The next step
towards a more sustainable future
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Transforming lives is at the heart of our sustainability strategy

Our strategy is supported by clear programmes and initiatives within a simple framework which is aligned to the United Nations’ Sustainable Development Goals (UN SDGs) and is designed to deliver real and positive impact on people, communities and nations.
CHAIRMAN’S INTRODUCTION

Transforming lives

“Through digital and financial inclusion we help to address inequality and create personal and economic opportunity.”

Airtel Africa is spearheading digital transformation with the rapid expansion of services and products to people across 14 African countries. Our business growth in Africa strongly underpins our commitment to making a difference in the lives of the people we serve. Through building digital and financial inclusion, and delivering effective communications infrastructure, we are helping to address inequality of opportunity and to achieve complete personal and economic potential.

We have always aimed to create a model for affordable telecommunications services that is sustainable as well as profitable – because for us, sustainability and profitability are inextricably linked. We are also supporting quality education which has always been a priority for Airtel Africa and myself personally. Airtel Africa is committed to transforming the lives of over one million children by improving access to quality education in our countries of operation.

But, as the impact of the climate crisis continues to grow, it is clear the world needs to realign its priorities. Addressing the environmental damage to the planet is essential for us on the African continent and requires every part of our society to work in collaboration to drive this monumental change. Governments, businesses, investors, NGOs, academics, civil society and citizens around the globe all have stakes and would have to be a part of the solution.

We at Airtel Africa understand this and are committed to achieving net zero greenhouse gas (GHG) emissions ahead of the 2050 deadline set out in the Paris Agreement. We are deeply cognisant of the impact of the environment on poverty and inequality. To this effect, we believe that we cannot live up to our purpose of transforming lives unless we mitigate the environmental impact of our operations.

A year ago, with the publication of its sustainability strategy, Airtel Africa took an important step in its development. The goals and targets it continues to implement underline the company’s commitment to the future of Africa. I commend Airtel Africa on the development of its sustainability strategy and progress made over the last 12 months. The company’s inaugural Sustainability Report is a significant step forward for the business. The report befits Airtel Africa’s position as a FTSE 100 company and one of the world’s leading telecommunication companies addressing global inequality today.
Our sustainability strategy underpins our dynamic business model which is aimed at delivering value to our shareholders while transforming lives through digital and financial inclusion.

At Airtel Africa, our purpose is to transform the lives of people across sub-Saharan Africa. This purpose, and a commitment to the creation of opportunities in the communities in which we operate, constitute the foundational principles which guide all our actions – at Board, management and operational level.

By serving customers and societies, connecting the unconnected, reaching the financially excluded and bridging the digital divide, we are providing essential services that are unlocking the potential for people and economies to grow.

Through our investment in the network and distribution channels, including in rural and underserved communities, we are connecting millions of people – thereby allowing them to reach their potential. As a business with 134.7 million customers, our activity is closely linked to their opportunity.

Since our inception, we have worked tirelessly to build lasting partnerships based on mutual values. We have developed innovative partnerships that are helping us expand the range and depth of our Airtel Money services. We are working with global partners, including Mastercard and Western Union, on a range of products and services that promote the broader adoption of mobile money, connecting millions of people to the global financial system.

By leading the rollout of 4G network, we have helped, and continue to drive, digitalisation and financial inclusion. Our expanding footprint of retailers and distributors provides new opportunities for more businesses and people to access our services.

We recognise unprecedented challenges resulting from the Covid-19 pandemic and the more recent economic and geopolitical disruption. This has impacted the lives and livelihoods of many people across Africa and has undoubtedly contributed to a rapid acceleration of pre-existing social and environmental issues, which must now take their place at the forefront of sustainability efforts. Building resilient communities and networks to weather the shocks of public health crises, natural disasters and increasingly extreme weather conditions is, therefore, a matter of real urgency and a key priority globally.

Our sustainability strategy seeks to address these issues: it pulls together all our ongoing work and sets out the programmes and initiatives we are rolling out to help achieve our goals in collaboration with our partners to further support the resilience of these communities. The sustainability strategy reflects our growing business. It is an acknowledgement of the people’s lives we touch, and a recognition of our shared responsibility to protect the world we inhabit.

This, our first Sustainability Report 2022, serves to document our progress against stated ambitions, conferring through its rigour the credibility and meaningful nature of our sustainability strategy, which is embedded in everything we do and defines our purpose as a business.

Sunil Bharti Mittal
Chair
27 October 2022

GRI FRAMEWORK
GRI 2-6 Activities, value chain and other business relationships
We operate in 14 dynamic, underpenetrated markets where our voice, data and mobile money services are reaching more people than ever, and transforming customers’ lives.

Telecoms and mobile money services are vital in Africa. By serving our customers, we connect them to each other, and to future opportunities. Through all our activities, we advance our vision of enriching the lives of Africans, winning customers for life through exceptional experience. We seek to foster – in our own organisation and among those we serve – a culture in which entrepreneurship, innovation and diversity are celebrated.
Our business seeks to address a rapidly developing need. A young and growing population, with an expanding urban middle class but limited infrastructure to facilitate people's need to connect with each other and with local and global economies; these factors are all driving ever-increasing demand for data, mobile voice, and mobile money services across sub-Saharan Africa.

The result is a continuing opportunity to foster financial inclusion, bridge the digital divide, and serve more customers in some of the least penetrated telecoms markets in the world, with just 47% of the population\* owning one or more SIM. In fact, by expanding our network in both rural and semi-urban areas, we're reaching more customers than ever, and by taking the lead in the rollout of 4G networks in all our markets, we're helping to drive digitalisation.

Africa is one of the world's fastest growing regions in terms of population and urbanisation. While each of our 14 markets is unique, the dynamics in our overall footprint reflect those of Africa as a whole: 33% of the population in our markets is between the ages of 10 and 24, and the population in our footprint is forecast to grow at a CAGR** (compound annual growth rate) of 2.7% between 2020 and 2025.

We're continuing to strengthen our networks and expand our distribution channels so we can reach more customers, with more services. Growing our business sustainably means growing our impact, and meeting the critical needs of customers, economies, and all our stakeholders.

\* Source for population figures: World Bank data 2021 estimate and unique penetration from Omdia

** CAGR source: GSMA sub-Saharan report 2021

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Airtel Africa's sustainability pathway

Timeline describing the work we undertook to create and establish our sustainability profile

Publication of our sustainability ambition

In our Annual Report 2021/22, we announced that work was underway to create and establish a sustainability strategy that is in line with our values and supports our corporate purpose of transforming lives across Africa.

We published details of our completed materiality assessment, our sustainability framework and the United Nations' Sustainable Development Goals (UN SDGs) to which our strategy will contribute.

Launch of sustainability strategy

We published our sustainability strategy in October 2021. It provided full details of the goals we have set, the programmes and initiatives we are rolling out to help achieve our goals, including partnerships and collaborations we have established. In the sustainability strategy, we committed to publishing sustainability reports annually to provide updates on our progress.

Publication of the first Sustainability Report 2022

This report covers the period from 1 October 2021 to 30 September 2022. It provides an update on our progress towards delivering the targets and goals set out in our sustainability strategy. It also provides independently assured information on our alignment with ESG reporting frameworks and standards.

Yearly publication of the Sustainability Report

We are committed to publishing annual sustainability reports. We are committed to building on these reports every year, improving the quality of ESG data and expanding disclosures we provide to our stakeholders.

Development of the sustainability strategy

Significant work was undertaken across the business to set long-term sustainability goals to address the material topics we had identified. For each goal, we set clear targets and identified the programmes and initiatives required to meet the respective goals.

Our sustainability governance was established and oversaw all this work. Once the goals and programmes were identified, we sought the input of representatives of each of our stakeholder groups to ensure that our strategy met their requirements.

Pathway to net zero

In our sustainability strategy we clearly stated our commitment to tackling climate change and addressing the specific environmental challenges facing the telecoms industry in some parts of Africa. We also stated our commitment to achieving net zero emissions by 2050 in line with the Paris Agreement.

Having worked closely with the Carbon Trust, the leading environmental consultancy, to identify our Scope 1, 2 and 3 baseline emissions, we are in the process of consulting our key stakeholders, seeking their input and alignment with the programmes that would form our pathway to net zero. This will be published when the work is completed.
Building resilience and opportunity

The publication of this Sustainability Report is a real milestone for all of us at Airtel Africa. As our first standalone report on our sustainability journey, it marks the growth of the business and demonstrates that we have taken the first steps on what will be a complex journey to achieve the ambitious goals we set out in our sustainability strategy in October 2021.

While our corporate purpose of transforming lives has always guided the business and influenced our financial and commercial decisions, by setting clear and measurable sustainability goals, we have publicly committed to invest in initiatives that will further improve the lives of people across Africa. This is not simply a commitment that the Board of directors has made on behalf of Airtel Africa, it is my personal commitment and my promise to all of our stakeholders, including our people, our customers, and communities across the continent.

It has been 12 months since we launched our sustainability strategy, and I am pleased that we have made progress against all the goals and targets that we have established. New tools, technologies and expertise are helping us enhance our data security. Our network expansion, particularly in rural and semi-rural areas, is giving millions of people access to reliable and high quality digital and financial services, often for the first time. This is critical for addressing the inequalities that have troubled Africa for far too long. After all, inequality should not be a permanent feature of Africa.

We are focusing on building a diverse and inclusive workforce, where all our people can develop their careers and reach their full potential regardless of gender, ethnicity, religion or disability. And through our landmark partnership with UNICEF, we are developing a plan that will allow us to provide educational resources, free of charge, to more than one million children. I firmly believe that access to education is the key to addressing inequality in life opportunities for children – it is a basic human right and drives economic development. Education lifts people and communities out of poverty. In addition to the results we are delivering in our markets, over the last year I have personally worked closely with UNICEF, adding my voice to others advocating for African children’s right to quality education.

Perhaps, the most significant mark of progress we have made over the last year is the remarkable amount of detailed and complex work that has been undertaken to develop our pathway to net zero. With Africa set to suffer the worst impacts of the climate crisis, I recognise that we at Airtel Africa, along with every other business, have a genuine responsibility to address the environmental impact of our operations for the future of everyone. When we publish our pathway to net zero, it will set out our initiatives and firm commitment to the reduction of GHG emissions.

I am pleased that we have made progress against our sustainability goals – this is critical for addressing the inequalities that have troubled Africa for far too long. We are committed to invest in initiatives that will further improve the lives of people across the continent.

Olusegun Ogunsanya
Chief executive officer
In 2021, Airtel Africa became a signatory of the United Nations Global Compact (UNGC). I would like to take this opportunity to restate our commitment to the UNGC and the 10 principles it enshrines. I am determined that we will be an active member of the growing community of businesses in Africa that are UNGC signatories. This is why we are now deepening our allegiance to the work of the UNGC and our collaboration with organisations across the continent looking to address some of Africa’s most pressing needs. I am delighted to announce that I will be joining the Africa Business Leaders’ Coalition and to state my support for the Africa Business Leaders’ Climate Statement. By adding my name to those of many other business leaders across the continent, I support the collective strength of the African private sector and its commitment to sustainability.

Partnerships are essential, and I am encouraged by the willingness of different stakeholders to engage and collaborate with us on our sustainability-focused programmes and initiatives. This truly reflects the guiding principle behind the United Nations’ Sustainable Development Goals (UN SDGs): to achieve real change and to improve the lives of people and communities around the world. And to ensure future generations can flourish, governments, businesses and civil society need to work together to develop and implement bold ideas.

Finally, I take the greatest pleasure from the tremendous levels of enthusiasm for, and contribution to, our sustainability strategy by my colleagues across the business – in every market and at every level. This is testament to our culture and demonstrates that our corporate purpose and values genuinely are part of who we are.

We have now set out on a path to achieve the ambitious goals we established in our sustainability strategy. I am delighted that we will not be making this journey alone, but will have the support, energy and input of our partners and our people, who remain the company’s greatest asset. I am pleased to lead a team of true believers in sustainability.

Olusegun Ogunsanya
Chief executive officer
27 October 2022

GRI FRAMEWORK
GRI 2-22 Statement on sustainable development strategy

Water harvesting campaign in the Seychelles

Due to climate change, the rain pattern in the country is changing with short periods of heavy rain during the rainy seasons and severe drought during the dry season. As a result, restrictions on the use of treated water were imposed in the Seychelles. This had a significant effect on economic development and tourism, and impacted the lives of people and the natural environment of the country.

Increased demand for water in schools has resulted from the ongoing educational campaign to plant vegetation on school grounds, the national health campaign to wash hands frequently to reduce the spread of diseases and increased student population. This has not only been a big challenge for schools during the dry season, but it has also resulted in higher school water bills.

In collaboration with the Department of Environment, we launched a rainwater harvesting project in local schools helping them to adapt to the climate and combat water shortages. Water tanks were installed at eight schools during the dry season – when water restrictions are the most severe – to harvest rainwater from the roof for daily use. To ensure long-term sustainability and awareness, the project has taken an educational approach both in schools and the community at large. The project has also helped schools to reduce their water bills.

Since its official launch in October 2021, this project has been used as an example of how to adapt to climate change by different organisations. Water harvesting is viewed both by the Government of Seychelles and NGOs as one of the most efficient methods to tackle the water shortage problem in the Seychelles.

42% of GDP arises from tourism, according to the World Travel and Tourism Council 2019

Improving climate resilience in the Seychelles is a key priority for the government and private sector.
Why and how the strategy was developed

We began work on the development of our sustainability strategy back in October 2020, and the process has been undertaken with the guidance, and under the supervision, of our chief executive officer as well as the independent non-executive director and Board sustainability champion.

This strategy is essential for us – both as a listed company and to meet the requirements of our many internal and external stakeholders. More importantly, our adoption of a cogent and rigorous sustainability strategy demonstrates just how we place our corporate purpose of transforming lives front and centre of our corporate strategy. Our sustainability strategy reflects a Group-wide collective effort and was developed with the support of our operational and business functions across all our markets.

At the outset of the strategy development process, we engaged widely with our stakeholders via a detailed consultation programme, to identify their high priority material topics. We further consulted with our stakeholders once we had developed the strategy and the programmes to deliver our ambitious goals. This consultation took place ahead of the launch of the sustainability strategy in October 2021 and allowed our stakeholders to comment on the quality and appropriateness of the overall strategy, alignment with UN Sustainable Development Goals (UN SDGs), our long-term goals and the targets we developed to demonstrate how we plan to achieve these goals.

We’re pleased to state that now the sustainability strategy sits at the heart of our business and guides our corporate and commercial decisions. The Sustainability Committee is a committee of the Board and is chaired by our CEO, Segun Ogunsanya.

Contribution to the UN SDGs

The UN SDGs represent the key development and sustainability milestones to which all organisations, as agreed globally, must advance during their activities. At Airtel Africa, we’re determined that our sustainability strategy and ongoing operations will achieve these goals.

Central among our priorities is SDG 4: Quality education. We believe that education is a vital engine for social mobility, social equality, and for the elimination of poverty. In the modern world, educational attainment and literacy standards are driven, in large part, by access to the internet. This is why we have increased our provision of free internet services and access to educational content to schools across our markets. But more than free internet, we have provided direct financial and practical support to schools in our markets. It is our commitment and aspiration that the education and the necessary infrastructure are established and maintained so that the most vulnerable young people can benefit from this basic and vital right.

Related to education, gender equality also counts as a key commitment for us – aligning with SDG 5: Gender equality. By expanding our network, we can provide mobile services in previously underserved rural areas and extend access to our services to women – thus enabling greater independence, security for their families, and the opportunity to develop and grow female-led businesses. But our commitment to gender equality is not just advanced through our external activities. We are committed to fostering inclusion and diversity at every level of our organisation, from the boardroom to ground operations. We work to ensure that our employees are afforded equal opportunity to develop skills, progress careers and fulfil their potential regardless of gender. For more information about our equal opportunity statement, see page 14.

The benefits of education and gender equality cannot be fully realised without reference to SDG 8: Decent work and economic growth. Economic development is underpinned by education and equality, but it is driven by expansion of small businesses, including the employment and economic dynamism this generates. Through our suite of products, we help ensure that our customers have access to the financial and data services they need to establish and grow independent businesses. We encourage entrepreneurship, creativity and innovation, without which economic growth cannot be achieved. Moreover, we are proud to offer local people opportunities through our recruitment processes for meaningful, safe and stable employment, and economic development prospects.

But economic development is impossible without the industry, innovation and infrastructure to accommodate and support it – this aligns directly with the SDG 9: Industry, innovation and infrastructure. This is why we continue to expand our network and constantly develop service quality and data reliability – which is crucial for secure and dependable connectivity. This ongoing expansion and improvement is pivotal for the promotion of financial inclusion and access to education as well as the broader economic resilience and growth of local communities.

As an organisation, our internal practices and policies are designed to advance SDG 10: Reduced inequalities. We have focused on achieving equality, inclusion, and diverse representation within our business through recruitment policies. We are also working to combat inequalities through our network expansion and the ongoing development of our mobile services: this creates new opportunities for people from all backgrounds regardless of gender, religious affiliation, disability or social status.

However, much of contemporary discussion around corporate sustainability revolves around SDG 12: Responsible consumption and production. Our sustainability strategy sets out in detail how we work to minimise the environmental impact of our operations. Central to this strategy is our commitment to develop and nurture technologies and processes which reduce energy consumption, limit greenhouse gas (GHG) emissions – both direct and indirect – and minimise waste.

For more information about our long-term sustainability goals, see pages 22-72.

Our sustainability strategy sits at the heart of our business and guides our corporate and commercial decisions.
**SDG 4: Quality education**
Through increasing the provision of free internet services and education content to schools across our markets, we will ensure teachers and children have access to the resources they need to improve literacy standards and educational attainment. And by providing direct financial and practical support for schools in each of our 14 markets, we can help ensure education is established and remains available to some of the most vulnerable children.

**SDG 5: Gender equality**
We are committed to improving gender equality across Africa. Through the expansion of our network, we will be able to provide mobile services in previously underserved rural markets. This will provide women with access to the services needed to drive financial inclusion which will give them greater independence, security for their families and the opportunity to develop businesses. Within Airtel Africa, our commitment to achieving full diversity and inclusion at every level of the business will ensure that all employees, regardless of gender, have the opportunity to develop their skills and progress their careers.

**SDG 8: Decent work and economic growth**
We will help ensure people across all our markets have access to the financial and data services they need to establish independent businesses, driving the entrepreneurship, creativity and innovation that is essential for economic growth. Through our own recruitment, we will also continue to provide opportunities for local people to enjoy safe and rewarding employment and development prospects.

**SDG 9: Industry, innovation and infrastructure**
Through the ongoing expansion of our network and continuous development of our data security and service reliability, we will establish essential infrastructure. This will increase financial inclusion for individuals, provide vital education services as well as support the economic resilience and growth of communities.

**SDG 10: Reduced inequalities**
Our commitment to the ongoing development of our mobile services and network expansion will provide millions of people with new opportunities regardless of age, gender, disability, religion or any other status. This will be reflected in our own business through recruitment policies and our focus on achieving full diversity and inclusion.

**SDG 12: Responsible consumption and production**
Our sustainability strategy will ensure that we minimise the environmental impact of our operations. Most materially, it will drive our contribution to the development of new technologies and processes to reduce our energy consumption, limit our direct and indirect greenhouse gas emissions and minimise waste.

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**Connecting with our communities through our ‘Touching lives’ programme in Nigeria**

Airtel ‘Touching lives’ is a national TV documentary which, for the last seven years, has aired annually. It captures our efforts to offer practical relief, assistance, and opportunities to empower the underprivileged, disadvantaged and hard-to-reach people across communities in Nigeria. ‘Touching lives’ is aligned with the Group sustainability strategy and is focussed on good causes and opportunities around digital and financial inclusion as well as the adoption of schools and providing infrastructure to enable access to quality education.

‘Touching lives’ takes the format of a reality television show, where the public nominates causes, communities, and people in need. We evaluate and select the causes to support, and the activities are filmed and broadcast on terrestrial and satellite television stations.

“We aim to inspire organisations and individuals to join us in supporting the vulnerable across society.”
Sustainability governance

Airtel Africa’s sustainability strategy lies at the heart of our business, informing and influencing our corporate strategy at every stage. Enshrining this into our organisation, we have established a robust governance structure to ensure that sustainability is a key responsibility of our Board of directors, and that the delivery of the strategy and its goals is supported by dedicated workstreams led by sustainability goal-holders.

The Board of directors has ultimate oversight of the delivery of our sustainability strategy, implementation across the business, and integration of sustainability metrics into Airtel Africa’s remuneration policy. The Board is updated on progress on a quarterly basis and approves actions as appropriate. The Board also has overall responsibility for the management of our climate-related risks and opportunities (CROs). Our Board maintains this oversight through two of its committees: the Audit and Risk Committee and the Sustainability Committee. The Audit and Risk Committee oversees our risk management processes, including the assessment and mitigation of CROs. The Sustainability Committee is responsible for overseeing the implementation of our sustainability strategy.

The Sustainability Committee is chaired by the CEO. It oversees progress in reaching our operational targets and goals, recommends updates and improvements, defines the actions and measurements necessary to achieve our goals, and also provides regular updates to the Board of directors – all while acting as a point of contact for external bodies. The Sustainability Committee meets monthly and works closely with the Executive Committee (ExCo).

The Executive Committee (ExCo) is responsible for our sustainability strategy and vision at the Group level. The Committee is also in charge of deploying the sustainability strategy in all 14 markets and managing the respective workstreams that follow from this.

The chief strategy, partnerships and sustainability officer reports to the CEO and is responsible for integrating and embedding the sustainability strategy across our business. This includes coordination of workstreams across functions and markets, collection and analysis of data and the overall delivery of our sustainability reports. The sustainability team works closely with the ExCo and ensures that Airtel Africa upholds, and strives towards finding, new, innovative and economically effective ways to be sustainable. The chief strategy, partnerships and sustainability officer is also in charge of developing, implementing and monitoring environmental strategies across the Group.

Message from the Board

When Airtel Africa published its sustainability strategy in October 2021, we stated that, as a leading mobile network operator in 14 markets, Airtel Africa is in a privileged position – but with that privilege comes real responsibility. The business takes that responsibility seriously.

The publication of the sustainability strategy was a public pledge to Airtel Africa’s stakeholders – partners and suppliers, investors, regulators, employees and customers – that the company is committed to improving the lives of people on the African continent.

But Airtel Africa did more than simply set goals for the company. It provided details of the programmes and initiatives it would be introducing to achieve these goals. This gives credibility to the strategy and builds trust in the business.

In the strategy the company also committed to reporting on its progress, and I, on behalf of the whole Board, congratulate Airtel Africa for the publication of its first sustainability report.

Some of the issues Airtel Africa seeks to report on are challenging and calls on us to invest and work in collaboration with industry stakeholders - peers, partners and regulators - to achieve genuine and properly defined impact. Our work with the Carbon Trust to evaluate baseline Scope 1, 2 and 3 emissions and establish a carbon accounting policy being one example, and our participation in 2022 in two different projects led by the UK regulator Financial Reporting Council (FRC), improving ESG data production and net zero disclosures – being another. The progress will not always be linear, and our reporting will face further challenges. However, the work is essential to achieve credible sustainability reporting and industry standards that fulfil the expectations of our stakeholders. This is also why we are firm advocates of transparency in reporting: transparency allows industry peers and partners to learn from the challenges and, collaborate to find solutions, at the same time as it keeps our stakeholders updated about our progress on our sustainability journey.

I am pleased with the establishment of a strong sustainability governance structure and the rollout of a robust management system. This provides every part of the business with clarity on the contribution they must make to the delivery of Airtel Africa’s sustainability goals. This is truly an outstanding achievement by the management. There is clear oversight and management of the sustainability strategy programmes, and operational responsibility for implementation that has been devolved to the appropriate functions across all markets. While this provides confidence that the business has the appropriate structures in place for successful delivery, it also allows everyone, at every level, to play a part in the company’s sustainable development.
Sustainability strategy is a key responsibility of our leadership

Airtel Africa plc – Board of directors

Board director, sustainability champion, member of the Sustainability Committee

Health and Safety Committee

Chief strategy, partnerships and sustainability officer

Sustainability Committee

Chief executive officer
Olusegun Ogunsanya
CEO, Board director, Chair of the Sustainability Committee

Executive Committee (ExCo)

Our sustainability strategy

Pillar 1 – Our business
Pillar 2 – Our people
Pillar 3 – Our community
Pillar 4 – Our environment

Nine dedicated workstreams

Data security
Service quality
Supply chain

Diverse and inclusive workforce
Training and development
Healthy and safe work environment
Engagement with employees

Digital inclusion
Financial inclusion
Access to education

Reduction of GHG emissions
Environmental stewardship

GRI FRAMEWORK
GRI 2-12 Role of the highest governance body in overseeing the management of impacts
GRI 2-13 Delegation of responsibility for managing impacts

Airtel Africa plc Sustainability Report 2022
Compliance

Our robust risk management and governance framework provides an excellent foundation for the implementation of our sustainability strategy. Our governance structure ensures accountability at all levels of the organisation – from the Board of directors to our executive leadership, and across our business working to make our sustainability goals a reality. Our governance structure is underpinned by a robust set of policies addressing the key elements of our sustainability strategy. This includes commitment to the environment and the reduction of our greenhouse gas (GHG) emissions, expectations of our people which are aligned with the commitment to achieve a diverse and equitable workplace as well as our engagement with the wider communities.

Addressing issues such as digital and financial inclusion on the continent as well as access to education through our long-term partnership with UNICEF ensures that our sustainability strategy covers the core needs of people in Africa. To deliver on our promises, our business policies guarantee that security and integrity of our systems and infrastructure stay protected, assure our service quality, and onboard and maintain the right partners who are fully aligned to our corporate values.

For more information about our sustainability governance structure, see page 11

Our compliance management process

We adopt a structured approach in developing, implementing and communicating compliance programmes across the Group.

This involves five steps:

1. Identification of relevant requirements addressing legal and regulatory obligations or best practices
2. Perform gap analysis to assess our current business processes
3. Develop and communicate compliance programme across the organisation
4. Test and monitor compliance programmes implemented on an ongoing basis
5. Audit and implement remedial actions for any gaps identified.

This process has helped our operating companies become more aware of the compliance requirements in their markets, leading to improved compliance overall.

“Our compliance programmes and policies allow us to embed our sustainability objectives into our day-to-day operational processes. This ensures that business decisions made across the Group fully align with our long-term sustainability goals.”

Peter Odedina
Chief compliance officer

GRI FRAMEWORK
GRI 2-27 Compliance with laws and regulations
Human Rights – our approach

Our Code of Conduct sets out in detail our commitments to promote and protect human rights in all our operations as well as ensuring that our employees, business partners and other stakeholders respect the human rights of everyone with whom they engage.

Critical areas | Preventative measures | Fundamental human rights
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### Data privacy

In our day-to-day activities we process personal data of our customers. It is our responsibility to ensure that processing is fair, lawful, and transparent.

- We fully recognise the responsibility we have to protect our customers’ personal data.
- We implement market-leading data security systems to ensure our customers’ data is safe.
- We continuously monitor for emerging threats and implement appropriate security measures, deploying the best in class technologies as well as robust and automated processes.

- privacy

### Supply chain

In our business we operate with more than 2,500 partners and suppliers. We must ensure that we ourselves are a reliable and ethical partner and see our vision shared by all partners and suppliers.

- Our suppliers are expected to follow our commitment to human rights.
- We conduct thorough due diligence before entering into contractual relationships with suppliers of goods and services.
- Alignment with our Code of Conduct is a fundamental requirement for all our contracts.

- freedom from discrimination, equality between men and women, just and favourable conditions at work, the right to form trade unions, freedom to choose and accept work, freedom of association, and freedom from slavery

### Our people

We employ over 3,900 people in our 14 markets. We’re responsible for protecting and promoting their human rights.

