

# 07 Digital organisation and culture



**We build an organisation of the future, where digital is first and underpinned by innovation, agility and new skills.**

Capitals impacted:



Human capital



Social and relationship capital



Intellectual capital

## How a digital organisation and culture support our purpose

To enable a digitally connected society, we rely on our skilled and capable employees who embrace our corporate culture, adopt our values and enable us to live our purpose daily. We foster a digitally agile, inclusive and mindful organisational culture – the Spirit of Vodacom – which we reinforce through employee engagements and by embracing inclusivity in our workplace and community.

## Employee Spirit Beat surveys

CASE STUDY

As a key performance measure of our digital organisation and culture strategic pillar, we launched the Team Spirit Beat Survey in May 2020 to ensure that our employees are heard and that we take appropriate action to make the improvements they need. Overall sentiment about life during the COVID-19 pandemic was:

- Remote working remains a positive theme, with many people saying that they are trying to maintain a positive work-life balance, feeling grateful that they do not need to commute, and that they have more time to manage caring responsibilities and spending time with loved ones.
- Alongside the benefits of remote working, a strong theme that emerged from the results was the need to manage meetings, workload

and working hours. Support is needed to find balance and maintain good physical and mental well-being – this includes the right equipment such as chairs, data, uninterrupted power supply, laptops and other tools.

- There is general excitement about the future while teams improve communication and build trust among members.

Employee engagement

May 2020: **79%**  
January 2021: **77%**

Top three positive themes that emerged

- Pride in working for Vodacom.
- Appreciative of action taken by leadership.
- Satisfaction of working from home and staying safe.

Top three areas that required improvement:

- Meetings and work prioritisation.
- Tools – better connectivity.
- Stress and burn-out.

### 2021 at a glance

COVID-19 expedited digital transformation due to our business continuity and sustainability needs during lockdown. Through our digital engagement platform, we were able to ensure employee productivity, increase employee collaboration and enhance employee wellness.



In South Africa, we invested **R324 million** in skills development for black employees, with **R141 million** invested in black female employees and **R18 million** invested in black youth with disabilities.



In South Africa, Black employee representation comprises **77.1%** of our workforce, with **62% at senior management** level and **66.7% at executive committee** level.



**#1MoreSkill** programme launched across all our markets in Africa, to support employee skills development and upskill employees across the business.



**5 000 employees** participated in the agile programme – resulting in **64 535 online courses** completed via Vodafone University.



A Team Spirit index score of **75%** was achieved.



An employee engagement index of **77%** was achieved.

## Creating an agile, future-focused organisation and accelerating digital skills

✓ We launched our **#1MoreSkill** programme in September 2020 to support skills development and upskill employees across the business. By encouraging employee skills development, we can encourage employees to seize opportunities to transition into new targeted roles, thereby ensuring that Vodacom's employees have the requisite skills in an ever-changing world.

✓ More than 5 000 employees participated in **agile programmes**, which equip them with working techniques via an instructor-led classroom/virtual classroom. To date, 476 employees have completed one or more of the following programmes: agile fundamentals, agile bootcamp, product owner, release train engineer and scrum master. This equates to a total of 5 944 hours of formal training.

✓ **Vodafone University** offers our permanent employees access to online learning opportunities across multiple training platforms such as LinkedIn Learning, O'Reilly, Udemy, Coursera and UiPath. During the financial year, 64 535 online courses were completed – with each employee completing at least one course at a reach of 96%. Employees completed 28 600 online training programmes this year, equal to 114 431 hours.

✓ In 2020, we launched **Project Renaissance** to drive a targeted transformational focus through a dedicated Group structure. This enabled the introduction of new leadership capabilities for Vodacom South Africa and the Group. We aim to be a strong pan-African player by introducing a central Group function that enables sharing opportunities, thereby embedding a growth and innovation framework that has the potential to create new revenue streams and offer other benefits for the business. Our Group CEO drives this opportunity and has end-to-end responsibility for the African continent.

## Fostering workplace inclusivity and diversity

✓ Driving an **inclusive employee culture**, which fosters tolerance and embraces diversity, is a key component of our human capital strategy. We ensure that different viewpoints, backgrounds, ethnicity, ages and genders are respected and included. Vodacom has instituted multiple diversity and inclusion initiatives and forums, such as the Disability Forum, LGBTQ+ Network, National Consultative Committee, the Women's Network Forum and the Youth Exco, among others.

