduct scientific experiments and fostering long-term interest in environmental studies.

These efforts reinforce Vodacom DRC's broader commitment to sustainability, ensuring that conservation initiatives drive tangible environmental and educational benefits while contributing to the long-term protection of the Kongo River ecosystem.



See more about protecting the Kongo River

Case study



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5.2 Enabling biodiversity protection

Digital technology can be harnessed to protect, manage and restore nature. The nature technology market is expected to be worth US\$6 billion within 10 years¹. These technologies are varied and include camera traps, GPS tracking, acoustics and environmental sensors, radio frequency identification, eDNA analysis, AI-powered image recognition, satellite tracking and drone surveillance.

We partner with conservation agencies to explore how technology can minimise biodiversity loss on land and at sea. This support combines programme funding, connectivity and innovative technology solutions in conservation efforts.

Cleaner cooking

We partnered with local company Africa Moto to distribute cleaner cooking solutions that help minimise deforestation and limit the use of charcoals and firewood. The programme remains ongoing but faces challenges. Developing stoves in conflict-affected areas complicates raw material sourcing, sometimes requiring procurement from outside the country. Data accuracy remains a concern, underscoring the need to support the partner in strengthening reporting processes. Despite these obstacles, interest in the programme remains, and we are exploring ways to enhance its effectiveness.

1. Nature4Climate and Capital for Climate, 2022. The Nature Tech Market Report.



Vodacom DRC promotes the use of bioenergy

Case study

Vodacom DRC, in partnership with United States Agency for International Development, is providing funding and support to Recyclo, a start-up that sells charcoal made from biowaste. Recyclo makes charcoal briquettes from agricultural waste, including rice husks, peanut shells and sawdust mixed with cassava starch. This protects the biodiversity and ecosystem of the Kongo basin by providing a viable alternative to wood fire products. Vodacom DRC's funding to Recyclo will assist the start-up to expand its distribution channels, market the product on digital media, enhance the production process and secure strategic partnerships. 1 368 new buyers purchased products through various channels, resulting in 39.84kg of sales.



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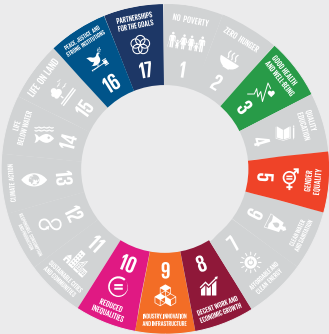
Maintaining trust



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.

Digitalisation is accelerating, disruptive and uncertain, presenting opportunities for value creation and challenges to existing systems and ways of working. This uncertainty makes trust an important foundation for our relationships with our stakeholders, and a prerequisite for our sustainable operation. Acting lawfully, ethically and with integrity is critical to our long-term success, and forms the cornerstone of how we do business.

Our focus areas at a glance



Contributing to the SDGs

Vodacom maintains trust by building a fair, inclusive and sustainable digital society. This includes contributing to the SDGs through reducing inequalities, ensuring accountability and access to justice and fostering good governance, policies and approaches.

Read more about our contribution to the SDGs

1

Doing business ethically

We are committed to business integrity wherever we operate

Zero

anti-competition and anti-money laundering fines

2

Developing our employees

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

36%

women in management and senior leadership roles

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

Zero

privacy fines or critical cyber security incidents

4

Protecting people

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

Zero fatalities

5

Promoting responsible and inclusive procurement

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

82%

of Tier 1 suppliers were local

Key developments

Ongoing civil conflict and instability have created a complex operating environment, requiring continuous stakeholder engagement and strategic planning to maintain operational continuity

Looking ahead

Continued efforts to increase the number of women in leadership and senior management



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Maintaining trust

1 Doing business ethically

Increasing regulatory scrutiny, rapid technological advancements, global supply chain complexities, and heightened stakeholder expectations require proactive efforts to mitigate risks and uphold accountability.

Our code of conduct provides a framework for ethical behaviour in a rapidly changing environment. Our ethics programme includes training and awareness to support internal and external policies which ensure compliance with best practice, laws and regulations. Training is available in English and French.

Fraud represents a significant and evolving threat to Vodacom, with the potential to impact our customers, employees, reputation and financial performance.

The anti-bribery and corruption programme remains stable, with a focus on increased employee training and supplier screening due to the escalating security concerns in the eastern region.

Employees, contractors, suppliers, business partners and the public can report suspected breaches of our code of conduct anonymously through Speak Up. Speak Up is operated independently by NAVEX Global to safeguard whistleblower confidentiality.

Speak Up website



Click here to report an incident

Speak Up hotline



DRC 0800 12 0044



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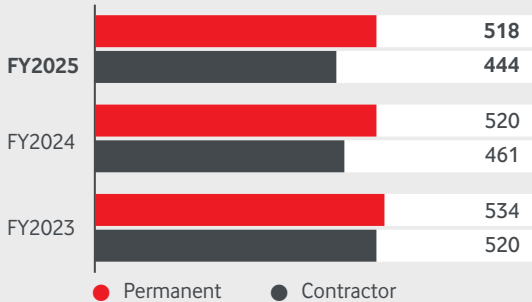
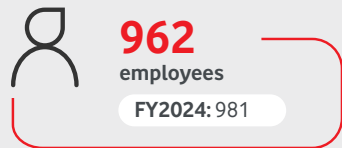
Empowering people
Protecting the planet
Maintaining trust

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2 Developing our employees

We believe that employee well-being 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, contributing to the realisation of our purpose.