- We adhere to the labour laws in countries where we are present.
- We are against slavery in any form.
- Compliance with our Code of Conduct is mandatory for all employees, and all new hires must complete related online training.
- We treat our employees with care and we respect their right to freedom of voice and association.
- We are opposed to discrimination of any kind.

- freedom from discrimination, equality between men and women, just and favourable conditions at work, the right to form trade unions, freedom to choose and accept work, freedom of association, freedom from slavery

### Health and safety

We value the life and health of everyone with whom we work above all other considerations, and we take full responsibility for ensuring that our working environment is safe.

- We strive to operate in full compliance with all legislation pertaining to health and safety.
- We have developed and implemented a number of policies, procedures and training to ensure the highest standards of health and safety – for both our employees and contractors.

- just and favourable conditions at work, and health

### Care for the environment

Taking care of natural resources is crucial for us as natural capital forms a key part of the environment in which our colleagues and customers live.

- We’re developing a set of measures to reduce our carbon footprint and ensure that we meaningfully contribute to addressing the climate crisis.
- We’re continuously exploring measures to manage our waste-related impact.
- We’re conscious of, and care for, the natural resources we use in our business operations and day-to-day activities.

- a healthy environment, including clean air, water, and a stable climate
Equal opportunity statement
As an equal opportunity employer, Airtel Africa treats all employees fairly and we conduct our business in a way which respects human rights.

We recognise that we can scale new heights only when we operate in an environment where human rights are promoted and protected. We are committed to respecting and upholding human rights in our operations and ensuring that our employees and business partners, at all times, respect the human rights of their colleagues and associated partners with whom we interact and work. We are also committed to providing an inclusive culture and work environment, where each employee has an equal opportunity to reach their maximum potential. We encourage cultural inclusion and diversity in our workforce.

We will conduct our business in a way which respects human rights. We are committed to combating any form of slavery, trafficking, child labour, forced labour, inhuman treatment or working conditions that are a threat to life or hinder the physical, emotional and/or mental wellbeing of a person. At Airtel Africa, we ensure that all of us embrace the strength of our differences. We provide equal access to opportunity and treat each other with respect and care.

We foster sensitivity and open communication and measure performance of employees based only on their achievements and contribute towards organisational objectives. We are focused on building a workplace that promotes diversity and appreciates individual differences. We require that our business partners also abide by these commitments and we monitor their performance in respect of human rights on an ongoing basis.

We are committed to being a respectful workplace which recognises and appreciates differences and treats all its employees with respect and dignity. Airtel Africa provides a consistent standard of protection from threats, harassment and discrimination, or any other intimidating behaviour towards employees.

For more information about our Code of Conduct and to download our modern slavery statement, see www.airtel.africa

ESG policies
Our policies provide clarity and confidence that we will do what we say

Since its inception, Airtel Africa has continuously adopted all the necessary policies to comply with regulatory and legal requirements and to ensure we behave responsibly to our employees, customers, partners and suppliers. This is supplemented by our Code of Conduct which clearly sets out our ethics and responsibilities. In addition, the Code of Conduct clearly states the role that our employees, partners and suppliers can play in helping us build an ethical and sustainable business.

Over the 12 months to October 2022, the Sustainability Committee has undertaken a review of the policies we have in place, to assess if additional policies are required or if existing policies need updating to align with our sustainability strategy. During the reporting period, several policies have been updated and new sustainability-related policies have been introduced. These are detailed below and in relevant sections of this report.

When a policy is updated or a new policy is created, the initial work is undertaken by the appropriate department, which then seeks the input from relevant internal or external stakeholders to ensure that our policies are robust. All sustainability-related policies are submitted to the Sustainability Committee for approval. The Board of directors then reviews and approves all policies before they are finalised and socialised across the business to ensure broad awareness and full compliance. In addition, the Board of directors approves all policies on an annual basis to ensure they continue to be fit for purpose, are aligned with current legislation and regulation, benchmarked against our peers and competitors, reflect the values of the company and the aims of our sustainability strategy.

All our policies are published on our employee intranet and are available to all employees.

Data protection and privacy policy
Our commitment to protecting the personal data of our customers, employees, and suppliers is fundamental in building trust with our stakeholder groups. Operating in multiple jurisdictions means we are required to comply with different data privacy laws across our operating markets. In achieving this, we constantly keep abreast of changes in the data privacy laws from country to country, and continually finetune our processes to ensure we are fully compliant with our obligations. Despite these variations in data privacy laws across our markets, the Group’s data privacy policy is based on international best practice with necessary modifications made for specific local requirements. This ensures that the Group is able to achieve a consistent approach to protecting the privacy of personal data of our customers, employees and suppliers.

Information security policy
Our information security policy (ISP) provides management directives for information security and recommends the appropriate security controls to maintain and manage information security at Airtel Africa and among our strategic partners. The ISP applies to all our information assets at the Group and OpCo level and in shared service centres. It also applies to all our employees, strategic partners and third parties. Each OpCo has also created and adopted a local ISP in line with the provisions of this Group level policy and has incorporated specific local requirements in compliance with the information security laws in the local jurisdiction. It is the responsibility of the Group CISO (chief information security officer) to manage the policy within the Group. The policy will be reviewed at least annually or as and when required.
Recruitment policy
The primary objectives of our recruitment policy are to ensure a transparent and fair hiring process and to promote consistency, transparency, compliance, and adherence to labour laws and legislation in all the markets where we operate. We provide clarity at every stage of the recruitment process and follow rigorous, fair, and equitable recruitment policies and procedures in relation to all of our people at Airtel Africa.

This policy provides guidance to all our stakeholders, whether directly or indirectly involved in the recruitment and selection process. We aim to attract, recruit and retain the best talent. We are committed to creating an environment in which our employees are empowered to maintain and develop the relevant skills, knowledge, experience and qualifications required to perform their job effectively through a well-managed, coordinated approach – which adheres, at all times, to all applicable employment and labour laws.

Global reward policy
Our global reward policy allows us to take a holistic view and focus on total reward for all our employees. This policy drives our high-performance culture and aligns with our reward philosophy.

Our performance-based element of remuneration balances the achievement of short-term and longer-term objectives. The remuneration packages are set at competitive levels aiming to ensure our ability to attract and retain talent. Our global reward policy aligns with the geographical diversity of our business. We structure our reward packages to reflect the environment and local employment regulations in the countries in which our employees are based.

In 2022, we have also updated our remuneration policy. Changes included the introduction of pension arrangements, bonus deferral and post-employment holdings. This is a prudent measure which allows us to incorporate the best practice features introduced in the last two years. Our new sustainability strategy is also reflected and appropriate incentivisation is embedded within the remuneration policy.

Safety, health, security and environment policy
Our safety, health, security and environment policy sets our general approach to health, safety and security. The policy explains how we manage health and safety in our business – clearly delineating who does what, when and how in order to prevent any loss of human life or personal injury. With this policy in place, we proactively identify, assess and manage all the risks associated with our operations and enact all possible measures to ensure a safe working environment for all our employees, partners, and customers within our facilities.

Leave policy
Our leave policy is developed to support our employees and encourage them to maintain a healthy work-life balance. This policy covers all required paid and unpaid absence entitlements available to our employees, including parental leave, rest, treatment or recovery from illness, personal matters, study and recreation.

The parental leave section of our leave policy encourages both parents to be present at the birth or adoption of a child. We offer fully-paid time off – both on maternity and paternity leave – to allow sufficient time for our employees to care for and support their families.

Prevention of sexual harassment policy
We are committed to providing all our employees with a safe working environment, free from any form of discrimination and harassment, including sexual harassment. We pledge a zero-tolerance approach to any form of sexual harassment in the workplace. We treat all incidents seriously and promptly investigate any allegations of sexual harassment. Any complaint is addressed with respect and in confidence.

This policy is aimed at providing a guideline to our employees on the definition of sexual harassment, prohibited conduct and the consequent management process for any reported incidences. We aim to assure our employees that we do everything required to maintain a work environment in which people are treated with dignity, decency, and respect. All our employees and Board members are protected by, and are expected to comply with, this policy – and to take appropriate steps to ensure that prohibited conduct does not occur.

Environmental policy
Our standalone environmental policy demonstrates our moral and social responsibility to address and minimise the impact of our operations on the environment. We recognise that environmental considerations are core to our business strategy. This is why we aim to manage our operations in an environmentally sound manner and report our performance in an open and transparent way against our environmental objectives and targets.

This policy has been established to ensure we mitigate the environmental impact of our network operations, supply chain, products and services. This includes driving our commitment to achieve net zero greenhouse gas (GHG) emissions ahead of 2050, eliminating hazardous waste from our operations, reducing our non-hazardous waste, minimising our consumption of natural resources, and preventing pollution.

Land acquisition, access and compensation policy
Our land acquisition, access and compensation policy guides our markets where our growth strategy requires us to acquire land. Although land acquisition is not a common practice for Airtel Africa, as we mostly use shared telecommunication sites run by reputable tower companies, there are situations where we need land for the development or expansion of our business, including data centres and office buildings. Our objective is to ensure that we mitigate any avoidable adverse social and economic impacts for local communities from land acquisition or restrictions on land use. This is carried out through timely and sensitive consultation with affected communities and stakeholders, and the application of appropriate compensation for any land we acquire.

Policies under development
Stakeholder engagement policy
We are in the process of finalising our stakeholder engagement policy. This policy will outline our ways of engaging with all our key stakeholder groups. We strive to adhere to the highest level of international standards while developing this policy. We aim to demonstrate how we understand and involve our stakeholders and their legitimate needs and interests in our own activities and decision-making processes.

Carbon accounting policy
This policy will guide our approach to carbon accounting across all our markets, activities and categories. It describes, in detail, the boundary and components of our scope 1, 2 and 3 emissions. It also provides a detailed description of approach and methodology we follow to calculate our total carbon footprint.
Key performance indicators (KPIs)

For each of our sustainability goals and targets, we have selected key performance indicators (KPIs) and we use them to monitor the progress of our sustainability strategy and the impact we make on communities across Africa. These KPIs are shown against each of our sustainability goals.

In our first Sustainability Report, we’re also introducing five core sustainability KPIs which are specific to our business and the industry – we will be reporting our progress against these every year. We also use our operational KPIs to track progress against our sustainability goals – this demonstrates how intrinsically linked our business and sustainability strategies are and how everything we do as a business delivers against our purpose of transforming lives.

Operational KPIs

<table>
<thead>
<tr>
<th>KPI</th>
<th>H1’23 Performance (vs H1’22)</th>
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</thead>
<tbody>
<tr>
<td>Total sites and data capacity</td>
<td>• 3,300+ incremental sites (30,149 total sites)</td>
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<tr>
<td></td>
<td>• 38.2% increase in data capacity (19,000+ terabytes (TB) per day)</td>
</tr>
<tr>
<td>Customer base and customer net additions</td>
<td>• Customer base grew by 9.7% to 134.7 million</td>
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<td></td>
<td>• Customer net additions at 12.0 million over last 12 months</td>
</tr>
<tr>
<td>Group revenue and ARPU</td>
<td>• H1’23 revenue was $2,565m, grew by 16.9% in constant currency</td>
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<td>• ARPU at $3.2 grew by 7.2%</td>
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<tr>
<td>Voice traffic and usage per customer</td>
<td>• Voice traffic grew by 16.1% to 212 billion minutes in H1’23</td>
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<td>• Voice usage per customer grew by 6.4% to 269 minutes per customer per month</td>
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<tr>
<td>Voice revenue and voice ARPU</td>
<td>• H1’23 revenue was $1,226m, grew by 12.0% in constant currency</td>
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<td>• Voice ARPU at $1.6, grew by 2.7%</td>
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<tr>
<td>Data customers, 4G data customers and penetration</td>
<td>• Data customer base grew by 10.6% to 48.6 million, now contributing to 36.1% of our total customer base</td>
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<td>• 4G customer base reached 22.0 million, which is 45.2% of our total data customer base</td>
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<tr>
<td>Data usage, 4G data usage and data usage per customer</td>
<td>• Data usage increased by 44.8% in H1’23 to 1,244 billion MB</td>
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<td></td>
<td>• 4G data usage contributes to 73.4% of total data usage</td>
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<td></td>
<td>• Data usage per customer per month reached 4.3 GB, increase of 28.9%</td>
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<td></td>
<td>• 4G data usage per customer reached 7.3 GB in Q2’23</td>
</tr>
<tr>
<td>Data revenue and data ARPU</td>
<td>• H1’23 Data revenue was $864m, grew by 22.1% in constant currency</td>
</tr>
<tr>
<td></td>
<td>• Data ARPU $3.0, grew by 8.7%</td>
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<tr>
<td>Airtel Money customer base and penetration</td>
<td>• Airtel Money customer base grew by 24.0% to 29.7 million</td>
</tr>
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<td></td>
<td>• Airtel money customer penetration at 22.0% (as % of our total customer base)</td>
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<tr>
<td>Airtel Money transaction value and transaction value per customer</td>
<td>• Transaction value grew by 31.7% to $40.1 bn</td>
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<td>• Transaction value per customer per month was $241, an increase of 9.1% in constant currency</td>
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<td>• Q2’23 annualised transaction value at $ 66.1bn in constant currency</td>
</tr>
<tr>
<td>Airtel Money revenue and ARPU</td>
<td>• H1’23 Airtel money revenue at $332m, up by 29.5% in constant currency</td>
</tr>
<tr>
<td></td>
<td>• Airtel Money ARPU was $2.0 per customer per month growth of 7.2%</td>
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Sustainability KPIs

<table>
<thead>
<tr>
<th>KPI</th>
<th>H1’23</th>
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<tbody>
<tr>
<td>Baseline scope 1 and 2 emissions*</td>
<td>115,719 (tCO₂e)</td>
</tr>
<tr>
<td>Baseline scope 3 emissions*</td>
<td>534,058 (tCO₂e)</td>
</tr>
<tr>
<td>Baseline energy consumption*</td>
<td>123,597,014 (kWh)</td>
</tr>
<tr>
<td>Population covered by mobile network**</td>
<td>78.92%</td>
</tr>
<tr>
<td>Gender diversity**</td>
<td>28%</td>
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</table>

As well as measuring and monitoring our progress, our KPIs help us communicate the Group’s sustainability strategy across all levels of the organisation, and form part of our governance and performance management process.

A set of high level KPIs has been included in this report for each of our goals and we will publish these on an annual basis.

For more information about our sustainability goals, see pages 20-72.

Constant currency growth rates are calculated using the prevailing exchange rates as of 31 March 2022.

The above operational KPIs show a resilient improvement in our operational KPIs in H1’23 compared to the same period last year.

* Baseline emissions and energy consumption calculated as of 31 March 2022
** as of 30 September 2022
Collaboration is vital in creating real and lasting change for Africa. We are committed to working in partnership to improve opportunities and build better prospects for people on the continent.

We’re convinced that collaboration and coalition-building are vital to driving real, lasting change and support the transition to a fairer society and better environmental controls.

Africa suffers from some of the most intractable economic, environmental and social challenges of any region of the world. These arise from a complex set of problems, including poverty, lack of access to basic services such as healthcare and education, poor infrastructure and civil disputes. But while the causes may be difficult, the impact is simple: denying millions of people the opportunity to achieve their potential and enjoy fulfilling lives. Mirroring the scale of these challenges, effective solutions required are equally complex and rely on an integrated approach. A philosophy of partnership and collaboration is what drives the UN SDGs and creates a framework to unite government, business and civil society to address the challenges facing the world today.

We are committed to the principles of collaboration and partnership to achieve the sustainability goals we have set that will deliver against the UN SDGs and will also support our corporate purpose of transforming lives across Africa.

In the first year following the introduction of our sustainability strategy, we have established a small number of important partnerships, with many more in the pipeline to be finalised in the coming year. These partnerships are fundamental to the delivery of our sustainability strategy and inform the focus and implementation of our programmes.

United Nations Global Compact (UNGC)
The UNGC is the world’s largest corporate sustainability programme. As a special initiative of the UN Secretary-General, the UNGC calls on companies to align their strategies and operations with universal principles on human rights, labour, environment and compliance, and to take actions that advance societal goals. The UNGC aims to create a world where business is a force for good, supporting the UN SDGs and building a sustainable future for the planet and people. The UNGC catalyses change, providing member companies with best practice resources and networking opportunities.

Airtel Africa became a signatory to the UNGC in 2021. We take this opportunity to restate our commitment to the 10 principles it enshrines and our determination to continue to incorporate them into our sustainability strategy, policies and procedures. We published our first UNGC's communication on progress (COP) report in June 2022.

Earlier in 2022 our CEO, Olusegun Ogunsanya, joined the Africa Business Leaders Coalition (ABLC), a partnership of leaders of African companies that have all committed to working together to promote economic growth on the continent. In addition, our CEO has pledged his support to the coalition’s climate statement, underlining our commitment to minimising the environmental impact of our operations.

GSMA
The GSMA is the global organisation unifying the mobile telecommunications ecosystem. It provides guidance to the industry, sets standards and encourages the innovation necessary to drive positive environmental, economic and societal change. Its vision is to unlock the full power of connectivity so that people, industry, and society thrive. Representing mobile operators and organisations across the mobile ecosystem and adjacent industries, the GSMA acts as a hub for members and establishes many collaborative programmes within the industry.

Airtel Africa is a member of the GSMA and seeks its input and feedback on a regular basis. We have actively participated in the GSMA Climate Action Taskforce and the Carbon Disclosure Project. The insights we have acquired through this engagement are central to our plans for a net zero future for the company.

The United Nations International Children’s Emergency Fund (UNICEF)
UNICEF is the UN agency responsible for providing humanitarian and developmental aid to children worldwide. Despite having a presence in 192 countries, it is funded entirely through donations. Its work in healthcare and education upholds the basic human rights of every child on the planet and is designed to address global inequality.

In 2021, we established a landmark five-year partnership with UNICEF to provide over a million children across 13 markets with access to quality education, resources and materials. Our financial and in-kind support for this partnership will be a minimum of $57m over the five years to 2027. Full details of our work with UNICEF can be found on pages 52-53.

Joint Audit Cooperation (JAC)
JAC is an association of telecom operators working together to verify, assess and develop adherence to ESG criteria across the manufacturing centres of multinational suppliers to the information communication technology (ICT) industry. JAC members encourage their networks of suppliers and trading partners to promote transparency and improve their sustainability performance. The members’ collaboration demonstrates that the industry can put aside competition and differences to jointly focus on driving positive change through a shared supply chain. We became a member in 2022 and are actively working with JAC to identify the priorities to improve ESG performance across our suppliers. Further details of our engagement with JAC can be found on page 30.

American Tower Corporation (ATC)
ATC is a leading independent owner, operator and developer of multi-tenant communications infrastructure, including transmission towers. It has more than 23,000 sites across Africa providing services to the region’s leading mobile network operators.

Airtel Africa has been working with ATC since 2014. In October 2022 we announced a multi-year, multi-product agreement to support and accelerate new site and product development in Kenya, Niger, Nigeria and Uganda. This collaboration will substantially increase connectivity, extend digital inclusion and advance mutual greenhouse (GHG) emissions reduction objectives by rolling out renewable energy programmes aimed at substantially reducing reliance on fossil fuels. Further details about our work with ATC can be found on page 30.
Our stakeholders play an important role and we recognise our responsibility to them.

Our business is underpinned by cooperation between stakeholders. We work hard to build a shared understanding and an atmosphere of mutual support with all those involved in, and affected by, our operations. We believe that the value we create as a business must ultimately be shared between all stakeholders and contribute towards renewing and reaffirming the trust that they have in us – and we have in them.

At Airtel Africa, we have a wide range of stakeholders – from our customers, colleagues, partners and suppliers to shareholders, governments and regulators. Our stakeholders’ views are important to us: guiding our corporate development and holding us to account. Strong, supportive relationships do not simply help our business thrive – they ensure that we continue to contribute in meaningful ways to the communities we serve.

Building the trust of our stakeholders is vital for the successful delivery of our sustainability goals and targets. This is why key company policies and strategies draw on the views we hear when consulting with our relevant stakeholders. Our remuneration policy, for example, reflects a process of direct stakeholder consultation between our chair of the Remuneration Committee and our top 20 shareholders, and proxy agencies each year. Indeed, our sustainability strategy, which directs our sustainability programmes, was developed after taking into consideration our stakeholders’ priorities, perspectives, and express views.

The fair treatment of our stakeholders starts with understanding the interests of each group. This includes direct interaction and engagement – something upon which we place the highest importance at Airtel Africa.

The Board of directors also receives reports and updates from our senior leadership team who engage directly with stakeholders, and every Board paper now includes the stakeholder interests relevant to any proposed action. We also plan Board director visits to local operations and schedule Board meetings at regional locations, with representatives from the OpCo attending.

We are committed to regular communication with all our stakeholders. That’s why we’re developing a stakeholder engagement policy to formalise why, when and how we communicate with each group. We expect this to be published later in 2022.

For more information about our policies, see page 14

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<tr>
<th>Importance</th>
<th>Key concerns and interests</th>
<th>How we engage</th>
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<tbody>
<tr>
<td><strong>KEY STAKEHOLDER GROUP</strong> – Our customers</td>
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<tr>
<td>Over 134.7 million customers across Africa use our data, voice, and mobile money services to connect, live and work.</td>
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<tr>
<td>Convenience and reliability are key. Though the majority of our customers prefer self-service options most of the time, when they do need support, they expect it to be quick, easy and accessible.</td>
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<td>Our younger customers who want to be able to use our services ‘on the go’ expect to find these services available on the digital platforms they’re already using.</td>
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<td>Airtel Money customers value our offering on the basis that it’s always on, free of error, safe and secure.</td>
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<tr>
<td>For our enterprise customers, network uptime is crucial.</td>
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<tr>
<td><strong>FREQUENCY</strong> – ongoing, continuous</td>
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<tr>
<td>We have, during the last 12 months, proactively engaged customers across all touch points – equipping us with insights and feedback which are critical in shaping the improvements we make to our products and services.</td>
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<tr>
<td>We completed the rollout of automated SMS surveys across all our markets during the year. Further to this, we opened another 250+ owned retail outlets to expand our footprint and establish a closer presence to many of our customers.</td>
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<tr>
<td><strong>KEY STAKEHOLDER GROUP</strong> – Our people</td>
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<tr>
<td>Our people are, quite simply, the beating heart of this business – defining its success, determining its direction and destiny.</td>
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<td>Clearly, the pandemic raised our employees’ concerns for their health, and staying protected from Covid-19 exposure.</td>
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<td>Beyond this, our people’s primary concern remains the development of their careers, and the broadening of their capabilities and skills.</td>
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<tr>
<td><strong>FREQUENCY</strong> – ongoing, continuous</td>
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<tr>
<td>From quarterly CEO-led town halls, in which employees can ask questions and receive updates, to ExCo market visits, in which executive leadership spends time with employees who manage our operations on the ground, we work to ensure that we cultivate a culture of transparency. We strive for our executive leadership to be receptive, approachable and accountable to all employees.</td>
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<td>Beyond face-to-face encounters between different levels of the organisation, employee engagement surveys allow the Board of directors to gauge employee sentiment and address areas of concern.</td>
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## Importance

### Key concerns and interests

**How we engage**

### KEY STAKEHOLDER GROUP – Our communities

*With operations in 14 African countries, we live among, and work closely with, our communities – and strive to support their needs while driving positive change.*

In 2022, our communities continued to face health and economic challenges linked to Covid-19. As the pandemic affected economic stability and threatened to overwhelm public health infrastructure, more people were thrown into poverty, and a lack of basic healthcare led to health issues which will outlast the short-term impact of the pandemic.

Over the past year, we have worked closely with governments across Africa to address key social and developmental challenges. Key activities have included measures to create educational opportunities, especially for less privileged children, support for people during times of need and emergency as well as continuous work to bridge the digital divide and promote financial inclusion.

### KEY STAKEHOLDER GROUP – Partners and suppliers

*We work with more than 2,500 suppliers across Africa, ranging from mobile brands and IT companies to telecoms infrastructure providers. Indeed, our top 100 suppliers account for just over 85% of our procurement.*

We're proud to have a strong track record of partnerships and, drawing on this, many partners seek us out to discuss mutually beneficial solutions. Partners and suppliers also provide information on the latest developments and support us with the adoption of new technologies, with discussion often incorporating issues, such as sales, project plans, bids, proposals, and payments.

Throughout 2022, we continuously engaged with our top suppliers, at both Group and OpCo levels. We continued to maintain close working relationships with key suppliers – from topline governance and commercial discussions to day-to-day operational details.

### KEY STAKEHOLDER GROUP – Regulators and governments

*With mobile telecoms and financial services seen as essential services, we continue to work closely with governments and regulators to build digital and financial inclusion.*

As governments strive for stable economic growth and public health in their respective jurisdictions, regulators monitor the telecoms industry to ensure that its behaviour supports this broader agenda of economic and social improvement.

We're continuously engaged in a productive and candid dialogue with each of the regulators in all our 14 markets, and we periodically commission audits to gauge and maximise our regulatory compliance.

A special advisor to the Chairman and the Board advises on the political, legal and regulatory environment in Africa enabling the Board to meet all current requirements and prepare for future changes.

### KEY STAKEHOLDER GROUP – Shareholders

*Through their investments, our shareholders enable us to deliver our strategy and create long-term value and ongoing business success.*

Understandably, investor focus tends towards our financial results and fundamentals but they have increasingly expressed a desire to see concrete measures and metrics to guide our approach to – and advancement of – environmental, social, and governance goals.

Our engagement with investors is led on a day-to-day basis by our investor relations team who work to maintain a dialogue between the investment community and Board of directors and management. As well as briefing analysts and the sell-side equity research community around financial results, we have held investor roadshows to allow investor scrutiny, collecting and reviewing feedback on an ongoing basis.

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**GRI FRAMEWORK**

GRI 2-29 Approach to stakeholder engagement

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**Our relationship with media**

As a major business operating across 14 African markets with a global investor base, we recognise the legitimate value of media engagement. It is a critical component in the communication of our values and proposition to key stakeholders.

Media interest reflects the priorities or emphasis of the publication. We regularly discuss the financial health and prospects of the business with media and investors. And engagement with pan-African and African national titles often focuses on market developments, product launches and the broader trajectory of Africa’s economic and developmental arcs.

We engage media around financial results and our key senior executives are available for interviews. We provide commentary to African titles on issues which are of interest to stakeholders in local markets.
Our business
We are committed to providing Africa with safe, reliable and resilient telecommunications to drive economic growth and development.

<table>
<thead>
<tr>
<th>Addressing our material topics</th>
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<tbody>
<tr>
<td>Data security</td>
<td>page 22</td>
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<td>Service quality</td>
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<td>Ethical business practice</td>
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<td>Anti-bribery and corruption</td>
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<td>Digital inclusion</td>
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<td>Financial inclusion</td>
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<td>Economic value creation</td>
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<td>Transparency and reporting</td>
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<td>Anti-competitive behaviour</td>
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Supporting the UN SDGs

Our ambition is to increase digital inclusion in Africa through the expansion and increased reliability of our network. This will provide the connectivity to contribute to the economic growth of individuals, families, communities and nations across the continent.

**SDG 8 – Decent work and economic growth**
Through the expansion of our network and the improved reliability of our service, millions more Africans will have access to data and financial services than ever before. By more effective management of our suppliers, we will ensure safe and legal working conditions for employees throughout our value chain.

**SDG 9 – Industry, innovation and infrastructure**
Our plans to roll out our network and build vital infrastructure – not only for cities and major towns in our markets, but also for some of the most remote communities in Africa – fully supports the objectives of SDG 9.
Our data security goal

Our commitment is to guarantee that our data privacy and security controls are among the best in the world. It is our highest priority material topic. Our goal is to establish industry-leading data security for our customers. We will achieve this through investment in technology and expertise, updated processes, and consumer awareness, delivered through programmes with clear targets and timelines.