✓ Our **new parental leave policy** positions us as a top employer, which underlines our commitment to diversity and gender equality. This policy ensures that all employees – from partners giving birth, adopting a child or becoming a parent through surrogacy – can enjoy four months of paid parental leave. This gives employees more time with their families when welcoming new children and shows how our **inclusion for all** philosophy comes to life. The policy was launched on 1 September 2020 in all markets we operate in, and, since then, 72 employees have enjoyed this benefit across our footprint.

✓ We review our internal pay ranges annually and consistently apply them throughout the organisation. All operating companies in Vodacom are required to conduct an annual fair-pay analysis to ensure they are committed to fair pay and responsible remuneration across all employee levels.

✓ Offering **training to develop ICT skills among unemployed youth in South Africa** is a key opportunity for Vodacom to give back to our communities. We invested R30 million in training 117 Vodacom interns and 81 learners, of which 71 are youth with disabilities. These young people receive ICT-related training courses, and selected learners were transitioned into an entrepreneurship programme while others were offered permanent positions, both within Vodacom and outside the organisation.

✓ We continued our **job shadow programme** to support high school pupils' science, technology, economics and maths programmes. Our job shadow programme is incorporated as part of their Life Orientation curriculum. Due to COVID-19, pupils connected with and shadowed their identified mentors virtually. Each identified mentor is a graduate alumnus involved in different Vodacom business units. Altogether 15 job shadow roles were available this financial year, increasing from seven in the previous financial year.

✓ The **WeThinkCode programme** trains Africa's top tech talent and drives the digitisation of African businesses. Talented youth are recruited and moulded into exceptional software engineers. Vodacom is proud of its collaboration with the WeThinkCode programme and has invested R2 million to sponsor 20 students to complete their NQF 5 programme.

⊖ To promote diversity and inclusion, we create forums that consider various employee views, ideas and perspectives to help inform our decision-making process.

⊖ Our **youth council (Youth Exco)** forum was created to assist the business to evolve and understand the digital needs of an increasingly younger target market. Millennials approach the technology industry unconventionally, and we view their unconventional approach as a business opportunity.

✓ Our flagship **female leadership programme in South Africa** seeks out high-potential black females with deep commercial, technological and digital experience for strategic roles in our future talent pipeline. The programme seeks out internal opportunities to advance black women into leadership roles within the business. Achieving our goal tackles the national skills development and the emancipation of black women in the technology industry.

### Providing a differentiated employee experience

We prioritised employee wellness throughout the COVID-19 pandemic by intensifying employee support and engagement activities. We hosted 30 virtual fireside chats with our Group CEO and Exco, which were designed to keep staff updated on COVID-19 developments and critical business announcements, as well as question and answer sessions with business leaders. On average, 3 000 employees attended each of these sessions.

Employee Douw Briel was hospitalised, and placed in a medically induced coma after testing positive for COVID-19 in January 2021. The Vodacom health and well-being team, managed by Gerda Holmes, offered care and assistance to Douw's wife and family while he was hospitalised and recovering.

#### CASE STUDY

Douw said, "I was overwhelmed by the support, care, love and attention my family received from the Vodacom wellness team while I was in hospital. Gerda went out of her way to ensure that my family received support from the Vodacom Employee Assistance Programme. During this time, Gerda personally contacted my wife for regular check-ins to offer support and advice. I am extremely grateful and proud to be associated with an employer who goes the extra mile for its employees."

As we navigate the pandemic, we hope to keep employees engaged and boost staff morale by creating a fun organisational culture. We launched our **SPiRiT of FUN** campaign, which included virtual activities such as a comedy show, a virtual employee party and a virtual pop quiz.

During the year, we accelerated our digital transformation journey and unlocked new opportunities. Our **Vodacom Engage app** is a mobile employee engagement platform we used extensively throughout the pandemic. Ultimately, it has evolved into the primary communication gateway for the business, offering users a seamless and connected experience. We used the Engage app's self-assessment functionality to aid the issuance of movement permits to critical employees during the hard lockdown, as well as to offer employees working from home a 24/7 well-being support tool.

We set aside over R2 million from our Disaster Fund to assist more than 170 permanent South African employees financially impacted by COVID-19. Eligible employees may have experienced a loss or reduced household income resulting in their inability to meet their financial obligations, COVID-19 related medical expenses not covered by their medical aid, or the tragic death of a family member.