Headcount

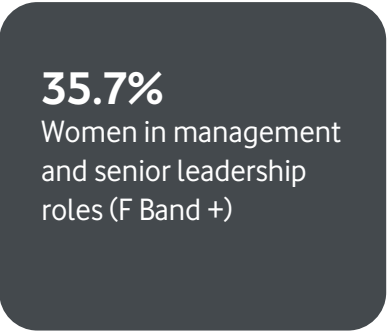


Fostering workplace equality

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

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

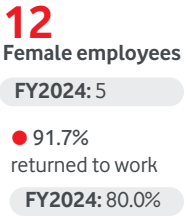
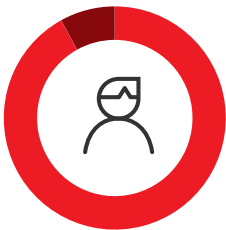
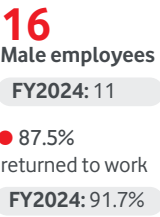
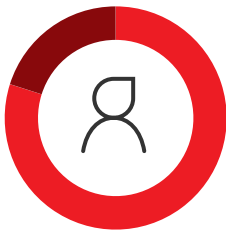
We work to ensure gender diversity when resourcing, especially for senior leadership roles. Our leadership team is accountable for maintaining diversity and inclusion in their teams. We embed women in management targets in our long-term incentive plan.



Our **Women’s Network Forum** champions gender equality within Vodacom, and forms a platform where women can mobilise, connect, network and be empowered.

Our parental leave policies provide 16 weeks of fully paid leave with flexibility in how the leave is taken. These policies are open to all employees regardless of gender, length of service, and whether their partner is having a baby or welcoming a new child through surrogacy or adoption.

Employees who took parental and maternal leave



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Developing employee skills

Our transformation into a new-generation connectivity and digital services provider requires new skills and capabilities, such as software engineering, automation and data analysis. We therefore focus on developing diverse talent for the future and building future skills

We take deliberate steps to build diverse, future-ready talent by enhancing commercial and technological capabilities, simplifying operations, and fostering a Spirit-driven culture focused on engagement, well-being and accountability, enabling strategic execution across customer service, network rollouts and product development.

Leaders lab is a programme aimed at equipping our leaders with skills to navigate key market-related challenges and embrace uncertainty. Through this programme, leaders were trained to take bold and decisive leadership approach, to unify teams and deliver exceptional results under competitive pressures.

The **Vodacom Elite programme** offers high-potential graduates under 30 a well-rounded experience across business functions, combining professional training, mentoring and exposure to digital innovation. We continue to leverage partnerships with leading universities across the continent to recruit high-calibre graduates to join our workforce

Discover graduates:

19

FY2024: 9

The Vodacom **Youth Council**, with its diverse roles, provides support to Vodacom’s Executive Committee (ExCo). This initiative encourages council members to research and explore disruptive ideas in the digital economy. Members have the opportunity to shadow ExCo members, exposing them to decision-making and strategy formulation and implementation at the highest level. Key projects in FY2025 include consolidating services into a single app, supporting continuous learning and upskilling and engaging youth through various activities to enhance brand perception.

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 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, fosters collaboration, builds transversal and technical skills and enables participants to access and explore existing and emerging IT resources.

3 Protecting privacy and data

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. Our privacy and security programmes create a strong culture and practice of protecting the privacy, security and confidentiality of customers’ data.

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, and ensures we meet the privacy laws and regulations .

Every employee is responsible for cyber security and must follow our cyber code, be sensitive to threats and report suspicious activity.

We use a defined mandatory framework called the Cyber Health and Adaptive Risk Method (CHARM), previously known as the cyber security baseline framework. Our CHARM framework is based on international cyber security standards and includes defined success criteria and metrics, which are reported and tracked at all organisational levels Our Cyber Adaptive Risk Model informs a robust strategy to protect the network, subscribers, and partners using advanced technologies and regular audits.



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4 Protecting people

Wherever we operate, we have an opportunity to contribute to advancing the rights and well-being of our customers, employees and communities. We are conscious of the risks associated with our operations and we work to mitigate negative impacts, ensuring we keep people safe. We maintain a holistic approach to integrating human rights considerations into our policies, governance, and due diligence processes.

We celebrated a significant milestone of **five years without any fatalities** in our operations, highlighting our strong commitment to safety and well-being. This achievement reflects our rigorous safety policies and practices, continuous training and a culture focused on risk prevention. Partners such as the National Road Safety Commission, the National Institute for Professional Preparation, and Rawsur, who all played essential roles in this success, joined us in celebrating this achievement.



We deliver **health and safety training** that promotes appropriate skills and behaviours and identifies risks. These activities underscore our commitment to promoting the health and well-being of our employees by providing them with essential resources and information.



We enhanced our employee value proposition with the Compassion, Acceptance, Respect, Empathy (C.A.R.E.) initiative, which creates a work environment where all employees feel empowered to succeed. Our 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. To enable better access to the programme, we integrated programme details into TOBi, an AI platform dedicated to answering employees' questions. Although this platform is still in the testing phase, it represents a significant step forward in our approach to employee support.

We launched health initiatives including cardiovascular awareness for drivers, a breast cancer screening campaign and an educational webinar for employees.

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. We 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.

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

	FY2025	FY2024	FY2023
Number of tier 1 suppliers where a purchase order was raised	377	429	466
of which local suppliers	308	353	423



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