Our focus areas

We aim to establish an internal control framework that aligns with industry standards and creates internal capability to reduce our dependency on partners. The key aims of our data security goal are:

**Confidentiality** Protecting information from being exposed to an unauthorised party and keeping sensitive information private as well as introducing encryption services to protect data at rest or in transit and prevent unauthorised access to protected data.

**Integrity** Ensuring the constant reliability of our data, networks, and systems. This includes introducing mitigation and proactive measures to restrict unapproved changes while also having the ability to recover data that has been lost or compromised.

**Availability** Guaranteeing our authorised users have free access to the systems, networks and data that they need to perform their daily tasks as well as resolving hardware and software conflicts to build resilience in design. This will be supported by regular maintenance to keep systems up and available.

Recent market developments

The Covid-19 pandemic brought about an unprecedented shift in the workplace – with employees working remotely from home. Clearly, this created challenges for us, not dissimilar to those faced by all major businesses whose workforce had to make the sudden and unanticipated transition from the office to homeworking. Over this period of disruption, ensuring our assets remained secure, updated and connected was our primary objective and a major task for us. By implementing enhanced security procedures and increasing our monitoring to identify and mitigate emerging risks before they became critical, we were able to minimise any new risks associated with this shift in working patterns.

Over the last 12 months, the regulatory landscape has also evolved, and we have seen an increase in regulation across our markets. Data and asset localisation has been a key regulatory focus, and we continue to monitor this closely to guarantee that we meet all legal and regulatory requirements.

Our progress

Data security is ranked as our number one material topic, and we’re pleased to report progress against all the targets we set to improve information security while ensuring our customers have access to effective and reliable data whenever they need it.

Our most significant milestone over the last 12 months has been our achievement of the much-coveted ‘Information Security Management System’ (ISO 27001) certification and the ‘Business Continuity Management System’ (ISO 22301) certification, which cover all mobile communication and mobile money operations. These certifications – which we have secured for all 14 markets – help us meet regulatory requirements in different geographies and provide our customers, investors and other stakeholders with the confidence that our systems and processes are robust and rigorous. The ISO standard is globally adopted by companies across the world. Our fulfilment of this standard demonstrates that the business adheres to common best-practice principles and processes across all our markets. Our achievement of the ISO standard was assisted by KPMG and the British Standards Institute (BSI), who will evaluate our progress annually against the ISO three-year programme. We’re particularly pleased that we achieved this certification well ahead of our 2023 schedule.

More broadly, we’re making good progress improving our current security architecture. We are advancing our implementation of a market-leading ‘Identity and Access Management System’, which will guarantee that access to our information system and data is provided on a ‘least privileged’ and ‘need to know’ basis – thereby, reducing manual intervention and the consequent error rate.

We’re also working to automate the security operations centre and other security solutions by end of Q4 ’23, again reducing the risk of human error and improving turnaround time for security incidents by 20%.

And, finally, to help us identify file-based attacks and reduce our exposure to targeted attacks, we’re deploying a file integrity monitoring solution.

Progress against our targets

<table>
<thead>
<tr>
<th>Target:</th>
<th>Best tools and technologies</th>
<th>Completed by:</th>
<th>2025</th>
</tr>
</thead>
</table>

We’re working hard to reduce the gaps between the latest security technologies and maintain a close to zero capability gap.

We conducted and completed our first security upgrade programme before October 2021, and during the reporting period we have undertaken further solution upgrades and refinement.

Conscious of their importance, we work continuously to enhance existing security solutions and ensure that implemented tools and applications fulfil the required security objectives. We’re pressing ahead with the refinement of multiple security solutions, including our security incident event management (SIEM), firewall rule clean up, and an updated ‘golden image’. Moreover, an antivirus solution upgrade has been performed. The upgrade and refinement of security devices and solutions is a continuous process; it is closely monitored by our chief information security officer (CISO).

Our activities in this field are guided by our information security policy which mandates the use of updated security platforms and tools. The information security team is working toward replacing legacy security platforms and the implementation of a new upgraded privileged identity management system is a key part of this wider project.
In March 2022, we started an evaluation of different vulnerability management and penetration testing solutions which was completed in July 2022. We’re pleased to report that both tools have now been implemented. Their importance stems from their capacity to identify legacy systems and support any necessary remediation. As part of the network refreshment, the legacy LAN (local area network) network will be replaced by the latest centralised, cloud-based solution which will, in turn, facilitate the implementation of security roles based on individual identity.

Our data security and privacy policy has been designed with input from, and reviewed by, different stakeholders, including legal and compliance, and we’re pleased that this process of internal review is now complete. This policy has been approved by our Executive Committee (ExCo) and the Board of directors in October 2022.

As part of our ongoing data security work, the information security team is progressing with the migration of legacy security solutions and technologies. This migration strategy and implementation of the latest security technologies will be initiated later in 2022 and is expected to be completed by mid-2023.

We’re determined to build and implement a next-generation operating model, supported by best-in-class, in-house and partner security expertise by the end of 2024. Building of our capacity to manage many of the security processes and solutions internally is central to this model. To date, this has been undertaken by third-party vendors which impacted our ability to innovate and promote modernisation among our suppliers.

In line with this overarching aim, our information security team is working on the development of a new operating model. We are committed to building an in-house capability which can handle Airtel Africa’s future information security position. The team is working to complete this new operating model by the end of 2024.

Currently, we remain dependent on key strategic vendors to support our information security activities. To change this, we’re proactively working to identify skilled and highly experienced information security resources. Our team has already been joined by highly qualified experts, and the recruitment of additional team members is active and ongoing.

We’re pleased to report that we appointed Prashant Nair as group chief information security officer (CISO) in January 2022 and Bavo Mzee as chief information officer (CIO) for our GSM business in August 2022 – augmenting the strength of our leadership in key data security areas. However, as broader industry demand for cyber security professionals grows, hiring new experts is a challenge across the sector. As a response to this trend, and to cultivate our existing talent, we’re training employees to bridge the skills gap and encourage them toward new tools and technologies. This training is ongoing.

To further support the development of our operating model, in July 2022 we completed the assessment to identify the new tools and technologies we require. As well as improving efficiency and our self-sufficiency in data security, the implementation of new tools will reduce our current risk exposure by enhancing the protection we have against emerging threats. We’re confident that these new threat intelligence tools will help us to better protect the data of our customers from accidental events and any information leakage.

We have also set our sights on becoming a net security provider – which means a provider of security services to institutions in our countries of operation, as well as proprietary providers of our own security. We aim to achieve this goal by 2025 and, as part of this effort, were exploring opportunities to engage with partners for specialised solutions such as denial of service, application security and monitoring services. Engagement with these vendors will take place during the next two years on an incremental basis.

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In 2022, we were able to complete an essential certification process and meet regulatory requirements ahead of the launch of our new financial services institution in Nigeria.

In January, Airtel Africa’s subsidiary Smartcash Payment Service Bank Limited in Nigeria applied for its payment card’s industry data security standard certification (PCI DSS) which was concluded at the end of March – achieving this critical certification ahead of schedule. Shortly after that, in April, we received final approval from the Central Bank of Nigeria (CBN) to offer services under a super-agent licence and under a Payment Service Bank (PSB) licence. In June 2022 this service was launched to further deepen financial inclusion in Nigeria.

The PCI DSS certification is mandatory for all organisations involved in payment card processing. This essential step allowed us to launch our PSB with the guarantee of full security for our customers’ data.

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The PCI DSS certification is mandatory for all organisations involved in payment card processing. This essential step allowed us to launch our PSB with the guarantee of full security for our customers’ data.
We have set ourselves the target of creating secure platforms and products, including the capacity to rigorously test our own security systems and guarantee that our business and partners connect to the platforms in a secure manner.

In alignment with organisational strategic approach, we are in the process of establishing a development, security and operations (DevSecOps) practice. This will support us as we review our architecture, including legacy systems, and enhance the current application security process by introducing security requirements in the initial phase of software development life cycle. Developers will be empowered to scan their source code and remediate identified vulnerabilities rather than relying on a separate team or process. The objective is to create harmony in development and the operations security approach which will reduce exposure towards known and unknown threat vectors. Additionally, to achieve this objective, we will introduce industry best tools and technologies which will be supported by robust security processes and tested by internal and external security stakeholders. This will enhance our internal capability towards secure code development by providing hands-on coding practice aimed at fixing security vulnerabilities.

As the past years have demonstrated, conditions in markets can change dramatically and suddenly – whether because of economic shocks, public health crises or political upheaval. That’s why we’re working to ensure that our improved systems and management are resilient and can adapt to any unforeseen conditions or situations – a task we will complete by the end of 2025.

We have also made great strides towards guaranteeing the reliable and automated backup and restoration of data – with a solution in place and a team working towards the enhancement and improvement of this system. We have established a disaster recovery setup and associated processes in all our markets which are reviewed and updated on an annual basis.

**Timeline**

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<thead>
<tr>
<th>Year</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
<th>2027</th>
<th>2028</th>
<th>2029</th>
<th>2030</th>
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<tbody>
<tr>
<td>External Security Testings</td>
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<tr>
<td>Increase in Number of Security Applications and Platforms</td>
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</table>

**How we measure our progress**

We measure our progress through a number of key performance indicators, including the number of external security testings, ISO certifications and the rate of increase in our security applications and platforms. As we progress with implementation of our sustainability strategy, we will introduce additional KPIs as they become relevant.

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We have committed to establishing a data privacy ombudsman by 2025 – this has been prioritised. We anticipate that the ombudsman, who will drive data privacy initiatives, will be in place by early 2023. Further to this, we’re working towards recruiting privacy experts, who will be tasked with driving these initiatives within the business.

In another milestone achievement, all our 14 OpCos are now ISO 27001/ISO 22301 certified, and we’re planning to certify Smartcash Payment Services Bank (Nigeria) in the first half of 2023. To assist with the preparatory activities, an external consulting agency has been engaged, and we are in discussions with an external auditor to finalise the audit’s scope and the completion of the certification process by mid-2023.

But it isn’t just our security that affects the business and its customers. Recognising this, we have established a third-party risk assessment process to evaluate partners’ security compliance status in relation to our information security requirements. The third-party assessment framework is applicable to all new and existing partners and the assessment is performed, at a minimum, annually. Moreover, we have designed information security requirements which will be incorporated into our standard contracts to ensure that partners fulfil all our data security requirements. Currently, the information security requirements are subject to internal review and we plan to conclude this activity by mid-2023.

The fulfilment and attainment of the data security targets are the primary responsibility of our information security team, and we’re pleased with the progress we have made. We regard data security as a key goal which is critical for the business and our customers. We are committed to advance the programmes and targets to ensure that data is private, secure, and protected from any misuse.

Neelesh Singh
Chief information officer
Our service quality goal

Our goal is to provide underserved communities with access to reliable network and connectivity across our 14 markets.

Providing network accessibility to rural areas is key to building digital inclusion. We will achieve it through the rollout of new infrastructure sites and technology, improved fibre connectivity and capacity delivered through programmes with clear targets and timelines.

MATERIAL TOPIC: SERVICE QUALITY

We aim to create a leading, modernised network that can provide data capacity to meet rapidly growing demand and enhance connectivity and digitalisation in our markets. That means improving basic network uptime and quality as well as expanding our network footprint and our 3G, 4G and next generation technologies capabilities.

Our progress against targets

<table>
<thead>
<tr>
<th>TARGET</th>
<th>COMPLETED BY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance network quality services and increase the percentage of population covered under each technology offering</td>
<td>2030</td>
</tr>
</tbody>
</table>

Our goal is to provide underserved communities with access to reliable network and connectivity across our 14 markets. Providing network accessibility to rural areas is a key component promoting digital inclusion, and we will advance this goal through the rollout of new infrastructure sites and technology, improved fibre connectivity and capacity delivered through programmes with clear targets and timelines.

Our focus areas

ACCESSIBILITY We are determined to increase the percentage of the population – including in rural areas – who have access to our services. This coverage expansion will be achieved through new network site rollouts and the modernisation of existing sites.

DELIVERY We will increase the availability of our latest technology service offerings and products to all our customers, including the rollout of next generation technology evolution, improving Quality of Experience (QoE) of the network services, and elevating the customer experience resulting from indirect marketing of Airtel Africa’s brand, products and services.

RELIABILITY We will ensure our customers have access to reliable connectivity and high bandwidth capacity through increased fibre connections to our sites and data centres as well as deploying a network disaster recovery plan for our core network and IP services.

Our progress

Key achievements of the period include the expansion of our 4G footprint, the investment in improving the elasticity and reliability of our network architecture, as well as a broader ‘future-proofing’ of our networks so that they outpace customers’ current needs and, through maximising their capacity, anticipate and will accommodate future development and demand.

Our most recent spectrum acquisitions in Tanzania and Zambia will support our network expansion in the market for both mobile data and fixed wireless home broadband capability, including 5G rollout, providing significant capacity to accommodate our continued strong data growth in these countries.

Recent market developments

Over the last 12 months, we faced some external challenges which we had to overcome to deliver against our specific targets, launch new services and maintain the quality of our existing network. These include delays in site acquisitions, rollouts and expansion of fibre projects, along with the delays in fuel deliveries. This challenge was made more acute by the long distances we cover and the inadequate road access in many remote areas. We have also had to work hard to ensure the comprehensive and effective onboarding of reliable partners when deploying new services, and to sustain regular operations and maintenance.

We have made good progress towards the ultimate achievement of our targets. The combination of access issues, fuel shortages and various macroeconomic factors have been most challenging in some of our markets over the reporting period, but we remain confident that progress will continue.

Our priorities

Our aim is to create a leading, modernised network that can provide data capacity to meet rapidly growing demand across Africa and enhance connectivity and digitalisation in our markets. That means improving our basic network uptime and quality as well as expanding our network footprint and our 3G, 4G and next generation technologies capabilities.

Our specific and focused priorities over the last 12 months have been the expansion of rural coverage through new site rollouts and site modernisations and the development of our network resilience and service continuity, and growing capacity through carrier aggregation. In addition, we have been focussed on building and modernising our network through optimal end-to-end design, including spectrum additions, the use of latest RAN (radio access network) technology and fibre rollout. A further area we have developed is the expansion of our 4G reach, next generation coverage and capacity-building through our 2G, 3G, 4G approach (as well as future proofing through 5G capability). Finally, we have been working on the delivery of best-in-class voice service quality – all while improving network uptime.

We will increase the availability of our latest technology service offerings and products to all our customers, including the rollout of next generation technology evolution, improving Quality of Experience (QoE) of the network services, and elevating the customer experience resulting from indirect marketing of Airtel Africa’s brand, products and services.

We will ensure our customers have access to reliable connectivity and high bandwidth capacity through increased fibre connections to our sites and data centres as well as deploying a network disaster recovery plan for our core network and IP services.

Our target is to ensure that by 2030 between 88-90% of the population in our markets has access to Airtel Africa’s mobile network services. This is vital to build digital inclusion – especially in rural and remote areas. Moreover, this target allows for the introduction of new voice, video conferencing, and radio services as well as internet access for consumers and businesses.

Over the 12 months, we increased 2G coverage from 77.42% to 78.92% of the total population in our markets. We did this through robust network strategic planning, and the development of solutions and architecture design to minimise and mitigate any potential future issues. We also appointed suitable vendor partners to support and fulfil our network requirements. Taking a phased approach to launches, we introduced a system of end-to-end testing and service assurance. In addition, we focussed on developing the skills of our in-house team through training on the latest technologies. As always, we maintained a close eye on efficiency to ensure that available resources, such as spectrum, capital goods and materials, and manpower were being optimally deployed.
Over the past year we also improved the latest 2G, 3G and 4G* technology offerings and services, and we're pleased to report the accomplishment of some major technology implementation milestones such as trials of the latest RAN and deployment of multi-layer LTE (long-term evolution) in Chad, Nigeria, Zambia with other markets to follow.

Highlights of this broad variety of technology implementation include VoLTE (voice over long-term evolution/voice over 4G) soft launch in Kenya as well as ‘in progress’ and scheduled launches in Nigeria, Uganda, Zambia, Tanzania and the DRC by mid-2023. ‘Voice over 4G’ is a more efficient system which allows for faster speeds, as voice data can be compacted and shared along with other data, which also improves the voice quality.

In terms of introducing the latest RAN technology, significant progress has been made, and we’re continually testing various innovative RAN technologies (for example, we’re currently trialling open RAN with various partners). In a crucial area of development, we’re delighted to report the completion of our 5G RAN technology ‘proof of concept’ in Nigeria in December 2021. This is a central plank in our efforts to advance 5G deployment in strategic areas. Over the reporting period we have acquired additional radio frequencies spectrum bandwidth in various markets to enable next generation technologies rollout, when ready.

This has enhanced network service quality across our markets.

**Expansion of coverage**

| Total sites | 30,149 |
| Sites with 3G | 29,264 |
| Sites with 4G | 26,814 |

* The higher the ‘G’ figure, the faster the speeds we can extract from the network which, in turn, results in improved and more convenient customer experience.

**TARGET:**

Innovative service offerings

**COMPLETED BY:**

2030

Over the last 12 months, we have established and nurtured various partnerships to innovate our service offering and enhance our technological leadership. In our base transceiver station (BTS) sites, or telecom radio sites, we have collaborated with Ericsson, Nokia, Huawei and ZTE to improve the performance and technological sophistication of base station controller and radio network controller locations as well as telecom data centres. We’re also working with Ericsson, Huawei and ZTE to improve mobile switching centres, mobile exchanges, and telecom data centres.

One key highlight from our collaboration with partners and suppliers is the design and development of more power efficient and lightweight products derived from our curated specifications. These joint endeavours are focussed on developing compact radio products that can accommodate different frequency bands in one single device. It helps us achieve two-fold benefits – firstly, lowering the power consumption of each tower and, therefore, its greenhouse gas (GHG) emissions burden and, secondly, easing installation, expanding site options, and reducing operational costs. We believe that – with each generation of hardware innovation – the power consumption of telecoms towers can be reduced by between 15-20%. For more information about our reduction of GHG emissions goal, see pages 60-65.

Furthermore, over the last 12 months, we have devoted significant resources to enhance QoE. This was made possible through the introduction of multiple initiatives. One of the notable initiatives includes improved and scaled-up network availability throughout 2022. This initiative focussed on ensuring round the clock network availability through improved operational processes, implementation of robust business continuity systems to manage crisis situations, increased partner collaborations and enhanced governance models.

In addition, we have implemented and tested a network resilience plan which is aligned with our network recovery plan and disaster recovery guidelines for traffic protection. This plan ensures that we always have a back-up node to serve traffic in an area – in case one node fails. We also went a step further and tested the efficacy of these back-up nodes, including the transition between them, to maximise predictability and consistent service quality. Complementing this activity, we undertook a detailed analysis of network issues at the cell level – identifying and implementing any necessary permanent fixes. This was supported by an effective incident management process to ensure issues are resolved quickly and do not recur.

Another factor that was instrumental in improving our network resilience was strengthened core resilience. The critical elements of this included ‘first time right’ projects implementation, such as prepaid intelligent network (IN) mass upgrades to avoid availability degradations, software and hardware upgrades for improved core structure, and new – or end-of-life – node implementations on virtual infrastructure. This has led to an improved network resiliency in our operations.

We’re pleased to report that our network availability (RNA) was 99.55% as of September 2022.

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We are committed to create and nurture partnerships with original equipment manufacturers (OEMs), or network equipment providers, and original device manufacturers (ODMs), or handset manufacturers, to provide cutting-edge power-efficient technology services. In addition, we have set a target to improve our uninterrupted mobile service retainability – quality of experience (QoE) – to exceed regulatory KPIs and, by 2030, sustain a network availability rate of 99.99%. Achieving these targets will improve the QoE our customers enjoy.

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*Airtel Africa plc Sustainability Report 2022*
TARGET: Service reliability and resiliency for better connectivity

We are committed to developing a reliable and resilient connectivity infrastructure which will enhance our network services and build the trust we’re proud to enjoy with our customers. Enhanced service reliability and resiliency confers better connectivity – leading to better user experience and increased customer trust.

We’re working to achieve these infrastructure upgrades through increasing the number of sites connected on fibre cable and reducing dependency on our group transmission sites. We’re also working to reinforce the multiple-protection connectivity of data centres for improved network availability and augment the international connectivity bandwidth threshold to reduce dependency on backhaul transmission links. This increases reliability.

Moreover, we’re progressing with our network recovery plan (NRP) and disaster recovery implementation and testing in all our 14 markets, which will serve to guarantee network upkeep during a crisis.

This ambitious programme of work has yielded results over the last 12 months, and we’re pleased to report that we have expanded our fibre connectivity: currently, approx. 17% of our sites are covered by fibre connectivity, compared with 14.4% in last year. Data centres dual path fibre connectivity also stands at 64.5%, compared to 54.8% in the last year.

In a continuation of our efforts to build service reliability and fail-safe resiliency for better connectivity, we have reduced the international bandwidth augmentation threshold. We’re proud to be among the leaders in the construction of a more resilient network architecture, which ensures that remote areas, which often experience technical failures, are more insulated from service outages. For our customers, this translates into an average higher network availability than our peers offer.

In March 2022, we were delighted to be named winner of Uganda’s Speedtest Awards for fastest mobile network speed during Q3 and Q4’22. This award was presented to the chief technology officer at the Mobile World Congress (WWC) 2022 in Barcelona, Spain, by Ookla®. Speedtest Intelligence also named Airtel Africa the fastest network provider for downloads in Nigeria in Q4’22, and we’re proud to have also topped the consistent score list. These industry awards reinforce our commitment to continually provide best network services and experience to our customers.

As part of our efforts to improve the reliability of our services and insulate them from incidents, we have established a network and disaster recovery plan for our core network and IP services that will be deployed during natural disasters. Currently, implementation and testing has been completed in six of our OpCos while the remainder are expected to be completed by the end of FY’23.

In February 2022, Madagascar experienced cyclones with average wind speeds of 120km. The strong winds caused one of our infrastructure tower sites to collapse which, in turn, impacted the radio network and service availability in the south-east of the country. Overall, in Southern Madagascar, fibre cuts caused partial disruption of all international data traffic for several days.

We responded quickly by activating a secondary route in the impacted area to recover terrestrial microwave transmissions. Then, we requested leased line capacity from other in-country operators, in an effort to increase capacity and ensure the continuity of our service through traffic rerouting.

To relieve some of the immense pressure on our local field technicians, we despatched teams of engineers to the area, and their support was crucial in addressing the wake of the storm. Accessibility was a major challenge: the impacted site was only accessible by road, and the journey would have taken at least 16 hours. However, by liaising with Bureau National de Gestion de Risques et Catastrophes (BNGRC), Madagascar’s rescue authority, we were able to secure passage for our field engineers in a helicopter ferrying people and aid in and out of the area. By working with the BNGRC to access the impacted area, essential maintenance was performed, and service was restored quickly. This was vital for a community reeling from a cataclysmic weather event and trying to contact family and friends.

The cyclones of February 2022 have taught us valuable lessons about the importance of ensuring the resilience of our network and, we have carefully studied our contingency plans and approach to ensure that insights from our Madagascan experience are incorporated into our policies and planning at all our OpCos going forward. We continue to appraise our strategies to address unforeseen, high-impact weather or adverse climate events.

In the wake of these events, we are committed to ensuring our network is ready to withstand such challenges. We continue to pursue our network recovery plan (NRP) and disaster recovery implementation and testing in all our 14 markets. This is crucial for ensuring our network is up and running as soon as possible after any disaster.

Content:
- TARGET: Service reliability and resiliency for better connectivity
- COMPLETED BY: 2030
- We are committed to developing a reliable and resilient connectivity infrastructure which will enhance our network services and build the trust we’re proud to enjoy with our customers. Enhanced service reliability and resiliency confers better connectivity – leading to better user experience and increased customer trust. We’re working to achieve these infrastructure upgrades through increasing the number of sites connected on fibre cable and reducing dependency on our group transmission sites. We’re also working to reinforce the multiple-protection connectivity of data centres for improved network availability and augment the international connectivity bandwidth threshold to reduce dependency on backhaul transmission links. This increases reliability. Moreover, we’re progressing with our network recovery plan (NRP) and disaster recovery implementation and testing in all our 14 markets, which will serve to guarantee network upkeep during a crisis. This ambitious programme of work has yielded results over the last 12 months, and we’re pleased to report that we have expanded our fibre connectivity: currently, approx. 17% of our sites are covered by fibre connectivity, compared with 14.4% in last year. Data centres dual path fibre connectivity also stands at 64.5%, compared to 54.8% in the last year.
- In a continuation of our efforts to build service reliability and fail-safe resiliency for better connectivity, we have reduced the international bandwidth augmentation threshold. We’re proud to be among the leaders in the construction of a more resilient network architecture, which ensures that remote areas, which often experience technical failures, are more insulated from service outages. For our customers, this translates into an average higher network availability than our peers offer.
- In March 2022, we were delighted to be named winner of Uganda’s Speedtest Awards for fastest mobile network speed during Q3 and Q4’22. This award was presented to the chief technology officer at the Mobile World Congress (WWC) 2022 in Barcelona, Spain, by Ookla®. Speedtest Intelligence also named Airtel Africa the fastest network provider for downloads in Nigeria in Q4’22, and we’re proud to have also topped the consistent score list. These industry awards reinforce our commitment to continually provide best network services and experience to our customers.
- As part of our efforts to improve the reliability of our services and insulate them from incidents, we have established a network and disaster recovery plan for our core network and IP services that will be deployed during natural disasters. Currently, implementation and testing has been completed in six of our OpCos while the remainder are expected to be completed by the end of FY’23.
- In February 2022, Madagascar experienced cyclones with average wind speeds of 120km. The strong winds caused one of our infrastructure tower sites to collapse which, in turn, impacted the radio network and service availability in the south-east of the country. Overall, in Southern Madagascar, fibre cuts caused partial disruption of all international data traffic for several days. We responded quickly by activating a secondary route in the impacted area to recover terrestrial microwave transmissions. Then, we requested leased line capacity from other in-country operators, in an effort to increase capacity and ensure the continuity of our service through traffic rerouting. To relieve some of the immense pressure on our local field technicians, we despatched teams of engineers to the area, and their support was crucial in addressing the wake of the storm. Accessibility was a major challenge: the impacted site was only accessible by road, and the journey would have taken at least 16 hours. However, by liaising with Bureau National de Gestion de Risques et Catastrophes (BNGRC), Madagascar’s rescue authority, we were able to secure passage for our field engineers in a helicopter ferrying people and aid in and out of the area. By working with the BNGRC to access the impacted area, essential maintenance was performed, and service was restored quickly. This was vital for a community reeling from a cataclysmic weather event and trying to contact family and friends. The cyclones of February 2022 have taught us valuable lessons about the importance of ensuring the resilience of our network and, we have carefully studied our contingency plans and approach to ensure that insights from our Madagascan experience are incorporated into our policies and planning at all our OpCos going forward. We continue to appraise our strategies to address unforeseen, high-impact weather or adverse climate events.
In fact, our network resiliency plan is already having a positive impact: when a cyclone hit the southern and central regions of Madagascar twice within one week in February 2022, we faced a number of challenges, including damaged roads, damage to electronic equipment, a collapsed tower and accessibility, mobility and logistics issues. However, thanks to our rapid response, the team was able to quickly recover the network in the affected area.

We are committed to rolling out fibre connectivity to 40% of our sites by 2030 which will contribute to increasing our network resilience, and customers will benefit from improved network quality and data speeds. During the reporting period, we increased fibre connectivity, extending it to approx. 17% of our sites.

We are also pleased to be on track with our planned rollout of fibre connectivity to 100% of our data centres by 2030, and our current rate stands at 64.5% of all data centres covered.