We offered employees the opportunity to contribute to the Solidarity Fund and other charities and non-profit organisations (NPOs) via our payroll platform. Money was donated from their monthly salaries to various causes. Vodacom matched all donations by 50%, thereby making it easier for our business and employees to give back together. This is an excellent example of how Vodacom demonstrated our Spirit pillar, "getting it done, together".

During 2021, Vodacom was recognised as a Top Employer in all our operating markets. Vodafone was similarly recognised in Egypt and Ghana. In addition, the Vodacom Group earned third place in the Top Employer Africa category. This certification recognises our efforts to create a nurturing environment where employees can thrive, and enables us to reflect on our progress to become an employer of choice. It is also a reflection of our continued commitment to improving people efficiencies and driving employee experience excellence.

To embed the Spirit of Vodacom across the business, we aligned our rewards programme, **Vodacom Star Awards**, with our strategic culture pillars. During the financial year, over 1 500 employees received a Star Cash Award, with more than 3 200 employees nominated for a thank-you award. We use our rewards programme and organisational culture to encourage employees to demonstrate our **Spirit behaviours** in their daily work activities – thereby ensuring that employees deliver the desired results for our business.



## Our safety and wellness performance

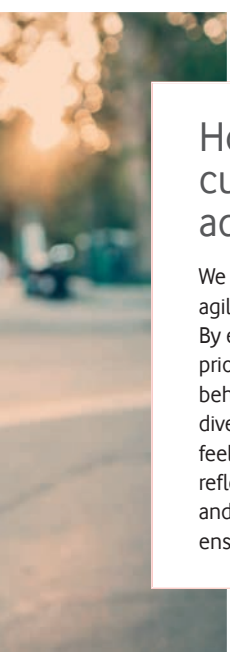
Tragically, Vodacom reported one fatality in Mozambique during the year, when a cyclist passed away in hospital after colliding with a Vodacom contractor on his way to conduct maintenance in the northern region of the country. Vodacom has investigated all incidents and, to mitigate against any future occurrence, will align and enhance driver behaviour monitoring systems with various interventions. Road risks remain our principal risk – especially for contractors, who accounted for 72% of the road incidents reported during the year, up from 62% in 2020. Furthermore, we noted that contractors account for 75% of all reported incidents. During the year, vehicle incidents represented 54% of all safety incidents (2020: 46%), followed by electrical fires (9%) and criminal activity (5%). These incidents are known as high-potential incidents and comprise 82% of our total incidents. South Africa is accountable for 88% of all safety incidents (2020: 76%).



We remain committed to providing a healthy work environment. We achieve this by implementing initiatives that promote both physical and mental health, as well as employee well-being. The ICAS well-being programme was integrated into our business in January 2018. Since its integration, 110 well-being ambassadors have been trained and serve as well-being ambassadors.



We introduced a COVID-19 special leave policy for South African employees on 1 February 2021. The goal of this policy is to support employees impacted by the virus through two types of leave – special illness leave that enables employees who have been booked off or hospitalised to take the necessary time to recover without depleting their standard sick leave benefit, as well as special family responsibility leave that enables employees to take additional time off to attend funerals or care for immediate and extended family members who are ill as a result of COVID-19. This leave supplements the standard family responsibility leave already allocated to employees, and may only be utilised once the standard family responsibility leave has been depleted.



## How a digital organisation and culture supports the system of advantage

We are a purpose-led business that fosters an innovative and agile employee culture, which we call the Spirit of Vodacom. By embedding this culture throughout the business, we prioritise high-performance, customer-focused and respectful behaviours from our employees. We also value inclusivity, diversity and employee engagement, because engaged staff feel understood, heard and appreciated. This, in turn, is reflected in their behaviours and enables employees to succeed and thrive – thereby creating value for our stakeholders and ensuring our sustainability.



Vodacom  
Vision  
2025

### We continue to expand our digital organisation and culture agenda by:

- Embedding a culture of inclusivity by promoting our commitment to workforce diversity and localisation;
- Promoting skills development and youth empowerment;
- Building the coaching capabilities of our leaders;
- Driving the digital transformation agenda by embedding agile structures and RPA;
- Differentiating the work environment through positive employee engagement;
- Ensuring the physical and mental well-being of our employees;
- Identifying requisite future skills and aligning our graduate and bursary programme to attract these skills; and
- Having a female empowerment programme, where we identify high performing black females in the market to develop future skills and leadership in these candidates through a training programme, from which we then recruit.