Moreover, the augmentation of our international connectivity bandwidth is also on track. This work is vital as maintaining international traffic connectivity bandwidth utilisation within set limits ensures that there is minimal impact on customer experience in cases of capacity loss during network outages.

**Timeline**

<table>
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<th>2022</th>
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**GRI FRAMEWORK**

GRI 3-3 Management of material topics

**OUR SERVICE QUALITY IN ACTION**

Improving our network in Nigeria

In August 2022, we embarked on an extensive network optimisation and modernisation programme in Nigeria offering customers significantly improved data speed as well as enhancing their overall mobile network experience. Our customers can enjoy a seamless, faster and more rewarding experience now as they browse the internet on their devices or connect to Airtel home broadband via mi-fis, routers and outdoor units (ODUs).

In addition, as a result of this programme, customers in urban areas and major cities will experience much faster speeds with lower latency when they access the internet.

We are committed to ensuring that our customers enjoy the best and fastest internet speed as well as network experience in the country. This programme will empower customers to become more productive and successful in their personal and professional lives, also contributing to the growth of the overall economy.

— Surendran Chemmenkotil
Chief executive officer
Airtel Nigeria

How we measure our progress

We measure our progress through a number of key performance indicators, including the total population covered, the total number of sites across our operations, and the rate of fibre network rollout across our sites and data centres. As we progress with implementation of our sustainability strategy, we will introduce additional KPIs as they become relevant.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Progress 2022</th>
<th>Target 2030</th>
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<tbody>
<tr>
<td>Total population covered, with 4G coverage</td>
<td>78.92%</td>
<td>90%</td>
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<tr>
<td>Rate of fibre network rollout across sites</td>
<td>17%</td>
<td>30%</td>
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<tr>
<td>Total sites as of 30 September 2022</td>
<td>30,149</td>
<td>45,000</td>
</tr>
<tr>
<td>Rate of fibre network rollout across data centres</td>
<td>64.5%</td>
<td>100%</td>
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</tbody>
</table>
Our supply chain management goal

Our goal is to ensure all our suppliers are aligned with our ESG criteria.

Our stakeholders hold us accountable for this and we will hold our suppliers accountable for upholding high standards in human and labour rights, environmental performance as well as business ethics. We maintain that there is no place for the abuse of employee rights, violations of legislation, regulation or governance standards, or environmental negligence in our supply chain.

As part of our standard contracting terms, every one of our suppliers is required to adhere to our Code of Conduct, which sets out our expectations of suppliers and ensures that they work to the same values and standards as we do.

As a responsible organisation, we look further than our own business and we aim to drive change and positive improvement through our entire supply chain.

We have been achieving this through dedicated programmes developed to increase supplier disclosure and we will be auditing their environmental, social and governance (ESG) performance.

Our focus areas

Our programme to deliver our supply chain management goal is based around two focus areas:

**ENHANCED DUE DILIGENCE** To continuously increase the disclosures we expect of potential vendors before they are given a contract and throughout the onboarding process.

**ONGOING ESG COMPLIANCE** In addition to existing mandatory certifications in line with our Code of Conduct, we review all ESG standards, policies and controls, and implement a detailed declaration process for our partners and suppliers.

Recent market developments

The global energy crisis in 2022 and the resulting increase in energy costs had an effect on our supply chain. The majority of our suppliers – mainly the tower companies (towercos) that operate sites which are not connected to the grid and, therefore, still dependent on fossil fuel and not connected to the grid – are upgrading towards hybrid energy source solutions and increased use of renewable energy at an accelerated rate. We are hoping this development will make a positive impact on the overall reduction of carbon emissions across the industry in the coming years. We will be establishing partnerships and collaborations to contribute to the reduction of GHG emissions initiatives.

Our progress

Our suppliers and vendors underpin every aspect of our operations – from the delivery of our network to our human resources and governance processes. We currently work with more than 2,500 suppliers, including mobile brands, IT companies and telecoms infrastructure providers. However, some play a more significant role: our top 100 suppliers account for just over 85% of our procurement. For this reason, we are focusing our goal on those 100 significant suppliers as this is where we can make the most direct and tangible impact. We also intend to work with these suppliers to ensure that the same practices are extended to their supply chain partners.

During the reporting period, we continued to undertake detailed assessments of potential suppliers before they are awarded a contract to work with Airtel Africa. Our supplier onboarding process aims to identify and mitigate potential risks within our supply chain. We are on track with the enhancement of our supplier onboarding and documentation process aiming to ensure inclusion of the ESG criteria.

Progress against our targets

<table>
<thead>
<tr>
<th>TARGET: Enhanced supplier due diligence</th>
<th>COMPLETED BY: 2023</th>
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We developed a robust partners and suppliers ESG engagement programme that will ensure they uphold the same high standards we set ourselves and are independently verified as doing so.

In September 2022, we reached out to our top tier vendors and suppliers asking them to complete our ESG engagement survey. By gathering and analysing the data from their responses, we will achieve the objective of updating ESG information for our existing suppliers to better understand the existing ESG practices among our top tier suppliers and vendors. Our ESG survey was carried out in the form of an online self-assessment questionnaire and included approximately 40 questions grouped in the following categories:

1. General commitments and policies
2. Environmental
3. Social
4. Governance

The survey was received by 100 vendors and suppliers, and the completion rate of over 80% was achieved as of October 2022. We are aiming to complete the survey by November 2022. The results will help us to reveal the gaps in sustainability practices, existing policies and procedures of the respondents as well as any issues related to climate change, including measurement and reduction of GHG emissions. However, the intermediate results already indicate that at least 78% of respondents have robust ESG criteria in place, including sustainability policies and the Code of Conduct.

It is vital that our survey reflects the full spectrum of our top tier suppliers and vendors and delivers an accurate – and representative – picture of the status quo. We remain committed to the continual improvement of our retrospective checks of all existing suppliers in the coming years.
Delivering on the commitment to embed sustainable operations in partnership with American Tower Corporation (ATC) in Africa.

A significant step has been taken with respect to our approach to the net zero journey. In October 2022, we announced a new strategic partnership with ATC African operations. We have entered a multi-year, multi-product agreement, leveraging ATC’s new site and product development capabilities across its footprint in Kenya, Niger, Nigeria and Uganda in support of our network rollout. Our combined efforts are aimed at substantially increasing connectivity on the continent, extending digital inclusion to underserved communities, and advancing our mutual greenhouse (GHG) emissions reduction objectives.

Under this agreement, all new site development will have ATC’s new low carbon emission specification which will substantially reduce reliance on fossil fuels, while advancing progress toward achieving our mutual net zero targets. Furthermore, this strategic partnership is expected to reduce exposure to fuel price volatility for both ATC and Airtel Africa. We have committed to working together to convert, over time, all existing telecommunication sites to ATC’s low carbon emission specifications.

Our membership of Joint Audit Cooperation (JAC)

JAC represents telecoms service providers most of whom have common vendors. We expect this partnership to give us an opportunity to implement our sustainability strategy across our value chain more efficiently. Furthermore, JAC also represents a unified approach to the implementation of the robust ESG agenda across the telecoms industry.

We are working with JAC to develop and support us in addressing our sustainable supply chain priorities, including scope 3 carbon reduction, improving environmental stewardship and monitoring employment-related policies. We expect it to be delivered through regular auditing of our suppliers in the coming years using the strength and expertise of the JAC membership to ensure effective implementation of ESG initiatives throughout our value chain.

We will be launching an audit programme in 2023.

Timeline

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<th>Year</th>
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How we measure our progress

As we progress with implementation of our sustainability strategy, we will measure our progress through a number of key performance indicators. These will include the rate at which we deploy our enhanced supplier onboarding process, ESG declarations, audits conducted as well as the number of breaches identified through audits or whistleblowing channels, and the corresponding number of actions taken to remediate the situation.
HOW OUR SUPPLY CHAIN WORKS

Vendor management
- Code of Conduct for vendors
- Governance
- Relationship management

Overall delivery planning
- Process-driven ordering
- Procurement and delivery

Cost management
- Network
- IT
- Facilities and call centres
- Sim cards and recharges
- Media and marketing

Logistics
- Transportation
- Warehousing
- Commercial distribution

Capacity planning
- Building connectivity
- Microwave transmission
- Long-haul fibre network
- Fibre to the sites

Contracting
- Towercos
- Original equipment manufacturers (OEMs)
- Local vendors

How our supply chain works

GRI FRAMEWORK
GRI 3-3 Management of material topics
GRI 2-6 Activities, value chain, and other business relationships
Our people
Our culture is critical to the delivery of our business strategy.

Our ongoing commitment is to provide rewarding employment opportunities and to achieve genuine diversity and inclusion at all levels across the business. This goes to the core of who we are.

Addressing our material topics

<table>
<thead>
<tr>
<th>Topic</th>
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<tr>
<td>Diverse and inclusive workforce</td>
<td>32</td>
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<tr>
<td>Training and development</td>
<td>36</td>
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<tr>
<td>Healthy and safe work environment</td>
<td>38</td>
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<tr>
<td>Employee engagement</td>
<td>41</td>
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<tr>
<td>Labour management</td>
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<td>Employee health and safety</td>
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Supporting the UN SDGs

SDG 5 – Gender equality
Our work to build on our commitment to full diversity and inclusion across all our operations will allow us to demonstrate a genuine contribution to inequalities facing women in the communities we serve.

SDG 8 – Decent work and economic growth
Through the provision of employment, training, and career advancement for local people across each of our 14 markets, we believe we have a role to play in the economic development of the region.

It is estimated that, on average, only 55% of women are currently participating in the global workforce*, and their presence in organisational leadership positions is even lower. By supporting SDG 5: Gender equality and SDG 8: Decent work and economic growth, we commit to the promotion of sustained inclusive economic growth, contributing to improved livelihoods for our people, and economic empowerment and better opportunities for the communities we serve.

* Source: The World Economic Forum (WEF)

Our focus areas and commitments

**DIVERSITY AND INCLUSION** A commitment to diversity and inclusion lies at the heart of our culture. We will build on this to create even more opportunities for everyone regardless of gender, ethnicity, religion or disability.

**LABOUR MANAGEMENT** We are committed to providing an environment that provides opportunities for people to grow and develop their careers.

**EMPLOYEE HEALTH AND SAFETY** We recognise our responsibility to ensure the highest levels of health and safety for all our employees and to create and maintain an appropriate health and safety management system.
We encourage and support our people

Message from our chief human resources officer

I am delighted with the progress we have made over the reporting period against the people-related commitments set out in our sustainability strategy. As chief human resources officer, this has been my focus, but it has also been a priority for the Board of directors and Executive Committee (ExCo). Our leadership team recognises the importance of continuing to cultivate a culture in which expertise and enthusiasm are nurtured, and our future talent pool is encouraged and engaged. Moreover, we continue to target the retention of top talent by offering a range of opportunities for development and career progression.

A highlight of the last 12 months was our employee survey to which 91% of our employees responded. Our average score across all themes was 81%, surpassing the benchmark of other multinational and regional organisations operating in Africa. Our scores indicate that our teams have a clear understanding of the goals of the company and perceive the leadership team to support and act in accordance with our stated corporate values. In addition, our employees tell us that managers are helpful in removing obstacles, providing detailed performance feedback and play a crucial role in fostering a strong culture of collaboration among colleagues.

Over the last year, finding and securing expert talent for our technical roles has been a challenge. A scarcity of certain skills across some of our key markets will continue to pose a challenge for many years to come. This is one of the main reasons we are committed to the development of early career programmes for young people at schools and universities, ahead of starting their careers. Such programmes have included collaborations with science, technology, engineering and mathematics (STEM) partners as well as academic institutions in East Africa and Francophone Africa to ensure future generations are equipped with the skills necessary to build great careers for themselves and meaningfully contribute to Africa’s ongoing development.

A flagship venture in this field is our pioneering ‘women in tech’ programme which aims to accelerate the development and career advancement of our female colleagues within the technology functions. We have designed the initiative to enhance participants’ skills, knowledge and leadership capabilities in a 12-month programme.

In addition to a strong focus on the training and development of our employees, we are working on several other initiatives designed to help employees flourish while advancing their careers with us. We also understand that sometimes work must adapt around our employees’ needs and lifestyles. With this in mind, we are pleased that hybrid working continues to accommodate different needs and offers our people greater flexibility. We continue to leverage our extensive geographical footprint to enable teams to gain international experience and exposure through a global mobility programme. Again, this initiative, offering a range of opportunities which are culturally and professionally rewarding, helps us retain our employees and enhance the skills and expertise of teams across the business.

While I am pleased with the progress we have made over the last 12 months, I recognise that we are at the start of our journey to build equality of opportunity both for our people and the communities we serve, and we must continue to advance. It is vital to recognise that, as a major employer in Africa, we have the responsibility and privilege to make a real and positive impact and contribute to the realisation of the UN Sustainable Development Goals (UN SDGs).

Rogany Ramiah
Chief human resources officer
27 October 2022

We are committed to offering a range of opportunities which are culturally and professionally rewarding.

Our response to changes in the working environment

Like most companies all over the world, we have had to adapt to the changes in working locations and patterns precipitated by the Covid-19 pandemic. This has included complying with government guidelines aimed to limit the spread of the virus in each of our markets. We believe that we have coped well with these challenges, maintaining productivity and keeping our people safe.

In response to the pandemic, we moved many of our people management, training, and development initiatives online. We are delighted that public health-related restrictions in many of our markets have now been lifted, and we have been able to establish efficient hybrid working models in all our markets.
Our commitment to creating a diverse and inclusive workforce

We continue to draw upon our broad range of policies, programmes and engagement initiatives to help us achieve this goal.

We are committed to delivering equality in our workforce. We will achieve this through recruitment and programmes to provide training and advancement for everyone regardless of gender, nationality or disability.

Our progress

Gender equality

Our focus over the last 12 months has been on further development of an inclusive working environment that provides opportunities for all and reflects our values of being alive, inclusive and respectful. In line with this, we have updated various policies to create a workplace that is more attractive to women. Through a combination of internal promotions and the sourcing of external talent, 26% of all hires were women during the reporting period. As of September 2022, our total female representation across 14 markets stands at 28%.

Our strategy to cultivate gender equality within our workforce revolves around three key activities:

• creating opportunities for female employees to advance their careers and professional development
• providing the future female workforce with the support, encouragement, and opportunities they will need to build rewarding careers
• removing obstacles that might prevent women from realising their full potential.

One of the critical elements of our diversity and inclusion programme is providing our current female employees with the training and mentoring necessary to help them develop their full potential. This effort is exemplified by our ‘Women in technology programme’, launched in September 2022 and designed to build our technology talent. The programme is sponsored by our CEO. It runs over 12 months and allows trainees to pursue business projects that are carefully tailored to their experience, interests and area of focus. Over the course of the programme, participants will work together to identify a business challenge for which they can design a complete solution. Trainees will be asked to present their proposals and the required investment to the relevant steering committee. This programme is open to all high performing women involved in an engineering or network function (or another area of the business with a strong technical focus). The first cohort for this programme comprises 60 women, and we anticipate that all the candidates will graduate the course and will use their acquired knowledge, skill and confidence in the training and mentorship of other women in technology. This is in line with our ‘pay-it-forward’ philosophy which we launched across all markets and functions in early 2022.

Recognition that it is vital, we build the interest and skills of the next generation of employees, we have developed programmes across our markets to provide young females with opportunity and encouragement. An example of this is a project launched in Zambia to support girls’ uptake of STEM subjects. In collaboration with the Ministry of Education, the Smart Zambia Institute and Cisco, we provided specialist digital training for 150 talented girls from three provinces. The top six students were invited to ‘job shadow’ at Airtel Zambia and are now part of our mentorship programme.

As part of our commitment to creating a more inclusive work environment, our updated parental leave policy was approved by the Board in 2022. Coupled with our hybrid working guidelines, this allows employees a degree of flexibility that will be of particular benefit to working parents.

Representation of diverse communities and social groups

Delivering vital digital and financial solutions to people across 14 different African markets, we recognise diversity as a key part of our success, and we continue to actively recruit the best talent from across the globe. As a result, over the last 12 months, the number of nationalities represented within our business has risen from 34 to 36. We will continue to build on this over the coming years as we truly believe diversity of thought drives innovation, which is essential to our business and sustainability strategies.

We are proud to be an equal opportunity employer and remain fully committed to diversity and inclusion in our workplace.
We have consistently invested in building our learning and development resources and expanding their reach. Employee functional training programmes are ongoing and based on a training needs analysis – which maps development areas identified from the performance review cycle. All training is supported by our online learning platforms – and in the 12 months covered by this report, more than 3,200 employees have trained on the LearnAlive platform and over 2,600 on Centrum’s Xelerate. Key training themes include leadership capabilities which drives performance through coaching, general management skills, and education and mentoring designed to encourage problem solving and analytical thinking.

Given the nature of our business, an individual’s career progression is often dependent upon the development of technical skills. Recognising this, we have built development programmes focusing on employees’ technical capabilities in various areas – such as engineering and networks, RAN (radio access network), planning, transmission, big data, cloud computing, and security architecture. For those engaged in our customer-facing operations, we have developed a menu of programmes around functional capabilities: from sales, distribution and service channels to call centre, digital and mobile money capabilities.

In addition to these optional programmes, we have rolled out a number of mandatory compliance courses over the last 12 months with workshops covering coaching, IT and networks, project management and commercial training.

While we have worked hard to develop a full suite of training and development opportunities internally, we recognise that sometimes the best training opportunities are to be found externally. This is why we have continued to invest in developing partnerships with key learning institutions:

- Our collaboration with the Institute of Chartered Accountants of India (ICAI), Delhi University, APJ and Amity is delivering specific modules in training for future engineers
- In Nigeria we have formed a partnership with the Lagos Business School (LBS) under the Airtel Women Leadership Network (AWN) – which offers internship and mentorship opportunities to graduates
- In Tanzania, we are working with AIESEC, an international student organisation, to facilitate the ‘skill up’ project as well as partnerships with the University of Dar El Salaam and the University of Dodoma, respectively
- Our team in Madagascar is working with key educational institutions to provide training for our female colleagues and student internships in engineering, accountancy and finance
- Our successful graduate trainee programme in Zambia has been created in collaboration with three of the country’s leading Universities: the Zambia Centre for Accountancy Studies (ZICAS), the University of Lusaka (UNILAS) and Copperbelt University (CBU).

We run mentorship programmes in all markets, including:

- Our ‘Girls for girls’ project in Kenya and Uganda which provides education, encouragement and leadership development
- Our ‘First raters’ coaching programme in Uganda which delivers intensive training to outstanding performers
- Our ‘Women in leadership’ programme in Tanzania which provides training across a broad range of business areas
- And in the Republic of Congo, our team has adopted a hands-on, relationship-driven employee development approach, in which employees meet face-to-face with their HR representative every week to discuss their careers and, over time, establish a career plan which fulfills their professional objectives.

We approach hiring as the beginning of a process rather than its culmination – the start of a journey in which our people gain new skills, refine and expand on existing ones, and are equipped with the leadership training for a fulfilling career. In line with our broader aspiration to promote women’s representation in the technology and engineering sectors, we are especially committed to supporting female talent with the training critical for career progression.

Our commitment is to provide all our permanent employees with access to functional and leadership programmes. Ongoing coaching and mentoring programmes aim to facilitate growth and career enhancement. We do this through upskilling and reskilling initiatives to ensure our people can succeed in their future careers.

Our progress

We work in a rapidly changing economic and business environment. Coupled with this, is the constant evolution of our products and services. As a business, we ensure that our people are equipped to navigate this shifting landscape. In line with this, we are continually assessing the capabilities required to prepare our workforce for the future of work. Over the last 12 months, we have invested over $1.2m in training and development.

Every year we undertake a thorough training needs analysis to determine the courses to be offered in the coming year – this process was completed in 2022 and will be repeated in 2023. As a result of the 2021 analysis, we introduced training and mentorship programmes across all our markets and operations in the 12 months to October 2022. A number of these initiatives were carefully designed to cater to the needs of young people and women entering the workforce.

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Our commitment is to provide all our permanent employees with access to functional and leadership programmes. Ongoing coaching and mentoring programmes aim to facilitate growth and career enhancement. We do this through upskilling and reskilling initiatives to ensure our people can succeed in their future careers.

Our progress

We work in a rapidly changing economic and business environment. Coupled with this, is the constant evolution of our products and services. As a business, we ensure that our people are equipped to navigate this shifting landscape. In line with this, we are continually assessing the capabilities required to prepare our workforce for the future of work. Over the last 12 months, we have invested over $1.2m in training and development.

Every year we undertake a thorough training needs analysis to determine the courses to be offered in the coming year – this process was completed in 2022 and will be repeated in 2023. As a result of the 2021 analysis, we introduced training and mentorship programmes across all our markets and operations in the 12 months to October 2022. A number of these initiatives were carefully designed to cater to the needs of young people and women entering the workforce.

We run mentorship programmes in all markets, including:

- Our ‘Girls for girls’ project in Kenya and Uganda which provides education, encouragement and leadership development
- Our ‘First raters’ coaching programme in Uganda which delivers intensive training to outstanding performers
- Our ‘Women in leadership’ programme in Tanzania which provides training across a broad range of business areas
- And in the Republic of Congo, our team has adopted a hands-on, relationship-driven employee development approach, in which employees meet face-to-face with their HR representative every week to discuss their careers and, over time, establish a career plan which fulfills their professional objectives.
Our training and development in action

Our early career programme in India: fostering interest, developing talent

It is critical that young people are afforded the opportunity to learn and have exposure to professional environment in which can improve and expand their skillset, and help inform their ongoing and future career decisions.

Therefore, in the last 12 months, we put a particular focus on training and development in our shared services centre based in Gurugram, Haryana, India which employs over 600 people. Recognising the value of professional development, we have created flagship programmes designed to help young people early in their working lives.

One of these programmes is our ‘Elementary academy – finance’ which combines classroom teaching with on-the-job training designed to develop functional competencies as well as cultivate positive professional behaviours and decision-making. To source candidates best able to benefit from the scheme, we engaged with the Institute of Chartered Accountants (ICA) of India to hire future chartered accountants on campus. Similarly, we collaborated with Delhi University, Amity University and Apeejay School of Management to hire candidates who hold Masters degrees in Business Administration (MBA).

This year, the academy programme accepted 10 trainees in the financial controller and revenue assurance function, and we provided them with a three-month comprehensive journey through key areas in finance.

We are delighted by the success of the scheme and pleased to report that all of the trainees have, after completing their orientation, secured permanent roles within our organisation. The programme’s success in closing vacant positions has also, incidentally, reduced our hiring costs and created a crucial pipeline of new talent in finance – a critical component of our business.

Importantly, 40% of those who undertook the programme and have secured positions with us are contributing to the diversity of our organisation, which serves to address our key priority.

Internship programme for Digital Labs

In January 2022, in addition to the elementary academy, we also launched our ‘Young tech leaders’ programme for entrants to Digital Labs, our engineering arm, which was attended by more than 60 of our trainees. This programme was tailored to attract, train and retain young tech talent for Digital Labs.

We recruited 69 interns from 10 University campuses. The entrants underwent an extensive project-based internship programme lasting five months. This programme was subdivided into three areas to reflect the structure of our technical operations:

- Software engineering
- Site reliability engineering
- Quality assurance engineering

To maximise efficiency of the programme, our trainees were assigned mentors (either tech leads or engineering managers) to guide them through the training process. As a result, we are pleased to report the successful outcome of this programme. We filled 35 open positions across Digital Labs – 26% of which were women – and strengthened the diversity of our workforce.

GRI FRAMEWORK

GRI 404-1 Average hours of training per year per employee
GRI 404-2 Programs for upgrading employee skills and transition assistance programs

We are committed to attracting, developing and retaining young talent in our organisation.
Our commitment to maintain a healthy and safe work environment

All people have the right to be safe and healthy at work. We continue to ensure that our facilities conform to the highest standards of health and safety.

We are committed to ensuring the highest standards of health and safety for our employees and contractors. This is supported by introducing our best practice social and health and safety management system, improved policies and full compliance with legislation and regulation.

MATERIAL TOPIC: HEALTH AND SAFETY

Our progress

Ensuring our facilities provide our people with a safe and healthy working environment is essential. Our human resources and facilities teams work closely together on an ongoing basis to ensure standards remain high for every one of our employees.

The Group’s updated health, safety, security and environment policy was approved by the Board in May 2022. The new policy reflects recent developments and includes pandemic management, clauses to ensure inclusion of differently-abled people, and various assessments and audits to guarantee a continuous focus on health and safety in the workplace for our people.

We continued developing the ‘MyHour with HR’ programme which focuses on HR sessions where every employee is entitled to discuss policies, processes and benefits. This programme is essential for us to inculcate best practice in employee engagement.

We also continued to develop wellness programmes for our employees across the business, including the employee assistance programme under which our employees enjoy 24/7 access to healthcare advisors.

Our health and safety engagement with employees revolves around key themes and resources, for example, the ‘Healthy and happy you’ wellbeing initiative includes webinar talks delivered by our healthcare partners with a focus on physical and mental health.

Our health and safety management system

Joint operational Health and Safety Committee

Facilities manager

HR operations manager

Health and safety manager

Regulatory and legal affairs manager

The responsibilities of the Health and Safety Committee include:

• Informing and educating employees about safety standards in the workplace
• Regularly hosting company-wide workplace inspections and safety audits
• Discussing recent incidents and developing strategies to prevent repeat incidences
• Facilitating cooperation between employees and management

The health and safety management system is based on identification of potential risks in the workplace through health and safety activities, such as:

• Workplace inspection
• Health and safety risk assessments and audits
• Hazard protection training
• Implementation of risk reduction measures

Our health and safety management system also covers our contracted workers.

All business units, operations and functions have a duty to regularly identify risks, produce risk assessments and implement mitigation strategies to keep risks to the lowest possible level. In addition, teams are required to develop plans which incorporate measures to protect workers during emergencies and non-routine activities.

We regularly conduct health and safety audits to monitor occupational health and safety processes and risks. Where risks are flagged, corrective actions is taken. The regularity of our scheduled inspections in our facilities ensures that health and safety risks do not go unidentified or unaddressed.
Health and safety risk assessment process

1

Identifying hazards, including:
• Ergonomic hazards: repetitive movements, incorrect posture, incorrect set up of work environment
• Physical hazards: temperature extremes, pressure extremes, noise, vibrations
• Psychosocial hazards: violence, stress
• Safety hazards: equipment breakdowns, slip and trip hazards, electrical hazards
• Biological hazards: bacteria, viruses, animals, other humans
• Chemical hazards: hazards stemming from hazardous chemicals

2

Assessing the risk: understanding the nature of the harm caused by the hazard, the severity of the potential harm and the likelihood of its occurrence

3

Controlling the risk: once hazards have been identified and their risks assessed, controls are put in place to minimise the risk as far as reasonably practicable

4

Reviews of the control measures

Health and safety training

We provide regular safety training to our employees to build awareness of the health and safety hazards in the workplace and reduce the potential number of injuries. This is supported by promoting a culture in which safety is high priority. Moreover, the health and safety training teaches employees about the controls available in the workplace for their protection, including measures, such as fire and emergency drills, and first aid training.

We engage trainers with relevant knowledge, skills and competencies to match the needs of the organisation. The quality of training is achieved through:
• Establishing clear learning objectives
• Monitoring, assessing and tracking results
• Post training support and learning reinforcement

Training efficiency is assessed via:
• Hours of training completed
• Participant engagement
• One-to-one discussions
• Employee surveys
• Participant case studies
• Official certification exams

Reporting of the work-related injuries

We have set a reporting governance procedure for any injuries or potential hazards occurring in the workplace. At site level, employees report a hazard to their respective HR representatives (via email or SMS). Once documented, a hazard report is shared with the health and safety manager or another designated individual. The report is transferred to a risk register, where it is assessed alongside other risks, and the appropriate mitigating actions are prepared.

The hazard communication includes:
• A description of the hazard or incident
• Location of the incident
• Maps, diagrams or blueprints
• Damage estimates
• Normal operating procedures
• Events that preceded the incident
• A list of identified witnesses

When a hazard communication is received, we adhere to the following formal process in our investigation of the incident:
• Scene assessment
• Documenting the scene
• Collecting information to determine the root cause (this could involve conducting interviews, when appropriate)
• Enforcing corrective actions
Promoting health and wellbeing of our people

Our care for employees extends beyond the working environment and the standards set out in our policies. We know that many other factors can affect the health of our people which is why we have health insurance in place for all employees, allowing them to access professional medical support for a range of health issues, quickly and easily.

There are a number of health issues that we know are associated with office-based work, including back and eye conditions, work-related stress and even depression – and we conduct regular health and wellbeing audits to ensure we are able to implement a range of measures that truly reflect the needs of our people. An example of this is our ‘Healthy and happy you’ initiative which includes webinar talks from our healthcare partners on a range of health and wellness topics.

Complementing this, we have developed an employee assistance programme (EAP) designed to provide employees with support for personal problems and work-related stress, or any problems that may impact their health, mental or emotional wellbeing. This programme offers confidential assessments, short-term counselling, referrals and follow up services for all employees. Each employee can access these services through an online portal, or via phone, laptop or tablet. The EAP services are provided by an external party, which serves to safeguard absolute confidentiality for employees.

We recognise that social and financial factors can have a real impact on health and wellbeing, and so we have established a comprehensive programme of practical advice sessions delivered by our banking partners. In addition, all employees have the opportunity to talk to their HR representatives to understand the policies, processes, and benefits that are there to support them.

The Covid-19 pandemic presented unparalleled challenges for us as a business, but also for our employees. Throughout the pandemic, our top priority was to remain closely connected to employees and continue to provide the support required. We have continued to monitor the progress of the pandemic and associated infection rates in all our markets, regularly dialling up or down the health and safety measures recommended by national governments and health authorities in response to different phases of the pandemic. Such measures have included the regular fumigation and sanitisation of our offices, regular testing of employees, as well as the temporary closure of locations which have experienced a rise in Covid-19 cases to ensure our workforce is protected. Beyond this, we introduced enhanced protocols on social distancing, and consistently provided protective gear such as masks and sanitisers, where and when appropriate.

Zero-tolerance of forced labour

We maintain and uphold a zero-tolerance policy towards forced labour – in line with our commitment to maintaining leading employment conditions in all respects. Additionally, we continue to operate self-certification in all our markets to confirm that child labour does not exist in our operations. We also comply with minimum wage payment requirements in each of our markets.

Our most recent assessment exercise was completed in August 2022 and will be repeated annually to maintain the high standards of our labour conditions.
Engagement with our employees

Our culture is critical to our ability to deliver on our purpose and business strategy. Ultimately, this is underpinned by an unwavering commitment to our values.

We are committed to maintaining the highest levels of employee engagement. We will always listen to our people, and through the introduction of the additional channels that provide every one of our employees with a voice, this process will only improve further.

MATERIAL TOPIC: EMPLOYEE ENGAGEMENT

Our progress

Our corporate purpose of transforming lives drives everything we do for customers and communities across our markets. But it also drives our internal culture and informs how we apply our values and engage with our people.

To ensure we give our people a real voice, we conduct employee engagement surveys which allows to understand employee experience and provides insight into where we, as an employer, can improve. This is a very important engagement, and to ensure it is as accurate and rigorous as possible, we appointed Willis Tower Watson to administer the survey. Questionnaires are sent to all employees who can respond anonymously.

In addition, we ensure that our business operates democratically, and that we consult with our people regularly through the Group and OpCo townhalls, HR conversations and other internal platforms before we introduce any significant changes to the way we work.

We continue to recognise and engage with trade unions in every one of our markets and encourage our employees in their membership.

And, finally, our global reward and remuneration policy was approved by the Board of directors in May 2022.

How we measure our progress

We measure our progress through a number of key performance indicators, including our employee engagement survey scores, the diversity percentage of our workforce, leadership and the Board, the total financial and time investments we put into training and development programmes, the number of nationalities as well as the total recordable injury frequency rate (TRIFR).

Employee engagement survey

A record number of employees engaged with our annual survey in 2022. Participation was 91%, a 4% improvement on 2021 engagement levels.

Overall scores were high, outperforming the results from 2020 and compared to multi-national and regional organisations in Africa where most themes surpass the benchmarks significantly. The survey categories include engagement, leadership, collaboration, customer focus, development, empowerment/autonomy and sustainability, amongst others. Our engagement score has also improved achieving 81%, which is 2% increase on the previous year. Our results are benchmarked amongst our previous surveys but also other global high-performing organisations, which include telecommunications operators. Our biggest differentiator from other companies we benchmark against is our spirit of collaboration and a clear understanding of our values. This is pivotal in bringing to life our corporate values of being alive, inclusive and respectful.

The results provide us with illuminating truths on where our strengths and opportunity areas are. We continue to focus on building on opportunity areas such as recognition and wellbeing to enable us to achieve our ongoing commitment is to provide rewarding employment opportunities.

For more information about our policies, see pages 14-15

GRI FRAMEWORK
GRI 2-29: Approach to stakeholder engagement
Our community
Supporting communities across Africa is – and has always been – part of Airtel Africa’s DNA.

Our ambition is to drive digital and financial inclusion and access to education for people and communities across Africa through the provision of data and mobile services underpinned by our network expansion. These are vital to the positive transformation of lives across Africa.

In every one of our markets, we’re delivering programmes to ensure we bring our services and support to help develop opportunities – for connectivity, education, and financial stability – for all the people whose lives we touch. Our work to increase digital and financial inclusion in underserved markets reflects our business strategy for growth and our purpose of transforming lives, and demonstrates how our sustainability strategy is integral to everything we do.

### Addressing our material topics

- **Digital inclusion**  
  page 45
- **Financial inclusion**  
  page 48
- **Education and digital literacy**  
  page 52
- Indirect socio-economic benefits
- Engagement with local communities

### Supporting the UN SDGs

Through this important pillar of our sustainability strategy, we will be able to demonstrate our significant contribution to three of the SDGs.

**SDG 4 – Quality education**  
This goal is very important to us and goes to the heart of our corporate purpose of transforming lives. UNESCO estimates that 88% of children and adolescents in sub-Saharan Africa will not be able to read proficiently by the time they complete primary and lower secondary education. With Africa set to have the highest number of school age children in the world by 2100, providing more and better education is critical.

**SDG 5 – Gender equality**  
Our work to build on our commitment to diversity and inclusion across all our operations will allow us to demonstrate a genuine contribution to inequalities facing women in our markets, with a specific focus on two key targets within the goal.

**SDG 8 – Decent work and economic growth**  
Through the expansion of our network and the improved reliability of our service, millions more Africans will have access to data and financial services than ever before. By more effective management of our suppliers, we will ensure safe and legal working conditions for employees throughout our value chain.
Supporting communities is at the heart of our corporate purpose

Message from our chief strategy, partnerships and sustainability officer

Supporting communities and those most in need is a central principle of our sustainability strategy. But this is not something new for the company – it has always been part of Airtel Africa’s DNA and has guided how we operate from our earliest days. It is the commitment at the heart of our corporate purpose to transform lives. We work in some of the most challenged countries on the planet. Countries where development and progress are hampered by a lack of critical infrastructure, where gender inequalities prevent women achieving their personal and economic potential, and where a lack of access to education is denying children one of their most basic rights. We have always recognised the role that business can play in helping to deliver solutions to some of these challenges.

As a leading telecommunications and mobile money provider across sub-Saharan Africa, we know that by expanding our network and increasing our products and services, millions of people will be able to have access to digital communications, banking and payment solutions, and education resources for the first time in their lives. We know that the ability to communicate and transact helps build businesses which, in turn, support families and communities. They allow women to contribute fully and equally in trade and society. And, where schools, teachers and learning resources are in short supply, access to online resources opens the world of education to children, giving them the opportunity for better future.

Providing these opportunities is something we take very seriously. In our sustainability strategy, we set out how we plan to increase digital and financial inclusion for millions of people who have not enjoyed this in the past. And we detail how we will be providing over one million children with access to education. This is the right thing to do for the communities we serve, but it is also the right thing for Airtel Africa as an organisation since our commercial success is intrinsically linked to economic growth and development across the continent. Put simply, when Africa flourishes, we do too.

We’re delighted to update you on the progress we made against our long-term sustainability goals for digital and financial inclusion, and access to education since October 2021.

Olubayo Adekanmbi
Chief strategy, partnerships and sustainability officer
27 October 2022

“We’re excited and grateful for all the wonderful help Airtel Nigeria provided to the Pantami school in a time of need and for being our first significant benefactor since the school was established.”

Sani Bukar
Head Teacher
Pantami Primary school
Gombe state, Nigeria
Our digital inclusion goal

We are committed to improving the footprint of our network, and thereby offering higher coverage of populations across urban and rural markets. Our goal is to significantly improve digital inclusion across Africa. We will do this by driving penetration of mobile telephony, smartphones and home broadband in rural areas through the provision of retail and support services. This will be key to addressing the digital divide.

Recent market developments

The availability and affordability of our products and services are critical to driving digital inclusion.

Working in Africa, like many other regions around the world, has been challenging over the last year due to the ongoing disruption caused by the Covid-19 pandemic, supply chain issues and economic uncertainty arising from the prevailing geopolitical climate. These challenges are affecting all our 14 markets, and the resulting rise in inflation rates is impacting the spending power of individuals, families and businesses.

Despite this backdrop, over the last 12 months we have focused on expanding the footprint of our network and increasing our coverage of populations across urban and rural markets with our 4G site rollout, providing a platform for new and existing consumers to experience faster data speeds. In addition we have been increasing the availability of our products by ensuring a retail service – where customers can purchase products and services – at every site.

And we have developed a range of attractive offers for customers, providing them with the best value possible and deepening our relationship with them. While the number of smartphone users has grown over the reporting period due to our focus on availability and affordability of our products and services, the growth has slowed slightly as a result of reduced shipments by the original equipment manufacturers (OEMs).

Amongst the challenges we have experienced over the reporting period, regulatory guidelines in Nigeria and Kenya governing the acquisition of subscribers, as well as new regulations in Nigeria with regard to verification of customer IDs for existing SIM cards has contributed to slower progress in certain areas. Moreover, certain macro-economic and geopolitical issues have affected our progress, with Chad's fuel shortages producing lower network availability, and persistent security issues complicating operations in Nigeria and Niger.

Despite these challenges, we aim to create a leading, modernised network that provides the data capacity to meet rapidly growing demand and enhance connectivity and digitalisation in all our markets. Over the last 12 months, we also focused on the resilience of our network and ensuring continuity of service to our customers.
Our progress against the targets

**TARGET:** Roll out retail and support centres for new users in rural settings  
**COMPLETED BY:** 2025

**People in rural locations**
In October 2021, we promised to increase the percentage of people in rural locations who can access our network from 66.9% in 2021 to a minimum of 80% by 2025.

We’re delighted to report that we have made progress in achieving this target. The percentage of people in rural locations who can access our network increased from 67.1% as of September 2021 to 69.0% as of 30 September 2022.

**Exclusive service centres**
As part of our business strategy, we aim to create exclusive service centres in rural areas where we offer retail and support services from 49% of rural sites in 2021 to 95% of rural sites by 2025.

We’re pleased to report progress in establishing our retail and services presence in rural areas. As of September 2022, 62% of rural sites featured at least one retail store. Our programme was successful due to several factors, including stock availability, the short distance between wholesalers and retailers, the fixed location enabling KYC due diligence and the trust and visibility these service outlets enjoy with customers.

Our primary challenge in this programme has been logistical. Our mini Airtel Money kiosks (mini-AMBs) are manufactured abroad and supply chain disruption has caused periodic delays in deliveries. In addition, the need for local permits and authorisation before these kiosks can be deployed has slowed down the process.

We’re pleased at the efficacy of this programme in promoting digital and financial inclusion. The availability of our full GSM and Airtel Money portfolio together with SIM cards, recharge, float and other services means that our customers do not have to travel to urban centres to access these vital tools.

* a rural site is a site not located in a major city or trading centre.

**Smartphone penetration**
We aim to increase smartphone penetration across our markets from 33% of total customers in 2021 to 45% by 2025, by partnering with original equipment manufacturers (OEMs) to develop attractive offers for consumers when they first purchase their handsets.

We’re pleased to report that smartphone penetration increased from 33.6% as of September 2021 to 35.1% as of September 2022.

To accelerate this trend, we design offers and products to increase smartphone penetration that is not linked to any specific original equipment manufacturers. This means that customers do not need to buy a specific handset model or brand and, consequently, the offer is applicable to all brands and models of smartphones, and more easily and conveniently adopted.

Our smartphone penetration drive partly derives from the fact that our smartphone consumers will be able to enjoy the 4G network, in which we’re investing heavily, and enjoy the best possible data experience.

Smartphones provide a better means of communication, through their features such as chatting apps, emails, learning options through various educational websites and YouTube, online bank transactions among other functions. Therefore, in providing the network which supports data services and enables consumers to buy smartphones, we promote connectivity and accessibility to encourage digital literacy.

**Home broadband penetration**
We aim to increase home broadband penetration as a percentage of households across our operations from 0.18% (0.22 million customers) in 2021 to 1.0% (1.2 million customers) in 2025 through targeted promotions.

Our customers enjoyed access to 4G services across all 14 markets where we operate. The markets in which we have been most successful in increasing penetration over the past 12 months are Nigeria and the DRC – this was driven by increased consumer demand which we met by sourcing and effectively promoting more affordable home broadband products.

In addition to low cost, value for money device offerings, we also offer our customers free data benefits. We do this through offering competitive data bundles and other promotions pre-loaded on to a free Airtel SIM card.

We have worked hard to improve the affordability of home broadband products and forged relationships with distribution partners who provide micro-finance solutions. This has extended home broadband product availability across our exclusive franchise outlets and multi-brand stores making it easier for customers to access this product. We’re also working hard to improve our product availability so that our customers can access these through our expanding exclusive retail footprint within one square kilometre radius from their homes.

This remains a challenge due to the low financial capabilities of some of our remote franchise partners. We’re addressing this by providing microfinance solutions to our franchise partners, and a dedicated sales team supporting placement, sell-through and collections.

"We’re working hard to improve our product availability so that our customers can access these through our expanding exclusive retail footprint within one square kilometre radius from their homes."

Airtel Africa plc Sustainability Report 2022
We aim to increase the percentage of GSM recharges from digital modes of payments, from 37.3% in 2021 to 60% in 2025.

We actively promote awareness and encourage the use of self-service tools, such as our SelfCare app, USSD menus and online recharge portals.

This target is closely aligned with our business strategy, and revolves around the broadening of awareness and knowledge of our products and their 24/7 availability. We do this through ensuring every product and service is available to purchase on digital channels such as USSD and the MyAirtel app.

We’re promoting product awareness by traditional channels and innovative methods, including the “How to use” videos on social and digital channels, and the adoption of QR codes in retail outlets to scan and pay.

Ensuring every product and service is available to purchase on digital channels such as USSD and the MyAirtel app is critical to improving our customers’ lives. The digital availability of recharges provides a number advantages, including the service’s 24/7 availability and a quick recharge in a three-step process. Customers found this useful during the pandemic when social distancing was prescribed for public safety.

Over the reporting period, penetration of digital recharges improved significantly. While overall recharges stood at 39.9% in Q2’22, they rose to 44.8% in Q2’23 – an increase of 5.3%.

This success is partly attributable to the ease and convenience of recharging through the MyAirtel app, which is a three-step process enabling customers to pay via mobile money, cards and banks. All transactions are secure as we employ the device ID, the network to identify a customer, including a PIN number for Airtel money transactions.

This increased availability and access to our services 24/7 has resulted in more and more customers using our digital services from the convenience of their homes.

We are committed to digital inclusion and we’re doing our best to enable better access to digital finance and internet products. By doing so, we contribute to transforming lives of individuals and the prosperity of communities in Africa.

Achieving our digital inclusion targets also supports our wider sustainability ambitions and contributes to our other goals. Ensuring our products are available and accessible to as many people as possible is critical.

We're developing and will implement other projects to advance these targets. We will keep our stakeholders updated.

Timeline

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<th>2022</th>
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How we measure our progress

We measure our progress through a number of key performance indicators, including the number of sites with exclusive outlets, the rate of smartphone and home broadband penetration, population covered in rural areas as well as the rate of recharges completed through convenient payment solutions. As we progress with implementation of our sustainability strategy, we will introduce additional KPIs as they become relevant.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>2022</th>
<th>2023</th>
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<tbody>
<tr>
<td>Digital recharge contribution to overall recharges</td>
<td>44.8%</td>
<td></td>
</tr>
<tr>
<td>Smartphone penetration</td>
<td>35.1%</td>
<td></td>
</tr>
<tr>
<td>Sites with exclusive outlets</td>
<td>71.9%</td>
<td></td>
</tr>
<tr>
<td>Home broadband penetration</td>
<td>0.45%</td>
<td></td>
</tr>
<tr>
<td>Population covered in rural areas</td>
<td>69%</td>
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</table>

GRI FRAMEWORK

GRI 3-3 Management of material topics
Our financial inclusion goal

Financial inclusion is key to driving equality and economic growth.

Our goal is to significantly increase financial inclusion in Africa – with particular support for women. We do this through the development of affordable financial products to meet the needs of the un- and under-banked, a reliable service which builds financial confidence and literacy.

Our focus areas

**AFFORDABILITY**  Developing products and services that are tailored to the needs and income-levels of the un- and under-banked is crucial to our work. We’re providing our customers with transactional accounts enabling savings, payments, insurance and remittances or foreign exchange (FX) facilities. We’re also establishing affordable lending programmes through multi-lateral partnerships.

**ACCESSIBILITY**  This means ensuring that our products and services are where our customers are. We do this by establishing a broad-based and easy to access fintech ecosystem and deepening our distribution to create density.

**AWARENESS**  We’re working to empower our customers – and all consumers – with the knowledge, tools and confidence they need to use financial products in a responsible way.

Our strategic priorities

- Double the digital transaction value per subscriber by 2025
- Target 20 million women users of Airtel Money by 2025
- Extend affordable microcredit to 2 million women to aid entrepreneurial activities
- Launch attractive individual and group bonus savings products
- Partner with large corporates and development finance institutions (DFIs) to target farmers through their supply chains
- Extend ‘collateral-free’ loans to 1 million small scale farmers.

Recent market developments

Over the last 12 months, we have been able to build on our mobile money infrastructure across all our markets. This has been helped by the acquisition of separate mobile money licences for East Africa and Francophone Africa – a breakthrough development which will accelerate our transformation strategy in these markets. Acquiring a dedicated mobile money licence establishes Airtel Money as an independent legal entity, thus reducing dependence on banks in these regions.

As we look ahead, there are major opportunities which we at Airtel Africa are determined to pursue. Primary among these will be the driving of deeply embedded exclusive distribution channels via Airtel Money branch (AMB), Airtel Money kiosks and additional multi-brand outlets (MBOs) targeting closer proximity to our customers for more efficient service delivery. During the reporting period, we have increased the total number of our distribution channels:

<table>
<thead>
<tr>
<th>Distribution Channel</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>MBOs</td>
<td>49.7%</td>
</tr>
<tr>
<td>AMBs</td>
<td>26.7%</td>
</tr>
<tr>
<td>Kiosk and mini-shops</td>
<td>46.2%</td>
</tr>
</tbody>
</table>

Our mobile money offering has the capacity to expand at a much faster rate – and with it the benefits for financial inclusion – and we aim to secure adoption at an accelerating rate over the coming year.

Our progress

**TARGET:**  Enhance usage of digital payments by deepening ecosystem build  
**COMPLETED BY:**  2025

Access to, and use of digital finance products, can be transformational for people living across Africa. It opens up the ability to trade, transfer funds, support family members, manage household finances, save and secure their futures. This is why our first target focusses on providing people across our markets with access to our services and the confidence to use them.

One of the methods to evaluate our success is to measure how much Airtel Money account holders are using our services. This is why we have set ourselves the target of doubling the transaction value per subscriber by 2025. Over the last year, we have introduced a range of initiatives, such as the diversification of our loan products in East Africa – lending, savings and insurance products, expansion of remittance corridors, and virtual card to wallet. This includes the launch of our micro-merchants proposition in Uganda, Zambia and Tanzania to accelerate the mainstream adoption of Airtel Money services. This is already making a real impact. As of Q2’23, the average transaction value per subscriber was $247 per month, which is an increase of 12.3% from Q2’22 – setting us on course to meet our target.

In addition to increasing the transaction value of our existing customers, any strategy for financial inclusion must identify how best to target the unbanked and the underserved population on the continent. Much of rural Africa’s population remain excluded from access to financial services because of a wider lack of infrastructure and amenities. Therefore, we have also set a target to increase the penetration of mobile money users in rural* and semi-rural areas. Similarly, semi-rural areas are partially urbanised, but maintain strong traditional roots and will often experience comparable deprivations. Increasing penetration of mobile money in these areas is primarily driven by campaigns and penetration of telecommunication sites. Most mobile phone users in these areas are still using 2G and 3G network, with a high proportion owning feature mobile phones. Therefore, we drive usage by creating accessibility through the USSD menus which are also available to smartphone users as well.

We’re transforming lives by democratising access to financial products to those historically excluded – by geography and infrastructure development. Our international remittances products help families and friends in country and abroad to send money back home.
Another important element in driving the use of digital payments is the close proximity of our branches and kiosks to our customers so they can access products and support quickly and easily. The distribution infrastructure is monitored by our sales team regularly to ensure that there is adequate float and cash holding in every unit, and customers are being provided continuous service. In each of our markets, we regularly conduct communications campaigns (via SMS) to raise awareness among customers of the accessibility of services either online or through our community-based agents. We will provide a full update in the next Sustainability Report.

* Rural areas are defined as remote and with limited access to basic amenities such as proper roads and reliable electricity. Similarly, semi-rural areas are partially urbanised, but maintain strong traditional roots and will often experience comparable deprivations.

The second aspect of our work to drive female economic empowerment is the provision of affordable microloans to support their businesses – our target is to extend microcredit to 2 million women across our markets by 2025. To support this ambition, we have launched a number of loans and savings products, including consumer checkout overdraft loans and agent loans. These products are helping women to fulfil various basic needs – from short-term ups and downs in cash flow and unexpected needs such as the purchase of business stock for resale, to managing emergencies such as unexpected medical bills, school fees and daily expenses like food and rent. Our loan product is live in Kenya, Malawi, Tanzania, Uganda and Zambia. Overall, during the last 12 months, the total loan value in these markets has grown by over 132% as of September 2022.

In developing nations, access to savings can have an incredible, positive impact on families and businesses. Savings can help fund investment in a business. They bring additional security. And, critically, they help customers prepare for – and survive – any short-term economic strains. This is why we set the extremely ambitious target of achieving 1 million Airtel Money customers who hold at least one savings product by 2025. We understand that, to encourage people to save, we need to provide them with a range of attractive savings products that meet their needs and those of their families and wider households. So, over the last 12 months, we have been focused on developing our savings products to ensure they respond to consumer lifestyles.

In 2022 we launched these products in Kenya, Tanzania and Uganda which have already seen encouraging uptake. Similar savings plans for individuals and families will be rolled out in some of our markets, subject to regulatory approval next year.

While this is encouraging progress, we recognise that there is still a significant way to go to achieve our target. As we develop and introduce more products in our markets, we're confident our positive impact will grow.

**Partnerships in the farming network**

We are committed to helping farmers and small holders grow and secure their futures by providing them with access to finance through the provision of ‘collateral free’ loans. Access to this market is essential if we are to support them with funding for development. We know that to reach them, we will need to partner with organisations – corporate, non-governmental or direct finance institutions – using well-established communications and engagement channels. Over the last year, we have researched and identified a number of potential partners all of whom have access to farming networks across our markets.

It is well established that financial inclusion of women is vital for economic transformation, for families, communities and nations. It is the key to gender equality and women’s economic empowerment. Though not historically reflected in the hierarchies of major corporates, women have always disproportionately demonstrated a commitment to, and flair for, enterprise, and it is widely acknowledged women constitute a driving force behind SMEs and small-scale merchant enterprises in sub-Saharan Africa. Because of the dominance of men in the formalised, corporate world, women are often forced into informal commerce, which makes access to vital financial services, such as loans to grow their business, prohibitively difficult. Though informal in nature, these businesses are vital for the economic survival of many communities, in which women act as primary breadwinners, supporting their families. With greater control over their own financial lives, women are given the ability to lift themselves and their families out of poverty. This is why female enrolment into Airtel Money is a critical target for us – we’re aiming to achieve 20 million women users of Airtel Money services by 2025.

Given the economic challenges facing our markets over the last year – including the ongoing impact of the pandemic and the global energy and currency crises from early 2022 – growth in women’s enrollment to Airtel Money has been challenging. We have maintained our current female customer base at above 30% across our markets. As of September 2022, our female customer base is 33% – with 35% in East Africa and 21% in Francophone Africa.

We have introduced changes to our KYC (Know Your Customer) services which we anticipate will drive greater enrolment of women. In some of our markets, women do not possess the documentation required to register for a new SIM card, therefore, we’re setting up processes and upgrading existing systems to ensure compliance with regulations. And to further expand our offering for female customers in Uganda, Zambia and Tanzania, we have launched a suite of micro-merchant products targeting small scale vendors in the informal sector, a significant proportion of whom are women.

**GRI FRAMEWORK**

GRI 3-3 Management of material topics

**TARGET:** Drive economic empowerment of women by accelerating enrolment  
**COMPLETED BY:** 2025

**TARGET:** Promote household savings through innovative deposit products  
**COMPLETED BY:** 2025

![Airtel Money female customers](image)

- 33% East Africa
- 35% Across markets
- 21% Francophone Africa
OUR FINANCIAL INCLUSION GOAL

Financial inclusion of women is vital for economic transformation, for families, communities and nations. It is the key to gender equality and women’s economic empowerment.

Financial literacy

There remain many challenges in the development and execution of financial literacy campaigns in our markets, where large segments of the population do not possess laptops, smartphones, or any other mechanism through which to gain exposure to public awareness campaigns. We’re continuously exploring new ways to deliver messaging to our customers which enhances financial literacy, as we recognise that building confidence around money, transactions and savings is a critical element in increasing financial inclusion.

Our ambition is to empower 5 million people through financial literacy education which we hope to deliver on the ground through partnerships with NGOs and other civil society groups. Given the scale and reach of our markets, we will need to take a bespoke approach to have maximum impact. Work is underway to identify potential partners across all our markets and we hope to start formalising some relationships and initiating financial literacy programmes within the coming 12-24 months.

FINANCIAL INCLUSION IN ACTION

New merchant payment service for SMEs in Zambia

In September 2022, Airtel Zambia launched a new payment solution ‘Airtel Money pay’. This is a merchant wallet targeting the informal sector to help customers separate business and personal transactions who would otherwise require additional documentation to register for this service. The new payment solution effectively expands access to financial services for the unbanked, removing a layer of administration which constitutes a key impediment to financial inclusion, and increasing convenience for customers.

Speaking at the launch of this new product, Mr. Felix Mutati, Minister of Technology and Science, noted the Zambian government’s awareness of the role that mobile money plays in the economy – and further acknowledged this year’s projection that mobile money transactions would exceed K200 billion. This development will help to drive liquidity in the economy and reduce the cost of money, thus generating investment opportunities in Zambia and encouraging economic growth.

Financial literacy

Airtel Money is embarking on a journey to help digitise payments for micro-, small- and medium-size businesses in Zambia and help to realise the dream of a cashless economy. Airtel Money Pay will enable micro-merchants to access products like savings and loans and enable the transition towards a digital economy for the country.

Apoorva Mehrotra
Managing director
Airtel Zambia
Our corporate purpose – to transform lives – is not merely rhetorical. Rather, it guides and underpins every decision we make and everything we do. We’re convinced that our business activities should address the most challenging issues in the most marginalised and deprived communities, and that material success follows from the successful execution of this strategy.

Our targets are carefully designed to create the conditions in which our customers can improve their lives and those of their families – and we’re proud of with the various initiatives we’re progressing to drive this in market for the long-term sustainability of the business. Our business will grow significantly in this area, creating not only employment in communities but fuelling economic growth and dynamism through the easy and simple availability of secure money transfers within and between countries.

Currently, we’re escalating the scale and ambitiousness of this strategy through plans and preparations for the launch of insurance and investment products across our markets, which will ensure that our customers are protected and able to grow their money and future prosperity with secure instruments.

But financial inclusion is comprised of much more than mere products or technology. At its heart, this is an issue of information and awareness. We’re convinced that the most effective and enduring solutions for customers is education and financial literacy. So, whilst we remain committed to the provision of services and products which have transformative implications for the most marginalised and economically isolated, a key focus must be education and explanations of how these products can benefit customers and their communities in the long term.

How we measure progress

We measure our progress through a number of key performance indicators, including the value of digital transactions completed per subscriber, the total number of people served by our network and penetration rates within rural populations. As we progress with implementation of our sustainability strategy, we will be introducing additional KPIs when they become relevant.

**FINANCIAL INCLUSION IN ACTION**

**Collaboration with KCB Bank in Uganda**

Working to expand financial inclusion in our markets often means finding peers and partners whose goals and efforts to progress democratised financial services align with our own. This is demonstrated in Uganda where our team collaborated with KCB Bank, a leading regional lender, to launch a new savings product ‘Airtel super saver’ in September 2022.

The product enables our Airtel Money subscribers to access important savings products via mobile phone, without owning a bank account. From regular deposit services to fixed accounts and unsecured mobile loans, we’re providing a crucial money saving product available anywhere and at any time. To benefit from this new savings offering, customers must have an active SIM card registered with Airtel Money.

By setting a low minimum amount required for access, we’re providing services to an economic demographic which is excluded from traditional saving offerings by prohibitively high entry costs and administrative complexity. Moreover, our accounts are engineered to encourage adoption by low-income customers – free to set up, with no charge for deposits and withdrawals.

Across developing nations, micro savings systems have played a pivotal role in extending financial services to the poorest – a popular model which is allowing people to build their assets with limited income, as well as the waiving of some fees and the elimination of a minimum deposit requirement as a barrier to entry.

Importantly, even with small deposits, these accounts can incrementally establish financial security for customers, and facilitate longer-term financial planning and the adoption of other financial products and services which can accelerate financial autonomy, economic empowerment and social mobility.

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Our access to education goal

We are committed to transforming lives through access to quality education.

Our goal is to transform the lives of over one million children through education by 2027.

MATERIAL TOPIC: EDUCATION AND DIGITAL LITERACY

Our focus areas

PARTNERSHIPS  A landmark partnership with UNICEF will provide children with free access to zero-rated educational content and connectivity in 13 out of our 14 countries of operations. We're committed to working in collaboration: we will maintain our local partnerships and will look for opportunities to build relationships with potential new partners.

CONNECTIVITY FOR EDUCATION  Where network services exist, we will work with schools to ensure they have the equipment necessary to connect to the internet.

‘ADOPT A SCHOOL’ PROGRAMME  We will continue to build long-term relationships with schools most in need to provide them with whatever support necessary to deliver quality education.

Our commitment to improving access to education

The number of children in Africa is growing exponentially and, according to UNICEF’s estimates, Africa will be home to one billion people under the age of 18 by 2055. In a society where everyone has the same opportunities for education and learning, this demographic shift can be a key driver of economic development and growth. However, this is not the case in Africa today. In sub-Saharan Africa, where we operate, the World Bank identified a ‘learning poverty rate’ – the inability to read by the age of 10 – before the pandemic of close to 87%. Due to the impact of the Covid-19 pandemic, millions of African children dropped out of formal education so learning poverty is only set to increase.

Lack of education drives inequality across Africa. It prevents people from entering the workforce, it hampers their efforts to start businesses and trade, and it stops people achieving their full personal potential. It drives misery and poverty and condemns millions of African people to a life where survival is their best hope. Increasing access to education for children is, therefore, vital if Africa is to develop and to avoid predictions that, by 2030, 288 million* young people will reach the age of 18 unable to read proficiently.

Airtel Africa is determined to address this critical issue. This is why we have made access to education one of the key drivers of our sustainability strategy. At the centre of our work is our five-year landmark partnership with UNICEF to ensure that children across 13 of our markets will be able to access free digital learning resources. This is further complemented by the work we’re doing in each of our markets to connect schools to the internet and to provide schools with the practical support they need to function and to provide children with better opportunities and brighter futures.

Our progress

Our pioneering five-year partnership with UNICEF will transform access to quality education for thousands of children in 13 of our 14 markets – advancing our progress towards establishing educational opportunities as a right, not the preserve of a privileged few. With a $57m financial and in-kind investment, we’re the first private sector company in Africa to partner with UNICEF to support programmes focused on accelerating digital learning. But our contribution extends beyond: we’re also applying our skills and expertise to maximise opportunities for children.

Our partnership with UNICEF focuses on three core pillars of activity:

1. Advocating for digital education for children
2. Providing accessible learning platforms
3. Connecting schools to the internet to enable learning.

Over the reporting period, we have been working hard to establish a practical and effective framework for delivering the impact we have set out for this partnership. This started with the operationalising of the memorandum of understanding (MOU) signed with UNICEF in October 2021. We have increased our promotion of digital platforms as important educational resources and have driven public awareness.

Each of our OpCos has undertaken co-creation workshops in tandem with UNICEF to define how they can support activities around the three pillars, ensuring that each country programme aligns with national curricula and builds on the existing infrastructure for digital learning programmes. As a result, detailed country plans have been developed and, following further assessments, these plans have been incorporated in a phased continental implementation plan.

We have commenced work on all three pillars of the partnership and are on track to achieve our ‘Year one’ target – expanding access to digital learning solutions to 200,000 children through connecting schools and multi-media centres to the internet and the provision of zero-rated content for students.

In line with the first pillar of the UNICEF partnership, we have actively promoted the necessity of online education and access to digital learning materials. In December 2021, our chief executive officer, Segun Ogunsanya, spoke at the Rewired summit in Dubai, UAE, a three-day event assembling the most influential global stakeholders in education. The same month the CEO addressed UNICEF’s first ever global forum for children and youth in Nairobi, which brought together stakeholders from the United Nations, governments, private sector, philanthropy and civil society.

To raise international awareness of the challenges and constraints impeding expansion of digital education, in June 2022, we have made our voice heard at one of the world’s most prominent international events – the UN General Assembly. During the assembly, our CEO participated in the transforming education summit (TES), sharing his experiences and perspective in a session on the digital transformation of education. The session issued a ‘call to action’, urging leaders and institutions to make concrete commitments to advance digital teaching and make online learning a universally accessible.

But it’s not just our CEO who has contributed to a global conversation about digital education – our broader team has also mobilised to champion digital education. For example, in May 2022 our chief strategy, partnership and sustainability officer spoke at UNICEF’s Eastern and Southern Africa Regional Management Team meeting in Nairobi, Kenya. The twice-yearly meetings bring together UNICEF’s senior management and country representatives to discuss strategies and programmes for children in the region.

* World Bank estimate
We will continue to advocate for children's right to education and highlight the role that online learning can play. With customers in 14 countries and as a leading telecommunications company in the region, we believe it is our responsibility to use our unique insights and to stand up for the children of Africa's right to education and equality of opportunity.

As the partnership enters its second and third years, we will focus on the two workstreams that form the essence for implementation of our partnership with UNICEF – providing children with access to online educational resources, and to connect schools to the internet. This work was started in 2022, and we will accelerate momentum over the coming years.

We recognise that UNICEF already has a number of global programmes in place that align with the objectives of our partnership. Where possible, we will use these programmes to deliver our work. These include the ‘Learning Passport’, a flexible, customisable, digital learning platform which is designed to support young students and teachers. And, the ‘Reimagine education’ programme is a bold global initiative to ensure every child in the world has access to the internet and online learning by 2040 – the work we will do to connect hundreds of schools to the internet in 13 sub-Saharan countries will directly contribute to this.

During the reporting period, we carefully mapped out the implementation of initiatives across our markets. We have also conducted extensive assessments to establish the schools most suitable for intervention, where our contribution would have most impact. The result of these efforts – which have drawn on the expertise from UNICEF as well as our own teams in the OpCos – is the selection of schools to be connected to the internet in our markets. These schools are covered by our mobile network, and we’re progressing with the rollout of this programme.

We have also been working to deliver on our promise to make digital learning a reality for children by decreasing the barriers of entry to digital learning content and applications through zero-rating (eliminating data costs for use of specified websites) digital educational content on key platforms. Our preparatory work is well underway and we’re confident that, in the coming period, we will accelerate the implementation of these initiatives across our markets.

I would like to thank Airtel Africa for their ongoing commitment to our partnership, which is helping marginalised children gain access to critical learning content. Improving connectivity, availability of platforms, content and devices are key to making progress in digital learning across the continent.

Mohamed Malick Fall
Regional Director for Eastern and Southern Africa
UNICEF

Airtel Africa commences digital learning initiative with UNICEF in Nigeria

Our partnership with UNICEF will generate programmes and action in 13 of our markets, and Nigeria has constituted the flagship market for our digital learning drive. In September 2022, and under the auspices of the partnership, we commenced the implementation of a digital learning initiative which will connect 100,000 children over the next five years to the ‘Learning passport’, an online learning resource.

In 2022, we set out to connect 20 schools as part of a pilot of the full, five-year partnership with UNICEF. By trialling our initiative in this way, we will be able to establish what works best and which areas require adaption and evolution.

Significantly, Nigeria is our most heavily populated market* and we’re pleased to be able to test the strength of our digital education strategy and improve it ahead of rollout in the 12 remaining markets.

* As of 2022, Nigeria’s population was estimated at around 216.7 million, according to World Bank

Africa, like the rest of the world, is still suffering from the impact of the Covid-19 pandemic which has affected the infrastructure and the number of children in schools. This is why we’re committed to providing access to quality education for African children, especially those in the economically challenged communities.

Emeka Oparah
Vice president, Corporate communications and CSR

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We committed to delivering this target through our 14 operating companies locally – and in October 2021 we pledged to connect an average of 20 schools per market, per year with partners other than UNICEF for the five years to 2027.

As part of this commitment, we will map out schools in the areas where we have mobile network coverage and, through the supply of products such as wi-fi and dongles, we will provide free data through our network and digital infrastructure for use in schools.

We’re also actively engaged in conversations with other organisations, exploring possible areas of collaboration and partnership on the issue of connecting schools.

This programme is largely based on our expertise and experience around corporate social responsibility (CSR) initiatives over the past decade. Since last October, we have made some progress against this target, especially in Zambia – where we adopted three schools. In Nigeria, we adopted the government day nursery and primary school Pantami (Gombe state) which provides education to 7,117 children. Building classroom blocks and facilities to be enjoyed by students and teachers brings us closer to the communities we share with our customers – and underpins our goal of supporting access to quality education, everywhere we operate.

We’re inspired by the success of these flagship school adoptions and continue to explore opportunities across our markets for school adoption and support.

How we measure our progress

It’s vital that our commitments are tested by credible and rigorous metrics, and so we will continue to measure our progress through a number of key performance indicators, including the number of schools which are connected to the internet, the number of websites zero-rated for education, and the number of schools adopted through our ‘Adopt a school’ programme.

12 websites have been selected to be zero-rated in 7 countries

$1.2m donated to UNICEF in year one to support our programmes
Supporting Kibera youth centre in Nairobi, Kenya

The Kibera youth centre is a vital facility for young people living in one of Nairobi's poorest districts. In June 2021, the Kibera Black Stars – a community-based football club established in 1998 to help children with social, educational, and professional development – completed the building of the centre. Recognising the important role the centre could play in supporting the community, Airtel Kenya has partnered with Agence Française de Développement (AFD) and Allianz Insurance to transform it into a hub providing educational and social facilities for the youth of the district.

Through the investment of the partnership we have formed, we have transformed the ground floor of the centre into a fully equipped and functioning IT facility, complete with 12 computers and a 15MB high-speed proving secure internet connection. The room now hosts popular computer science lessons where young people can learn and socialise. Since its opening in September 2021, the youth centre has helped to educate around 150 children, and on average 50 young people are using the centre every week. During school term time, children use the centre as a place where they can do their homework and revision. Over the weekends and during school holidays a range of computer classes for different levels – from basic use and navigation to more sophisticated courses in subjects such as digital marketing or web sites' creation – are extremely popular. And now these learning opportunities are extended to parents and the wider community who also join classes and activities.

We're unlocking opportunities for the brighter future through enhancing digital educational capabilities in Kenya.

We recognise the importance and impact connectivity has in enhancing and improving the lives of young people. This is a mission we’re committed to in tandem with the amazing young people in Kibera. It’s rewarding to see the gradual transformation the youth centre has on the wider community.

Kebaso Mokogi
Enterprise Director
Airtel Business (Kenya)

Airtel Business (Kenya) has partnered with Agence Française de Développement (AFD) and Allianz Insurance to improve educational and social facilities for the young people in Kibera district.

150 students are educated at Kibera youth center

Our employees volunteer to teach the children the computer science classes and provide support at the Kibera youth centre.

50 students attend daily

Watch our video from the Kibera youth centre online.
Our environment
For Airtel Africa, environmental protection is non-negotiable – it is a pressing reality.

Our ambition is to address and minimise the impact of our operations on the environment. To achieve this, we promised to identify and measure our greenhouse gas (GHG) emissions, and to achieve carbon neutrality ahead of the 2050 deadline ascribed in the Paris agreement.

Our new programmes directly address two of the material topics we identified during the materiality assessment and we have developed specific measurable goals for both of them which are detailed in this section.

1. Climate change
   We acknowledge that if the world is to avoid catastrophic climate crisis and keep below the 2°C centigrade increase over pre-industrial levels, as outlined by the Paris Agreement and supported by the Inter-governmental Panel on Climate Change (IPCC), we must strive to achieve genuine carbon neutrality.

   For details about our strategy for GHG emissions, see pages 60-64

2. Circular economy
   We recognise that we need to continue putting in place strategies and processes that will reduce our use of damaging materials and the waste we produce by repurposing and applying new technologies.

   For more information about our initiatives around environmental stewardship, see pages 64-70

Our response to transition risk

We continue to evaluate the potential impact of climate change on our business operations and on the economies in which we operate. We see climate risk as an emerging category in our risk management framework, and we will continue to assess both transition and physical risks, including their influence on our operations.

As one of our emerging risks in terms of potential impact, the transition to low carbon economy is essential for Airtel Africa. Furthermore, as a listed company, we’re aware of the rising carbon reporting requirements. This is why we started the large-scale project on assessing our carbon footprint and identifying areas where we can reduce or GHG emissions as part of our mitigation planning.

Addressing our material topics

<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Climate change</td>
<td>60</td>
</tr>
<tr>
<td>Circular economy</td>
<td>64</td>
</tr>
</tbody>
</table>

Supporting the UN SDGs

We will demonstrate our contribution to the UN SDGs through this important pillar of our sustainability strategy.

SDG 12 – Responsible consumption and production
Our work to reduce our greenhouse gas emissions (Scope 1, 2 and 3) along our entire value chain, apply responsible consumption measures and technologies and eliminate hazardous waste.
We focus on reducing our environmental impact and protecting Africa’s natural resources.

Message from head of investor relations
We have always been dedicated to our corporate purpose of transforming the lives of people on the African continent, and this is underpinned by our commitment to environmental protection. Even though Africa has lower greenhouse gas (GHG) emissions than any other continent, the current and future impact of the climate crisis is very real for customers in all our 14 markets. As a major African company, we recognise that we have a role to play. We must ensure we do not contribute to the problem of climate change, but instead focus on reducing all emissions associated with our operations and protecting Africa’s natural resources. This is important to investors too, many of whom expect companies to both disclose data around their environmental impact and to improve their performance. As a business, we support this level of investor interest which reflects our own commitments to transparency and to reducing our Scope 1, 2 and 3 emissions.

Since the launch of our sustainability strategy in October 2021, we have been focused on understanding our scope 1, 2 and 3 emissions. From the beginning of 2022, we have worked closely with the Carbon Trust, the leading global environmental consultancy, to ensure our baseline data is accurate and reliable. The business has carried out a full and detailed assessment to define the programmes and initiatives we can put in place to drive emissions down as we start on our journey to becoming a net zero emissions company. We have formulated a clear plan for this journey which we will set out in our pathway to net zero. However, we understand that some of the environmental challenges facing the telecoms sector in developing parts of the world need integrated solutions, so we’re now engaging with our stakeholders to ensure that we draw on a wide range of expertise and perspectives. We have also been implementing further work to reduce our waste – hazardous and non-hazardous – in all our markets, and our ‘Project Green’ initiative is engaging employees in this challenge daily.

While we have made solid progress over the last 12 months, there is still a significant amount to do, and I can assure you that we will keep implementing a wide range of programmes and reporting our progress on a regular basis. We believe our sustainability strategy is fundamental to enhancing the investment case of Airtel Africa, but it also ensures that all our stakeholders – customers, employees, communities, partners or governments – benefit from this work. Be it through increasing digital and financial inclusion, providing access to education to millions of children, or addressing the impact of climate change through energy transition, we want to play a part in changing the future for Africa.

Pier Falcione
Deputy CFO and head of investor relations
27 October 2022

Our greenhouse gas reduction goal
Our ultimate goal is to achieve net zero greenhouse gas (GHG) emissions ahead of 2050.
To achieve this we must fully identify, measure and reduce our GHG emissions which can only be achieved in partnership with our peers and a wider industry. We’re developing our pathway to net zero which will address our emissions from our own operations, those of materials and services we buy, and from our partners.

Progress overview
When we published our sustainability strategy in October 2021, we stated that we were working on collecting data and understanding our baseline greenhouse gas (GHG) emissions. We committed to disclosing these baseline numbers and, when ready, publishing our GHG emissions reduction targets, including details of the programmes and initiatives we would be rolling out. Our goal is to ensure that we achieve net zero emissions ahead of the 2050 deadline set out in the Paris Agreement.

Over the last 12 months, we have made genuine progress. Due to the structure of Airtel Africa – operating in 14 markets and with equipment and operational sites often in remote areas – it took us a considerable amount of time to identify all our emissions sources and risks, and to gather and analyse verifiable data. This work has been completed and we now have accurate and reliable baseline scope 1, 2 and 3 emissions for the Group. Given the complexity of our operational structure, data consistency and accuracy is crucial and we will be refining our data collection processes in the coming months.
Furthermore, we’re developing our carbon accounting policy which will outline the methodology we will use to collect and verify our carbon emissions data.

With our baseline emission volumes calculated, we have been able to define the strategic principles for the reduction of GHG emissions. These will form part of our strategic framework for an integrated emissions reduction programme focused on abatement, avoidance, neutralisation, and compensation. We explain these in more detail on page 61. We have also identified a broad range of initiatives that will significantly reduce our scope 1 and 2 emissions across all our markets over the coming years.

We’re now focussing on defining the best rollout plans for our initiatives to achieve optimal GHG emissions reduction. This work is being driven by the Sustainability Committee, and we will also seek the input from our stakeholders ahead of the publication of our complete decarbonisation plan, which we call our ‘pathway to net zero’.

Highlights over the reporting period
• Appointment of the Carbon Trust
• Calculation of baseline scope 1, 2 and 3 emissions across all 14 markets

• Strategic principles defined
• Carbon reduction initiatives identified
Data management

Over the last 12 months, we have undertaken extensive work across all our operations to identify and analyse the main sources of GHG emissions that we must account for in each of our 14 markets. Every emissions source has been allocated to scope 1, 2 or 3.

For scope 1 and 2, where we have control of the data, the activities and assets contributing to these emissions were identified and categorised, and organisational reporting boundaries were set and verified by the Carbon Trust. These are reported on page 60.

For scope 3, where we do not have direct control of the source or the data, we have worked with our partners and used published data to ensure we have an accurate baseline for our scope 3 carbon emissions. This will form the basis for collaboration to develop programmes and initiatives that will drive emissions down for the entire value chain.

Drawing on global expertise

We know that the credibility of our sustainability strategy – and, particularly, the reduction of our GHG emissions – relies on the accuracy and transparency of our data and the rigour of the programmes we will be putting in place. This is why in January 2022 we appointed the Carbon Trust, a recognised global leader in defining complex carbon reduction strategies, to guide us through the process of data collection for baseline calculations, to advise us on our carbon accounting policy and to ensure that our programmes are robust and impactful. The work we undertook with the Carbon Trust consisted of three phases: (1) measurement of GHG emissions and calculation of baseline carbon emissions for scope 1, 2 and 3, (2) establishing a roadmap towards net zero, and (3) TCFD gap analysis.

Phase 1
Measurement of GHG emissions
Development of an organisational (scope 1 and 2) and value chain (scope 3) carbon footprint model, and calculation of scope 1, 2 and 3 baseline carbon emissions.

Phase 2
Roadmap for reaching net zero
Gap analysis of our carbon management approach, targets and planning against the requirements of international standards. Development of the net zero roadmap detailing the steps to realise our net zero ambitions, and to effectively report on and communicate progress.

Phase 3
TCFD gap analysis
Detailed gap analysis which assessed our current disclosure readiness and maturity against the TCFD’s thematic areas and recommendations. Based on this, the work was undertaken to refine the data output, conclude the baseline reporting numbers and set out targets and programmes aimed at reduction of GHG emissions.

Scope 1
Direct emissions from an operator, such as from running its fleet for network maintenance and using diesel to operate base stations in hard-to-reach areas.

Scope 2
Indirect emissions, such as the electricity use or energy bought for heating and cooling buildings, produced on its behalf.

Scope 3
Emissions that are not associated with the operator itself but which the organisation is indirectly responsible for, up and down its value chain. For example, emissions related to the buying of network equipment and those produced by its suppliers, as well as emissions from operator services when subscribers and enterprises make use of them.
total scope 1, 2 and 3 emissions in fy’22* (tco₂e)

<table>
<thead>
<tr>
<th>Emissions scope</th>
<th>Total emissions (tco₂e)</th>
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<tbody>
<tr>
<td>Scope 1</td>
<td>65,180</td>
</tr>
<tr>
<td>Scope 2</td>
<td>50,539</td>
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<td>Scope 3</td>
<td>534,058</td>
</tr>
<tr>
<td>Total</td>
<td>649,777</td>
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</table>

* Our baseline numbers include only assets owned by us as of 31 march 2022

total scope 1 and 2 emissions by source fy’22 (tco₂e)

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<thead>
<tr>
<th>Emissions scope</th>
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<tr>
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<tr>
<td>Diesel</td>
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<tr>
<td>Other</td>
<td>1,244</td>
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<td>Total</td>
<td>115,719</td>
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</table>

total scope 1 and 2 emissions by activity in fy’22 (tco₂e)

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<tr>
<td>Data centres</td>
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<tr>
<td>Owned towers</td>
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<tr>
<td>Other</td>
<td>15,245</td>
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<tr>
<td>Total</td>
<td>115,719</td>
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</tbody>
</table>

total scope 1 and 2 emissions by region in fy’22 (tco₂e)

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<thead>
<tr>
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<tr>
<td>Nigeria</td>
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<td>East Africa</td>
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<tr>
<td>Francophone Africa</td>
<td>62,020</td>
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<tr>
<td>Total</td>
<td>115,719</td>
</tr>
</tbody>
</table>
Our carbon accounting policy

We have worked with the Carbon Trust to develop our carbon accounting policy which sets out to guide our approach to carbon accounting. It describes the boundary and components of our scope 1, 2 and 3 emissions, including the approach and methodology followed to calculate scope 1, 2 and 3 emissions.

To accurately account for and report on our GHG emissions, we defined which entities to include in calculations (our organisational boundary) and then identified the carbon emitting activities and assets associated with those entities to be included in our carbon footprint (our operational boundary). Furthermore, we established our carbon accounting principles to ensure that carbon data is complete, consistent, transparent, and accurate for the reporting purposes. We also defined our carbon accounting period which will run in tandem with the financial reporting period, i.e. April to March inclusive*.

For scope 1 and 2 carbon emissions, we have taken a country-based operational approach to data collection. And for calculating scope 3, we applied the environmentally extended input/output data (EEOI) method while seeking to improve our partner and supplier scope 3 data collection processes in the coming years, eventually shifting from using the EEOI to the life cycle assessment (LCA) calculation approach.

* Airtel Africa’s financial year is the period between 1 April and 31 March

Our decarbonisation strategy framework

Our ambition is to tackle climate change by reducing our carbon emissions to net zero by 2050. We will also contribute to the circular economy by using natural resources responsibly and sustainably.

We plan to eliminate our net emissions from operational and administrative activities for all our direct emissions (scope 1 and 2). Furthermore, we intend to establish sustainable environmental practices in everything we do, including a significant reduction in our use of lead and other environmentally damaging materials used in our batteries and equipment. Over the last 12 months, and in tandem with our work to establish baseline scope 1, 2 and 3 emissions, we have undertaken a thorough review of all our operations to understand the sources, locations and activities contributing to our emissions. This allowed us to identify the programmes and initiatives we can put in place to reduce our overall emissions profile.

While we work to define our detailed pathway to net zero programme, it was important to establish strategic framework and to ensure focus and alignment across our markets and operations. This framework is based on three areas:

1. The strategic principles for emissions reduction
2. Defining the broad methodologies for deployment
3. Identifying the operational areas where we will apply our programmes and initiatives

Strategic principles

We have identified and agreed the four principles for reducing emissions associated with our business operations:

1. **Emissions abatement**
   This is how we will prevent the release of GHG emissions that are created through our current business operations. We recognise that currently the production of some GHG emissions is inevitable but our abatement plans will demonstrate the action we will be taking to ensure that these emissions are not released into the atmosphere. Most of the actions we put in place around our data centres will likely fall into this category.

2. **Emissions avoidance**
   This is the application of new technologies, processes, systems and equipment that will prevent the creation of additional GHG emissions. A good example of this is our planned replacement of end-of-life batteries with ‘greener’ lithium-ion batteries – this will reduce our GHG emissions arising from diesel generators.

3. **Emissions neutralisation**
   We understand that it may be impossible to avoid or abate all emissions in the short-term. Neutralisation is any work we put in place to reduce or completely remove the impact of any ongoing emissions, or use the emissions to power equipment and reduce reliance on other energy sources. Carbon capture technology is an example of emissions neutralisation.

4. **Emissions compensation**
   We recognise that any emissions that cannot be neutralised, avoided or abated still need to be addressed. The compensation principle is based on off-setting unavoidable emissions using genuine, effective and verified nature-based solutions.
Methodologies
We have identified the six broad methodologies we will be employing to reduce our emissions over the coming years. Each of the specific initiatives and projects we’re developing will fall into one of these six methods:

1. Improve energy efficiency
We will be working to optimise our energy use across all our operations to help us conserve energy which, in turn, will lead to an overall reduction in our GHG emissions. Through the introduction of operational improvements and modifications, we will be doing more with every unit of energy we consume and will improve our power utilisation efficiency (PUE).

2. Reduce diesel consumption
Working in remote areas of the developing world where access to electricity grid is not always available or reliable, diesel is a critical back-up energy source for our mobile networks. However, diesel-based power generates a considerable amount of CO₂ and, therefore, reducing our reliance on it at our own operations as well as at shared third-party sites, is critical to our overall emissions reduction. We will be investigating and testing low-carbon alternative fuels for back-up energy generation.

3. Increase use of renewable energy
Our main sources of energy are electricity and diesel, both of which emit high levels of CO₂. We will be exploring how we can use solar power and other renewable energy sources to replace our reliance on diesel as a back-up and reduce our use of electricity from the grid. This has the potential to significantly reduce our GHG emissions.

4. Update our cooling systems
Our data centres and equipment require cooling and fire suppression systems to ensure their safety. The systems currently in place are a source of GHG emissions. We will be investigating the use of more environmentally friendly gas-based cooling and fire suppression systems to help reduce our emissions.

5. Reduce harmful waste
While the reduction of our waste – both hazardous and non-hazardous – is a key target of our environmental stewardship goal, we recognise that our waste contributes to our emissions. Therefore, the solutions we put in place will help to reduce our overall GHG profile.

6. Reduce and offset business travel
As a business with operations in 14 African markets and administrative hubs in the UK, the Netherlands, UAE and India, business travel is inevitable and contributes to our overall GHG emissions. As part of our emissions reduction programme, we will be introducing ways to minimise our business-related travel and to offset any emissions we generate through flights.

Operational focus areas
In addition to establishing the methodologies to reduce our emissions, we have also identified the areas of our operations where we will be deploying those methodologies based on the results of our carbon emissions calculation. These operational locations are the main sources of our emissions and so will be the focus of our ‘pathway to net zero’ programme.

- **Base transceiver stations (BTS) and infrastructure sites**
  - The infrastructure sites (towers) on which our base transceiver stations are sited are powered 24 hours a day, usually by electricity from the grid with a diesel generator as backup. Some, however, are mostly reliant on diesel where there is no grid availability. We currently have more than 30,000 BTS sites, approximately half of which are dependent on diesel generators for power. As a result, and based on our baseline emissions analysis, we have identified BTS and towers as an important focus for the reduction of our GHG emissions.

- **Data centres and mobile switching centres (MSCs)**
  - Our data centres and mobile switching centres (MSCs) are entirely powered by the electricity grid with diesel generators available for critical backup power. They’re the most major source of our scope 1 and 2 emissions. Transitioning these sites to renewable energy sources will contribute to the reduction of our GHG emissions.

* A base transceiver station (BTS) is a piece of equipment that facilitates wireless communication between user equipment (UE) and a network.
Our priorities

Having defined our baseline emissions for scope 1, 2 and 3, we’re now focused on establishing an effective rollout programme of initiatives to address the emissions under our own control. We are committed to ensuring that these plans align to the science-based targets initiative (SBTi) standards, and we intend to seek the SBTi verification in due course. Our immediate priorities fall into the following six areas. We will:

1. Create a rollout programme of initiatives for scope 1 and 2
   We have identified over 40 separate initiatives and projects that will address our scope 1 and 2 emissions. We’re now assessing the viability of all these and looking at the phasing of required investment. Some of these projects focus on our data centres, some on our owned towers and other assets. We will model all of these against the current emissions profile of each of our markets to define the most effective implementation programme and timeline.

2. Define our strategy for the reduction of scope 3 emissions
   The majority of our scope 3 emissions arise from towers that are owned and operated by our partners, and from business travel. Addressing our scope 3 emissions is critical for achieving a genuine reduction in the impact Airtel Africa has on the environment. A clear and effective strategy for reducing scope 3 is needed and will complement the work we set out in our pathway to net zero.

3. Carry out stakeholder consultation
   We undertook consultation with a wide group of Airtel Africa’s stakeholders ahead of publishing our sustainability strategy. This is best practice and allowed us to draw on expertise from across our value chain. Once we have defined the rollout programme for our scope 1 and 2 initiatives, we will engage with selected stakeholders once again to ensure that our plans are credible and as robust as possible.

4. Establish an effective carbon offsetting strategy
   We recognise that, however hard we work to reduce our GHG emissions, some, particularly scope 3, will be impossible to avoid. Therefore, we will need to establish our strategy for offsetting those emissions through nature-based programmes for carbon sequestration. We will ensure that any projects we invest in are well managed and can demonstrate a genuine carbon sequestration impact. We will also consider alternatives routes for investing in carbon reduction initiatives to offset our emissions which may include renewable energy power schemes for communities and schools.

5. Apply for the Science Based Targets initiative (SBTi) certification
   We understand that verification and assurance is critical around GHG reduction programmes. This is why we have committed to applying for certification of our pathway to net zero programme by the Science Based Targets initiative (SBTi). This will provide assurance that our plans are rigorous and based on scientific evidence. We plan to apply for this certification during 2023.

Work with our partners and peers

We recognise that it will be difficult for us to achieve the carbon reduction we seek unless the mobile network operators (MNOs) join forces to address emissions arising from operating telecommunication towers which rely on diesel generators to ensure an uninterrupted supply of power in remote and hard to reach areas.

Continue working closely with GSMA

We continued to draw on industry-wide solutions through our membership of the GSMA which has already established an industry-wide decarbonisation plan and guidelines. According to the GSMA, the overall methodology for measuring and reporting scope 3 emission is not standardised across the mobile industry. Therefore, more work is required on standards, reporting and coordination across supply chains**.

The GSMA is currently working with MNOs to develop guidance on accurately measuring scope 3 emissions, with an aim to create an agreed approach across the mobile sector on how to measure each of the applicable categories associated with scope 3 emissions by the end of 2022.

** According to GSMA, only 44% of operators provided reliable scope 3 data in 2021

How we measure our progress

We will measure our progress through a number of key performance indicators, including scope 1 and 2 emissions, scope 3 emissions and the total energy consumption. We will also track and monitor total diesel and electricity consumption, the rate at which lead is eliminated from our operations, number of hybrid sites and usage of renewable power, sites connected to grid, and PUE in our data centres.

<table>
<thead>
<tr>
<th>GRI FRAMEWORK</th>
<th>GRI 302-6 Emissions of ozone-depleting substances (ODS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRI 305-4</td>
<td>GHG emissions intensity</td>
</tr>
<tr>
<td>GRI 305-5</td>
<td>Reduction of GHG emissions</td>
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<tr>
<td>GRI 305-6</td>
<td>Emissions of GHG emissions</td>
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<tr>
<td>GRI 302-3</td>
<td>Energy intensity</td>
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<tr>
<td>GRI 302-1</td>
<td>Energy consumption within the organisation</td>
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<td>GRI 302-2</td>
<td>Energy consumption outside of the organisation</td>
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<td>GRI 302-4</td>
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<tr>
<td>GRI 305-1</td>
<td>Direct (scope 1) GHG emissions</td>
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<tr>
<td>GRI 305-2</td>
<td>Energy indirect (scope 2) GHG emissions</td>
</tr>
<tr>
<td>GRI 305-3</td>
<td>Other indirect (scope 3) GHG emissions</td>
</tr>
</tbody>
</table>

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Airtel Africa plc Sustainability Report 2022

63
Our environmental stewardship goal

It is essential we reduce waste and conserve natural resources. Our goal is to eliminate hazardous waste from our operations, and significantly reduce our non-hazardous waste outputs. We also aim to minimise our water consumption.

We achieve this through the development and implementation of programmes designed to replace damaging materials, expand recycling schemes, and build employees' awareness around protection of natural resources.

MATERIAL TOPIC: CIRCULAR ECONOMY

Our focus areas

**ELIMINATION OF HAZARDOUS WASTE FROM OUR OPERATIONS**  
We take a responsible approach to reducing all hazardous waste in our operations, complying with all regulated standards for the disposal of lead waste—which we dispose of through exclusively authorised and licensed third-party partners. The area of most significant concern in this respect for mobile operators is the continued use of lead batteries, which are widely deployed to provide critical back-up power for our extensive network equipment. Therefore, we’re setting targets to reduce the presence of hazardous waste in our operations, focusing particularly on lead.

**REDUCTION IN NON-HAZARDOUS WASTE**  
We’re already working to minimise our impact on the environment by reusing, recycling, and ensuring the safe disposal of non-hazardous waste in all countries where we operate. To further reduce our impact on waste going to landfill or incineration plants, we will expand existing waste management initiatives across our offices and sites, as well as ensuring that more of our supplies come from recycled sources.

**PROTECTION OF NATURAL RESOURCES**  
We’re not a heavy user or polluter of natural water resources. However, as water is such a precious commodity in our markets, we recognise and accept our responsibility to monitor and be mindful of our water use. We collect and harvest rainwater in some of our offices, where possible, and are actively investigating more ways to expand these initiatives.

To further minimise our environmental impact, we commit to reducing e-waste across our business, as well as ensuring reusability and recyclability. We dispose of any generated e-waste from technological upgrades, capacity augmentation and various other processes with authorised and licensed operators, adhering to the Waste Electrical and Electronic Equipment (WEEE) guidelines. We source all our electronic equipment from reputable partners who comply with global environmental health and safety (EHS) standards, and in all our locations, we keep a record of e-waste disposal certificates—following a stringent process which mandates the use of exclusively qualified, licensed, and safe recycling as well as e-waste disposal partners.

**COMMITMENT TO REDUCTION OF OUR WATER CONSUMPTION**  
Preserving water resources is our important environmental protection priority. Our current water protection target is to achieve year-on-year reductions in water consumption across our offices and sites. To achieve this, we introduce regular employee awareness campaigns to ensure they consider the role they can play in reducing water consumption.

We are committed to reducing and eliminating the environmental impact of our operations along our entire value chain and making a long-lasting positive impact in the markets where we operate.

Olubayo Adekanmbi  
Chief strategy, partnerships and sustainability officer

Highlights over the reporting period

- Launch of the ‘Project green’ across 14 markets
- Standalone environment policy developed and embedded
- Environment management system
- Environment, social and health and safety (ESMS) system
- Leadership in energy and environmental design (LEED) gold certification for our new office in Dubai
Recent market developments
In February 2022 in Nairobi, the fifth session of the United Nations Environment Assembly (UNEA), which comprises the 193 United Nations Member States, voted to undertake negotiations on two critical processes:

1. International legal commitment to end plastic pollution by 2024
2. Agreement to establish a science-led policy panel on chemicals and waste.

These two UNEA focus areas could, potentially, have an impact on how we handle e-waste across our network. We will proactively monitor legislative and diplomatic developments to ensure we’re ready to introduce any new processes to comply with the new legislation and commitments.

Another significant environmental development has been the enactment of new regulation dealing with waste by the government of Kenya. The ‘Sustainable waste management bill – 2021’ places emphasis on extended producer responsibility schemes as well as circular economy for the reduction of waste. The bill provides for take-back schemes and the labeling of products that may cause pollution. This will promote establishing of material recovery facilities in every county as well as incentives to encourage recycling. We shall also take steps to ensure compliance to the regulation as part of our environment stewardship programmes.

Our strategic priorities
The circular economy continues to gain traction and climb the global agenda as a key measure to tackling global environmental challenges, such as climate change, waste, pollution, resource scarcity, and biodiversity loss. We at Airtel Africa remain committed to implementing its principles. These include minimising waste and pollution as well as extending the lifespan of products and materials through reuse, repair and repurpose, wherever practically possible.

The demand for devices and network equipment is projected to increase exponentially as the industry grows. Hence, telecommunications industry is facing increased pressure on the availability of circular devices with prolonged lifetime, increased repairability, and accessible collection of devices and other forms of safe disposal of devices at end-of-life. We recognise that extending the lifetime of network equipment and user devices also has potential to save greenhouse (GHG) emissions as well as natural resources. It is for this reason that we have already taken steps to manage our end-of-life equipment in a sustainable way. To accelerate this, we plan to work in close collaboration with our suppliers, end-users, and waste recyclers.

Another key objective we have set ourselves is to ensure that our e-waste is reused or recycled, and hazardous fractions are managed by certified recycling facilities to prevent environmental pollution. Our e-waste programmes aim to collect e-waste equivalent volume of equipment we introduce into the market.

In addition, our work is ongoing to create awareness of the impact our corporate and individual activities have on the environment, and we will continue to take action and reduce the risk of harming our environment. Through regular campaigns, we encourage our employees to promote circular economy both at work and in their personal lives.

World environment day at Airtel Africa
We marked the world environment day on 7 June 2022 across all our markets. This year’s theme was #OnlyOneEarth – let’s take care of it. As a mobile technology company, we extensively use electronic and electrical equipment in our network operations. We’re concerned about the increase in electronic and electrical waste on the continent. If not addressed properly, this could have severe consequences for the environment and public health.

On the world environment day, we hosted an e-waste awareness and collection event bringing together over 1,000 employees from across our 14 markets. Employees were encouraged to bring unused or broken appliances from their homes for collection, and we worked with certified recyclers to collect and recycle the e-waste that was deposited by our people.

Our certified recyclers also shared their experience on the sustainable management of e-waste by reusing and recycling during a mini-town hall with our workforce.

As a result, over 550 kg of e-waste were collected and recycled on the day. Going forward, we will continue ensuring that all our e-waste is reused or recycled, and processes are managed by certified recycling facilities to prevent any form of environmental pollution. Crucially, our e-waste programme aims to collect e-waste equivalent volume of equipment we introduce into the market.

“We continue to ensure that all our e-waste is reused or recycled by licensed operators in all our markets.”
OUR ENVIRONMENTAL STEWARDSHIP GOAL

PILLAR 4: OUR ENVIRONMENT

Launch of ‘Project Green’ in all 14 markets

Over the reporting period, we introduced ‘Project Green’, an initiative at the heart of our efforts to operationalise our sustainability strategy through an emphasis on efficiency, innovation, and careful consideration of how we reduce the environmental impact of our various business operations. From the development and implementation of simple and low-cost initiatives targeting energy efficiency and reduction, to sustainable waste management – both non-hazardous solid waste and e-waste – and the cultivation of a ‘think green, live green’ culture among our colleagues. ‘Project Green’ is a broad and critical component of our environmental impact reduction strategy.

‘Project Green’ also focuses on circular economy initiatives, including replacement of end-of-life equipment in a way that minimises environmental harm. It will have a material effect on the environmental profile of our operations. More than this, however, we’re creating a culture in which our colleagues are sensitised to the sustainability of all our activities, and in which environmental protection is embedded at the heart of our business.

We continue to engage the GSMA to ensure that industry best practice is always observed.

ENVIRONMENTAL STEWARDSHIP IN ACTION

We are creating a culture in which the environmental protection is embedded in the heart of our business and minds of our employees.
Energy efficiency and carbon reduction in our offices

Office buildings are energy intensive and make a significant contribution to our energy consumption, cost, and greenhouse gas emissions. We’re working to increase the energy and carbon efficiency in all facilities and data centers, and energy use will be addressed through a series of actions, including the replacement of incandescent bulbs with LEDs, which require 75% less energy, in our main offices.

How we measure our progress

We measure our progress through a number of key performance indicators, including the rate at which lead and other hazardous waste is eliminated from our operations, the rollout of a Group-wide waste management initiative across our markets, the total e-waste generated and recycled by our operations, and monitoring our annual water consumption.

ENVIRONMENTAL STEWARDSHIP IN ACTION

Bins donated in Seychelles

In September 2022, Airtel Seychelles donated 40 bins to the Ministry of Agriculture, Climate Change and Environment (MACCE) as part of the national ‘Clean up the world’ campaign. The government is focussing on biodiversity and circular economy while engaging children and youth in climate-related educational projects in a bid to change attitudes towards the environment. This donation was an important practical step to help maintain cleanliness in some major areas in Providence and its popular tourist spots.

A small ceremony took place at the Airtel House in Providence which was attended by Airtel employees and MACCE.

When it comes to the environment, we make sure that we educate and help the community understand the importance of keeping the Seychelles clean.

Amadou Mahamat Dina
Managing director
Airtel Seychelles

ENVIRONMENTAL STEWARDSHIP IN ACTION

Gold certification in our new Dubai office

In September 2022 we were granted the Leadership in Energy and Environmental Design (LEED) gold certification for our new office in Dubai. The LEED certification framework identifies practical solutions to common ‘green’ building problems worldwide and uses a points-based system to certify the environmental credentials of a new construction project. Developed by the non-profit Green Building Council (USGBC) in the United States, the system evaluates the design, construction, operation and maintenance of buildings to ensure they are environmentally friendly while helping building owners and operators be responsible and use resources efficiently.

To achieve gold LEED certification, we had installed the energy saving devices, such as motion sensors, LED lightings, automatic temperature controls during the construction of our new office. This certification demonstrates our commitment to minimising the environmental impact in our operations.

We are committed to minimising the environmental impact from all our office buildings.

“
Our waste management
We manage our waste using a waste management hierarchy which comprises of four steps:

1. Prevention
2. Reuse
3. Recycling
4. Disposal

This hierarchy aims to minimise the amount of waste generated in our operations with an emphasis on reduction, reuse and recycling as key aspects of a sustainable materials and responsible waste management approach.

Our intention is to progress to more integrated and sustainable waste management practices, in all markets, to prevent and reduce waste ending up in landfills as well as associated environmental degradation.

• Prevention entails reducing or preventing waste at the source and it is our preferred strategy. Throughout our supply chain, we take steps to reduce packaging and work to use environmentally friendly packaging materials – redesigning products such as airtime scratch cards to reduce their plastic component.

• Re-use is also a common practice, whereby we sell some of our equipment, especially during network upgrades, to vendors who are interested in re-using the equipment in its original form, thus extending its useful life.

• Recycling constitutes a series of activities that include collecting used, reused, or unused items that are considered waste and processing them into raw materials for new products. Most of our electronic waste undergoes recycling with certified waste recyclers.

The selection of waste management vendors for recycling and disposal is completed through our procurement process. Key considerations in this process include the vendor’s possession of approval from authorities to handle waste, transport, and their recycling capability.

We work with partners and other stakeholders in the waste industry to ensure the success of this waste management strategy. This collaboration includes government authorities, formal and informal recyclers, non-profit organisations as well as industry players.

Waste data collection process
Data is collected by facilities managers (supply chain management), including waste data from office buildings and warehouses*. This data is collected in each of our markets and collated by the head of facilities. The report reflects data** on waste from selected warehouse disposals occurring exclusively in FY’22 (for markets in which no warehouse disposal was completed during the period, we did not report any waste).

Total waste generated* (2,058.2 tonnes)

<table>
<thead>
<tr>
<th>Waste directed to disposal</th>
<th>Waste diverted from disposal</th>
</tr>
</thead>
<tbody>
<tr>
<td>61%</td>
<td>39%</td>
</tr>
</tbody>
</table>

** This data does not include UK and Channel Island, India, Dubai or the Netherlands.

Waste generated by type

- Electronic waste (e.g. network waste, handsets)
- Hazardous waste (batteries)
- Paper and board
- Wood
- Construction metals
- Other waste**

- ** Other waste category includes mixed office building waste such as pruned tree branches and other soil debris.

GRI FRAMEWORK

GRI 306-1 Waste generation and significant waste-related impacts
GRI 306-2 Management of significant waste-related impacts
GRI 306-3 Waste generated from disposal
GRI 306-4 Waste diverted from disposal
GRI 306-5 Waste directed to disposal
Africa climate week

In August 2022, we have restated our commitment to sustainable business practices at the Africa climate week in Libreville, Gabon*. Following the announcement of the rollout of our environmental stewardship programmes across 14 markets, Michael Foley, regional director, updated delegates on the progress we made in waste management and on advancing the circular economy for telecommunications across Africa.

Mr. Foley addressed delegates at two flagship sessions: the Marrakech partnership implementation lab and the integrated assessment of air pollution and climate change for sustainable development (Africa achieving agenda 2063). During the 5-day event governments, cities, private sector leaders, financial institutions and civil society worked alongside to discuss Africa’s resilience against climate risks, its transition to a low emission economy, and partnerships to solve immediate and pressing challenges.

As a result, Africa climate week provided an opportunity to identify credible and long-lasting responses to advancing as well as financing a resilient and decarbonised Africa and was a major event in the run up to COP27 which will take place in Egypt in November 2022.

* Africa Climate Week 2022 was hosted by the Government of Gabon and jointly organised by UN Climate Change, together with its global partners, including the UN Development Programme (UNDP), the UN Environment Programme (UNEP), the UN Climate Change High-Level Champions and the World Bank Group, as well as prominent African partners, such as the African Development Bank (AfDB), African Union, the United Nations Economic Commission for Africa, and UN Gabon.

“
We have a comprehensive and robust sustainability strategy. The execution of this strategy is led by management with the full engagement and support from the Board of directors and our sustainability champions. The four pillars of our sustainability strategy set out a clear pathway for the business, providing us with the focus on the long-term goals. We are committed to establishing detailed programmes to deliver them. This structure ensures we have absolute clarity around the contribution we can make to the UN SDGs and how we can help to address inequality and support economic growth across Africa.

Michael Foley
Regional director
Francophone Africa
Our environmental stewardship goal

Commitment to the reduction of water
Preserving water resources is our important environmental protection priority. Our current water protection target is to achieve year-on-year reductions in water consumption across our offices and sites. To achieve this, we’re introducing a number of initiatives, including regular employee awareness campaigns, to ensure we can play a role in preservation of water resources across the continent.

Our water management
At Airtel Africa, we do not consume water for operations, apart from our office buildings and other facilities where water is consumed for household purposes. However, we have put in place measures to further reduce water usage as well as support communities in water conservation projects in those markets where we operate. Most of our water is used for cleaning and drinking. We source our water from local governments or municipalities, boreholes and drinking water vendors. Cleaning water is discharged to municipal sewers for further treatment and disposal.

Our focus for reduction is mainly directed to water used within our organisation. The objective is to reduce, where possible, the amounts used, and we have held employee awareness sessions on water reduction and usage to encourage this.

Since we’re not an intensive user of water, our plan is to work with industry players like the GSMA to devise ways of leveraging mobile technology to reduce water usage in our society. Mobile technology provides platforms that water companies can deploy in water management. For example, mobile money, smart metering and other technologies can be deployed in support of water reduction programmes.

As part of ‘Project green’, we have started implementing steps to measure and report water used in all markets. As soon as we establish the baseline, we will develop measures to reduce usage of water where possible. We also support water harvesting projects in our buildings and help our communities, especially in schools, through our corporate social responsibility programmes. In some of our markets, such as Kenya, we support conservation projects, in particular tree planting in water catchment areas.

All our discharges are based on the local authority requirements in our various markets.

World water week at Airtel Africa

The World water week 2022 took place in Stockholm in August 2022 and was supported by the Government of Sweden. It was themed around ‘Seeing the unseen: the value of water’. This global event aimed at addressing the value of water and challenges, such as the availability and state of water, the global streams used to produce goods and services, and the impact water has on people, nature, and economies.

Water is a precious commodity, and operating in the African markets, we’re aware of the water-related challenges that communities face across the continent.

Preserving water resources is an important environmental priority for us at Airtel Africa and our water protection target is aimed at achieving year-on-year reduction of consumption across our offices and sites.

To help raise awareness among our employees and communities, we joined efforts with the World Water Week 2022 and held training and awareness sessions with our environmental officers and champions in all our markets. The Group-level session was attended by over 500 employees exploring potential technology solutions that we can provide in assisting communities and other institutions to reduce water consumption.

During that session Razvan Ungureanu, our chief technology officer, spoke about why water preservation is such an important sustainability goal for us. Our guest speaker, Dr Edward Mungai, partner and lead consultant at Impact Africa Consulting Limited, spoke about the role of businesses in water conservation and sustainability, and Mr. Zack White, senior manager at GSMA led a discussion on challenges and opportunities for MNOs and water resource institutions in utility digitalisation in Africa.

African communities face water-related challenges across the continent so we made preserving water resources our priority.

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All our discharges are based on the local authority requirements in our various markets.
Our responsibility starts with an efficient and transparent corporate governance system.

Our corporate governance practices go beyond mere compliance with regulation. We are committed to applying the highest standards of corporate governance, recognising that robust governance and culture underpin business success and help build trustful relationships with our stakeholders.
Corporate governance structure

Our Board of directors, whose role is to promote the long-term sustainable success of the company by generating value for stakeholders and contributing to wider society, is the primary decision-maker at Airtel Africa. The Board sets the Group’s purpose and strategy, and its members are responsible for our operational and financial performance and making sure that we manage risks effectively. The Board has delegated certain responsibilities to specialist committees while maintaining overall accountability.

Composition of the Board of directors

<table>
<thead>
<tr>
<th>Member of the Board of directors</th>
<th>Role</th>
<th>Independence</th>
<th>Nationality</th>
<th>Age</th>
<th>Committee</th>
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</thead>
<tbody>
<tr>
<td>Sunil Bharti Mittal</td>
<td>Chair</td>
<td>No</td>
<td>Indian</td>
<td>64</td>
<td>Nominations (Chair), Market Disclosure</td>
</tr>
<tr>
<td>Olusegun Ogunsanya</td>
<td>CEO</td>
<td>No</td>
<td>Nigerian</td>
<td>55</td>
<td>Market Disclosure, Sustainability (Chair)</td>
</tr>
<tr>
<td>Jaideep Paul</td>
<td>CFO</td>
<td>No</td>
<td>Indian</td>
<td>60</td>
<td>Sustainability</td>
</tr>
<tr>
<td>Andrew Green CBE</td>
<td>Senior independent non-executive director</td>
<td>Yes</td>
<td>British</td>
<td>66</td>
<td>Audit and Risk, Nominations, Market Disclosure (Chair)</td>
</tr>
<tr>
<td>Awuneba Ajumogobia (née Iketubusin)</td>
<td>Independent non-executive director</td>
<td>Yes</td>
<td>Nigerian</td>
<td>63</td>
<td>Audit and Risk, Remuneration</td>
</tr>
<tr>
<td>Douglas Baillie</td>
<td>Independent non-executive director</td>
<td>Yes</td>
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<td>Nominations, Remuneration (Chair), Market Disclosure</td>
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<tr>
<td>John Danilovich</td>
<td>Independent non-executive director</td>
<td>Yes</td>
<td>American</td>
<td>71</td>
<td>Remuneration</td>
</tr>
<tr>
<td>Tsegia Gebreyes</td>
<td>Independent non-executive director</td>
<td>Yes</td>
<td>Ethiopian</td>
<td>52</td>
<td>Remuneration</td>
</tr>
<tr>
<td>Ravi Rajagopal</td>
<td>Independent non-executive director</td>
<td>Yes</td>
<td>British</td>
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<td>Audit and Risk (Chair), Nominations, Market Disclosure</td>
</tr>
<tr>
<td>Annika Poutiainen</td>
<td>Independent non-executive director</td>
<td>Yes</td>
<td>Finnish</td>
<td>51</td>
<td>Audit and Risk, Sustainability</td>
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<tr>
<td>Kelly Bayer Rosmarin</td>
<td>Independent non-executive director</td>
<td>No</td>
<td>Australian</td>
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<td></td>
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<tr>
<td>Akhil Gupta</td>
<td>Independent non-executive director</td>
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<td>Indian</td>
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<td></td>
</tr>
<tr>
<td>Shravin Bharti Mittal</td>
<td>Independent non-executive director</td>
<td>No</td>
<td>British</td>
<td>34</td>
<td></td>
</tr>
</tbody>
</table>
Chairman of the Board of directors
The Group’s Chair leads the Board and has overall responsibility for its effectiveness in directing the Group. Moreover, the Chair plays a crucial role in shaping culture on the boardroom by promoting openness and debate. The Chair sets a Board agenda primary focused on strategy, performance, value creation, culture, stakeholders, and accountability. The Chair is also responsible for the development and implementation of processes and policies required to enable the proper functioning of the Board.

The Board is composed of individuals from a range of sectors and disciplines, who each bring a unique perspective to the strategic direction of the Group. The Chair works to capitalise on this breadth of knowledge and experience and ensures those discussions reflect the independent contributions of all non-executive directors.

Chief executive officer
Reporting to the Chair and the wider Board, the chief executive officer (CEO) is responsible for the executive management of the Group. Members of the Executive Management Committee (ExCo) report directly to the CEO. The CEO’s responsibilities include the development of the Group strategy, plans, commercial and sustainability objectives, and for making proposals to the Board. The implementation, delivery and communication with stakeholders of these programmes and plans, as well as the attainment of objectives set at Board level are a core responsibility of the CEO.

The CEO manages and mitigates the Group’s principal and emerging risks as determined by assessments made by both the Group’s Board and risk management and internal control systems.

It is vital to the work of the CEO that he maintains a close and regular dialogue with the Board and the Chair, to ensure alignment, transparency and accountability.

Senior independent director
The senior independent director (SID) acts as a sounding board for the Chair, providing support in the delivery of objectives, and serving as an intermediary between the other directors and shareholders. As part of their duties, the SID sits on the Audit and Risk Committee, Nominations Committee, and Market Disclosure Committee. When necessary or beneficial, the SID’s role involves meeting with a range of major shareholders to develop an accurate and balanced understanding of their views. Where shareholder concerns have not been adequately addressed through the normal channels (through discussions with the Chair, CEO or other executive directors), or where this would be inappropriate, the SID is available to meet with shareholders to arrive at a resolution of the matter.

The SID also meets with other non-executive directors – without the Chair being present – to evaluate and appraise the Chair’s performance. The SID is also responsible for the orderly succession process for the Chair, closely collaborating with the Nominations Committee throughout.

Board Committees
The Board delegates key aspects of governance to its five Committees:

1. Audit and Risk Committee
2. Nominations Committee
3. Remuneration Committee
4. Market Disclosure Committee
5. Sustainability Committee
Audit and Risk Committee
The Audit and Risk Committee monitors the integrity of financial reporting and other formal announcements pertaining to the business’ financial performance, as well as assisting the Board’s review of the effectiveness of the Group’s internal controls and risk management. The Committee meets at least four times a year. The Audit and Risk Committee is responsible for reviewing and challenging the Group’s accounting policies; for satisfying itself on the integrity of financial and narrative statements and for ensuring that these reflect the views of the external auditor. External auditors are nominated by the Audit and Risk Committee, whose recommendations on the appointment, re-appointment, resignation or removal of external auditors inform the Board’s decision. The Group’s relationship with the external auditor is managed and monitored by the Committee.

The Committee plays a critical role in the Group’s measures to detect, and combat fraud and reviews all relevant policies and procedures.

The Audit and Risk Committee’s membership (comprising four independent non-executive directors) is determined by the Board, with reference to the recommendations of the Nominations Committee.

Nominations Committee
The Nominations Committee advises on appointments, retirements and resignations from the Board and its Committees and reviews succession planning and talent development for our Board and senior management. The Committee meets at least twice annually.

As part of its overview of the Board’s composition, the Committee constantly monitors, and regularly assesses, its size, structure and membership, including its skills, knowledge, independence, experience and diversity reflected by its members. Beyond just the Board, the Committee is responsible for ensuring that the skills, knowledge and experience of senior management are suitably diverse and relevant.

This Committee also manages the disclosure, by Board members and directors, of all significant commitments and the time involved in these, and it is the Committee’s responsibility to ensure that there are no actual or potential conflicts of Board members’ interests with those of the Group. Where a conflict is identified, the Committee makes recommendations to the Board on how to respond and resolve the issue.

The Nominations Committee oversees the appropriate induction and onboarding training for new directors and Board members.

Remuneration Committee
Meeting at least four times a year, the Remuneration Committee determines the overall and specific remuneration for executive directors, officers and senior management as well as the Board Chair and non-executive director fees. The Committee is responsible for ensuring that policies and procedures are compliant with relevant regulations and laws, and that the remuneration setting process is transparent. The Committee also promotes the effective engagement with shareholders and the Group’s workforce and seeks to minimise any reputational risks as well as the behavioural risks which can arise from target-based incentive plans.

The Committee works to guarantee that any incentive schemes introduced by the Group drive behaviours and attitudes consistent with the Group’s purpose, values and strategy and reflect the long-term performance and interests of the Group.

The Remuneration Committee also administers all aspects of any executive or employee share scheme, in accordance with the scheme’s rules, requirements of the stock exchange, and the applicable directives issued by His Majesty’s Revenue and Customs (HMRC) – or any other local tax requirements

Market Disclosure Committee
The Market Disclosure Committee oversees the disclosure of information pursuant to our obligations under the Market Abuse Regulations (MAR), by determining whether information constitutes insider information, or when – and how – it must be disclosed. The Committee also monitors compliance with our MAR disclosure, controls and procedures, as well as the release of information under the Information Flow Protocols and Services Agreement with Bharti Airtel. When this involves or requires consultation with an external advisor, the Committee is responsible for this.

The Market Disclosure Committee meets as necessary.

Sustainability Committee
Our Sustainability Committee reviews, challenges and oversees the approval and implementation of our sustainability strategy, including internal reporting and balancing of non-financial targets and our commitments to delivering value for shareholders and other stakeholders. It also oversees diversity and inclusion matters and the work of the Health and Safety Committee.

Our appointment processes
The Board has the power to appoint additional directors or to fill any vacancy. When recruiting new members for the Board, our Nominations Committee adopts a formal and transparent procedure which considers the skills, knowledge and level of experience required, as well as the balance of diversity.

We begin by evaluating the balance of skills, knowledge and experience of existing Board members, the diversity of the Board, and ongoing requirements and strategic developments of the business.

This enables us to focus our search process on appointing someone who will complement and enhance the Board’s effectiveness and overall performance.

We review a long list of globally drawn potential candidates and shortlist candidates for interview based on the objective criteria set out in the agreed specification. These include the requirements of the Group, the diversity of the Board, and the balance of skills, knowledge and experience of current members. Non-executive appointees must be able to show that they have time available to devote to the role, and before being appointed all candidates must identify any potential conflicts of interest.

Shortlisted candidates are interviewed by the Committee chair, other Committee members and the CEO. The Committee then recommends the preferred candidate, who is invited to meet other Board members.

Finally, the Committee takes up detailed external references before making a formal recommendation to the Board for appointment.

Evaluation of the Board of directors
This year’s externally facilitated evaluation of the Board and its Committees, undertaken by an independent advisory firm, took the form of an online questionnaire addressing issues such as Board composition, stakeholder oversight, Board dynamics, management and focus of meetings, Board support, Board Committees and progress against the previous year’s actions. As well as the issues highlighted above, the evaluation surveyed participants’ perspectives on the Board’s oversight of wider strategy, risk management and internal controls, succession planning, people oversight, priorities for change and, for the first time, on sustainability. The completed questionnaires were then collated into a report, the conclusions of which were discussed by the Board and each Committee, and recommendations actioned.

Similarly, the results of the Chair’s review were shared with the senior independent director, who then discussed his performance with the non-executive directors.
Communication of critical concerns

Our chair and executive team are committed to ensuring that both positive and negative stakeholder input is communicated to the Board. The chair, the chairs of each Committee, independent directors, CEO, CFO and our company secretary are available to address any concerns raised by stakeholders. Our Board continued to be informed of significant stakeholder concerns and priorities through the CEO’s regular update.

The Audit and Risk Committee chair reports to the Board at each of its meetings on the operation of our Code of Conduct, anti-bribery and corruption, and whistleblowing procedures. This report contains enough detail to enable the Board to oversee these areas and make sure arrangements are in place for a proportionate and independent investigation of related matters and for follow up action.

Risk management system

The Airtel Africa plc Board has overall responsibility for the Group’s risk management framework and processes. Through the Audit and Risk Committee, the Board oversees the Group’s risk management framework and regularly reviews its principal risks as well as emerging risks that may impact the Group.

Within that overarching framework, the governance of risk management has been cascaded to various levels across the organisation to allow effective management of the Group’s risks.

The framework covers the interplay between risks impacting Airtel Africa as a whole and risks identified at either the operating company (OpCo) level (geography-related) or the functional level (business function-related). Our Group Executive Risk Committee (ERC) evaluates and prioritises the principal risks with the potential to undermine our strategy, business model and solvency, in line with our overall risk appetite.

The Committee also reviews on an ongoing basis the external business environment to identify emerging risks which could potentially have an impact on the Group’s business in the future. Group functional teams identify functional risks cutting across our OpCos to create a consistent Group-wide risk mitigation strategy for similar risks.

Risk identification process

Identify

OpCo
Function

Risks are identified by analysing external and internal context both at an operating subsidiary and at a Group functional level.

Risk analysis

Discuss and validate each risk
Assess each risk Likelihood Impact
Identified risks are assessed on Likelihood of occurrence Impact/ consequence

Rank

Score and prioritise each risk

Each risk is then assigned a risk rating based on the likelihood of occurrence and the possible impact/consequence.

Airtel Africa’s principal risks

Risks impacting the Group’s strategy, business model and solvency

Emerging risks

Ongoing review of the external environment and potential risks
Emerging risks: climate change

We continue to evaluate the potential impact of climate change on our business operations and on the economies in which we operate.

In our Annual Report and Accounts 2021/22, we presented the first results from our ongoing analysis of climate-related risks and opportunities. According to the recommendations of the Task Force for Climate-related Financial Disclosures (TCFD), we identified transition risks affecting our operations, as well as physical risks and opportunities. This identification process reflected factors over the short, medium, and long term. More details of this exercise and its outcome are contained in our Annual Report and Accounts 2021/22, where we describe the governance system which directs our management of climate related risks and opportunities.

Our ambition to achieve net zero greenhouse gas (GHG) emissions ahead of the 2050 deadline set out in the Paris Agreement is part of our sustainability strategy. In this report, we present our detailed approach for accounting for our GHG emissions, as well as identifying strategic areas for decarbonisation and techniques we will deploy across our OpCos to achieve our net zero goal.

We have undertaken, and continue to pursue, substantial and complex projects to attain our net zero target which will include an expansion of our risk management disclosures and further analysis of the influence of climate risks on our overall business strategy.

Business ethics and anti-corruption

Operating at the highest ethical standards is the heart of our relationships with every stakeholder.

Our Code of Conduct outlines our values, underlying ethics principles and responsibilities to act with integrity. Compliance with the Code of Conduct is obligatory for all our employees, and we demand the same high standards from our business partners.

Our underlying principles and its essence

1. Uphold the highest levels of personal conduct at all times
   - Respect for human rights
   - Harassment free workplace
   - Conflict of interest
   - Health and safety
   - Gifts and hospitality
   - Diversity and inclusion

Airtel Africa strives to keep a safe work environment by protecting the health, safety and wellbeing of our customers, employees, partners and the communities in which we operate. In line with this commitment, we adopt a zero-tolerance approach towards sexual harassment, modern slavery, human trafficking, child labour and forced labour – and we expect the same standards from our business partners.

We expect all employees to avoid any situation in which personal interests are allowed, or are perceived, to conflict with those of the Group.

2. Protect assets and financial integrity of the company
   - Integrity of accounting records and financial/non-financial information
   - Physical assets and Intellectual property
   - Confidentiality
   - Data privacy

The protection and efficient use of company assets, such as data, property, data centres and towers, is the joint responsibility of all our employees. Any manipulation of financial reporting or accounting practices will be considered a disciplinary issue and may incur criminal charges.
3. Respect the laws of the land
   • Anti-bribery and corruption
   • Anti-money laundering and tax evasion
   • Insider trading
   • Fair competition
   • Sanctions

We operate at zero-tolerance towards any form of corruption and we are opposed to any form of bribery or money laundering. Our employees are familiar with our internal anti-bribery and anti-corruption policy, and we expect, and demand, our partners to adopt a similarly thorough approach.

We require our employees to comply with the laws and regulations of the countries in which we operate and we call on employees to notify the relevant authorities and colleagues, should this ever be detected in the Group’s activities.

For a situation not covered by the Code, we expect employees to exercise ethical judgment or consult their compliance manager to ensure proper navigation and resolution of the issue.

If our Code of Conduct should ever seem to contravene local applicable laws, employees should flag this, and a more appropriate provision will be designed.

4. Uphold respect in dealing with external partners
   • Corporate social responsibility
   • Engagement with regulatory bodies
   • Political activity
   • Interacting with media
   • Engaging on social media
   • Environment and sustainability

In our business dealings we expect partners to adhere to business values and principles consistent with our own. A central value of ours, upon which we place the utmost importance, is respect for the communities with which – and in which – we do business.

We are not involved in politics and make no donations to entities with a political interest or function. However, we will promote and defend our legitimate business interests through cooperation with governments and other organisations, both directly and through third parties, to support with the development of proposed legislation and other regulations which may affect our legitimate business interests.

Though the views of the company will periodically be solicited by the public, media, investor groups and analysts, and stock exchanges on certain issues, only authorised employees are permitted to speak or write on behalf of the company.

Communication and training on anti-corruption

We continue to focus on limiting our potential exposure to bribery and corruption risks by providing mandatory training to employees, reviewing financial records and continuously developing our anti-corruption policies and procedures.

As the part of the induction program, all new employees must undertake a training to familiarise themselves with the Code of Conduct, which includes a module on our anti-corruption policies and practices. For all employees, we have set up a mandatory annual computer-based training programme on anti-bribery and corruption and our Code of Conduct - which this year achieved a completion rate of 99.7%.

We strive to instil our zero-tolerance approach to corruption in all the partners with whom we work. Our contract management system includes mandatory requirements with our Code of Conduct and anti-bribery and corruption policy. Our Internal Audit team reviews our anti-bribery compliance programme to assess its continued effectiveness and exposure to any risks related to corruption. We also perform an audit of suppliers, measuring their compliance with anti-corruption regulation - and our plan is to make this process formal and regular. We will continue to assess bribery risks in our markets to refine and improve our anti-bribery compliance programme, as well as developing the system so that it covers all of our partners and suppliers.

“

We are continuously working to develop our corporate governance system and make sure that it meets and supports the interests of all of Airtel Africa’s stakeholders. Our Board of directors plays a major role in overseeing successful implementation of our sustainability strategy. This year the Board’s focus was to ensure that the business established robust processes to monitor and track progress against the sustainability goals.

“

Simon O’Hara
Group company secretary
Our whistleblowing mechanism

Our whistleblowing programme is a confidential channel through which employees can report unethical practices or wrongdoings. We have an independent whistleblowing process managed by an external professional services firm from their centre of excellence in South Africa.

Our Board of directors through the Audit and Risk Committee maintains oversight over the Group’s whistleblowing programme. During the reporting period, the Committee received updates on the volume of reports, key themes emerging from these reports and the results of related investigations. The Committee assessed the reports according to the category and level of concern and considered these in line with a protocol for review, investigation, action, closure and feedback.

The Audit and Risk committee chair reports to the Board at each of its meetings on the operation of our Code of Conduct, anti-bribery and corruption and whistleblowing procedures. This report contains enough detail to enable the Board to oversee these areas and make sure arrangements are in place for a proportionate and independent investigation of related matters, and for follow up action.

We continue to monitor the volume, geographic distribution and range of reports made to the hotline to understand key themes, the existence of any significant regional compliance concerns, and the level of awareness of the whistleblowing channels across our operating markets.

During the reporting period, we investigated 45 incidents received through various sources, including our formal whistleblowing channels. The issues reported were diverse in nature and of varying magnitude – with investigations conducted to substantiate or confirm the complaints received.

The very small number of reports that contained allegations of a breach of our Code of Conduct were thoroughly investigated and disciplinary action was taken, where appropriate. The majority of reports received during the reporting period were human resources issues which indicated no compliance concerns or serious breaches of our Code of Conduct.

Whistleblowing hotline process

Whistleblower hotline details:
- By phone (non-toll fee): +27 12542 5381 or country toll-free numbers which are visibly displayed in all locations
- By e-mail: airtelombudsperson@kpmg.co.za

GRI FRAMEWORK
GRI 3-3 Management of material topics
GRI 205-1 Operations assessed for risks related to corruption
GRI 205-2 Communication and training about anti-corruption policies and procedures
Overview of our progress since October 2021

We are pleased to present the inaugural Sustainability Report of Airtel Africa plc reflecting our significant efforts and continued focus on those key elements of environmental, social and governance performance which characterise our activities as transforming lives for the 12 months since the launch of the sustainability strategy in October 2021. The report details the key results of Airtel Africa’s sustainability performance from 1 October 2021 to 30 September 2022.

In some instances, we describe sustainability initiatives that were planned during the reporting period but will be implemented in the months following. The report covers all the relevant topics as well as additional ESG indicators. It is important to note that we will expand the number of indicators for disclosure year by year, to provide our stakeholders with detailed and comprehensive information.

This report is comprehensive in the sense that it covers all our operations in each of our areas of activity – including work undertaken in Nigeria, East Africa and Francophone Africa.

In publishing the Sustainability Report, Airtel Africa underlines – and renews – its commitment to transparency with all its stakeholders, and we’re proud that this report constitutes a reliable and complete presentation of key information about the Group’s sustainable development activities.

We’re aware that the Group has a responsibility to reduce and mitigate any environmental impact its operations might have in the regions of its presence. Accordingly, we monitor such matters as climate change, environmental protection, corporate governance, labour rights, and the development of local communities.

As will become clear in this report, development of the environmental, social and governance (ESG) agenda ranks as a top priority for Airtel Africa. The report is prepared in alignment with the following standards:

- the Global Reporting Initiative (GRI)
- the Sustainability Accounting Standards Board (SASB)
- It further conforms with GSMA’s recommendations for telecommunications industry reporting.

Additionally, when preparing the Sustainability Report, we were guided by the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) and the requirements and recommendations of the London Stock Exchange (LSE). Throughout the report we have disclosed the relevance of our sustainability-related activities to the United Nations’ Sustainable Development Goals (UN SDGs).

Internal assurance of the Sustainability Report

In preparing our Sustainability Report, we have endeavoured to provide clear and easily accessible information, and to ensure the accuracy of all data. This report went through several levels of internal controls to ensure the accuracy of all data presented.

The Sustainability Committee, which is a committee of the Board, and the Board itself, have reviewed and approved the Sustainability Report to ensure that all material ESG topics relating to the Group’s activities are afforded adequate coverage. We include topics in the Sustainability Report, if we deem them of high relevance to our stakeholders’ concerns and have a significant impact on our business. In our report we also provide complete, reliable, and accurate information that reflects the ongoing progress of the Group’s sustainable development activities.
Materiality assessment

In 2021 we undertook a detailed materiality assessment, the results of which indicated those areas of sustainability risks and areas in which we could make a positive impact. The results of this assessment served as a foundation upon which we built our sustainability strategy. This report forms the logical continuation of the sustainability strategy and represents the first public document detailing the results of the strategy’s first year of implementation, which are derived from the completed materiality assessment.

The assessment included in-depth analysis of industry benchmarks, an examination of best practice across the global telecommunications sector and the recommendations of the Global System for Mobile Communications Association (GSMA). We also reviewed the focus areas of Environmental, Social and Governance (ESG) ratings agencies and the GRI standards (Global Reporting Initiative) to ensure that our strategy fulfilled the requirements of the investment community as well as all our other stakeholders.

This process identified 24 material sustainability topics for Airtel Africa, which are indicated on the graph (A to X). To understand the relative importance of the topics, each was scored twice: first, for its relevance or potential risk to Airtel Africa and then for its relevance to our broad range of stakeholders. This scoring system allowed us to identify our 18 most critical priorities (A to R), around which we have built our sustainability strategy, our targets and which our sustainability report addresses.

Materiality matrix

Key
- High priority material topics
- Material topics
ESG data
All of the ESG data is presented on a consolidated basis and corresponds to the perimeter of the financial reporting unless otherwise specified. Data for the environment covers the period based on the financial year, i.e. from April 2021 to March 2022. Data for human resources are presented as of 30 September 2022.

Human resources
GRI 2-7
Breakdown of employees by gender

<table>
<thead>
<tr>
<th>Number of permanent employees (on roll)</th>
<th>3,905</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>2,890 (74%)</td>
</tr>
<tr>
<td>Female</td>
<td>1,015 (26%)</td>
</tr>
</tbody>
</table>

GRI 405-1
Breakdown of employees by employee category and age

<table>
<thead>
<tr>
<th></th>
<th>Under 30 years old</th>
<th>30-50 years old</th>
<th>Over 50 years old</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group Executive Committee</td>
<td>0</td>
<td>4</td>
<td>11</td>
<td>15</td>
</tr>
<tr>
<td>OpCo Executive Committee</td>
<td>129</td>
<td>26</td>
<td>155</td>
<td>155</td>
</tr>
<tr>
<td>Senior and middle management</td>
<td>98</td>
<td>24</td>
<td>122</td>
<td>244</td>
</tr>
<tr>
<td>All other employees</td>
<td>431</td>
<td>3,035</td>
<td>147</td>
<td>3,613</td>
</tr>
<tr>
<td>Total</td>
<td>431</td>
<td>3,266</td>
<td>208</td>
<td>3,905</td>
</tr>
</tbody>
</table>

Employee turnover* by gender (%)

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>8.69</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>24.89</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>32.61</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Employee turnover by age group (%)

<table>
<thead>
<tr>
<th></th>
<th>Under 30 years</th>
<th>30-50 years old</th>
<th>Over 50 years old</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>7.28</td>
<td>24.28</td>
<td>1.06</td>
<td>32.61</td>
</tr>
</tbody>
</table>

* The turnover rate is calculated based on the number of employees on 31 August 2022 comparing to the number on 31 August 2021.

GRI 401-3
Parental leave

Total number of employees that took parental leave, by gender

<table>
<thead>
<tr>
<th></th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>31</td>
<td>106</td>
</tr>
</tbody>
</table>

Total number of employees that returned to work in the reporting period after parental leave ended, by gender.

<table>
<thead>
<tr>
<th></th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>31</td>
<td>106</td>
</tr>
</tbody>
</table>

Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender.

<table>
<thead>
<tr>
<th></th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>26</td>
<td>55</td>
</tr>
</tbody>
</table>

GRI 404-1
Average training hours by gender

<table>
<thead>
<tr>
<th></th>
<th>Total annual training hours</th>
<th>Number of on roll employees</th>
<th>Average training hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>31,732.16</td>
<td>2,890</td>
<td>10.98</td>
</tr>
<tr>
<td>Female</td>
<td>13,404.16</td>
<td>1015</td>
<td>13.2</td>
</tr>
<tr>
<td>Total</td>
<td>45,136.32</td>
<td>3,905</td>
<td>11.56</td>
</tr>
</tbody>
</table>

Average training hours by employee category

<table>
<thead>
<tr>
<th></th>
<th>Total annual training hours</th>
<th>Number of on roll employees</th>
<th>Average training hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group Executive Committee</td>
<td>15</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>OpCo Executive Committee</td>
<td>155</td>
<td>155</td>
<td>155</td>
</tr>
<tr>
<td>Senior and middle management</td>
<td>122</td>
<td>122</td>
<td>122</td>
</tr>
<tr>
<td>All other employees</td>
<td>3,613</td>
<td>3,613</td>
<td>3,613</td>
</tr>
<tr>
<td>Total</td>
<td>3,905</td>
<td>3,905</td>
<td>3,905</td>
</tr>
</tbody>
</table>

GRI 203-1
Local communities, USD '000

| Investments in local community-related projects | 1,156 |
| UNICEF agreement                              | 1,075 |
| Total social investments                      | 2,231 |

Airtel Africa plc Sustainability Report 2022
### Environment

#### GRI 306-3

**Waste composition, tonnes**

<table>
<thead>
<tr>
<th>Waste generated</th>
<th>Waste diverted from disposal</th>
<th>Waste directed to disposal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electronic waste (e.g. network waste, handsets)</td>
<td>1,102.13</td>
<td>483.95</td>
</tr>
<tr>
<td>Hazardous waste (batteries)</td>
<td>351.50</td>
<td>351.50</td>
</tr>
<tr>
<td>Paper and board</td>
<td>19.58</td>
<td>0.00</td>
</tr>
<tr>
<td>Wood</td>
<td>87.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Construction metals</td>
<td>347.00</td>
<td>347.00</td>
</tr>
<tr>
<td>Other waste*</td>
<td>150.99</td>
<td>75.80</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,058.20</strong></td>
<td><strong>1,258.25</strong></td>
</tr>
</tbody>
</table>

* Includes mixed waste from office buildings, for example pruned tree branches, and other soil debris

#### GRI 306-4

**Waste by type of recovery operation, tonnes**

<table>
<thead>
<tr>
<th>Onsite</th>
<th>Offsite</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hazardous waste</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Preparation for reuse</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Recycling</td>
<td>0.00</td>
<td>351.50</td>
</tr>
<tr>
<td>Other recovery operations</td>
<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>0.00</td>
<td>351.50</td>
</tr>
</tbody>
</table>

| Non-hazardous waste | | |
| Preparation for reuse | 0.00 | 128.60 | 128.60 |
| Recycling | 17.20 | 222.00 | 239.20 |
| Other recovery operations | 0.00 | 538.95 | 538.95 |
| **Total** | 17.20 | 889.55 | 906.75 |

*Total waste prevented* | 17.20 | 1241.05 | 1258.25

#### GRI 306-5

**Waste by disposal operation, tonnes**

| Non-hazardous waste | | |
| Incineration (with energy recovery) | 0 |
| Incineration (without energy recovery) | 625.95 |
| Landfilling | 174 |
| Other disposal operations | 0 |
| **Total** | **799.95** |

#### GRI 303-3

**Total water withdrawal, megalitres**

<table>
<thead>
<tr>
<th>Source</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal and borehole</td>
<td>189.93</td>
</tr>
<tr>
<td>Third-party water (drinking water)</td>
<td>1.53</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>191.46</strong></td>
</tr>
</tbody>
</table>

* The data provided are estimates. Since most of our facilities do not have meters or use common washrooms and water points, our estimates are based on consumption from buildings that are metered and from invoices for service charges. All data on water consumption is classified as freshwater (≤1,000 mg/L total dissolved solids).

**UK and Channel Islands, Dubai, India, and Netherlands not included**

**The data collected is for the financial year period from April 2021 to March 2022**

#### GRI 303-4

**Total water discharge**

<table>
<thead>
<tr>
<th>Source</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal sewer systems</td>
<td>189.93</td>
</tr>
</tbody>
</table>

All our discharge water is channelled to the municipal/local government sewerage system.
<table>
<thead>
<tr>
<th>GRI standard</th>
<th>Disclosure</th>
<th>Location in the report</th>
<th>Requirement(s) omitted</th>
<th>Reason</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GRI 2: General disclosures 2021</strong></td>
<td>2-1 Organisational details</td>
<td>Airtel Africa at a glance on page 4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2-2 Entities included in the organisation’s sustainability reporting</td>
<td>About the report on page 79</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2-3 Reporting period, frequency, and contact point</td>
<td>About the report on page 79</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2-4 Restatements of information</td>
<td>As it is the company’s first Sustainability Report, there were no restatements of the information</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2-5 External assurance</td>
<td>About the report on page 79</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2-6 Activities, value chain, and other business relationships</td>
<td>Airtel Africa at a glance on page 4&lt;br&gt;Our supply chain management goal on page 31</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2-7 Employees</td>
<td>Appendices, ESG data on page 81</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2-8 Workers who are not employees</td>
<td>All requirements&lt;br&gt;Information unavailable/incomplete</td>
<td>For the current reporting period, we have no opportunity to gather accurate and consolidated data on the workers who are not employees. We are in the process of establishing internal data collection process to be able to cover this disclosure in the future reporting period</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2-9 Governance structure and composition</td>
<td>Sustainability governance on page 11&lt;br&gt;Corporate governance on page 75</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2-10 Nomination and selection of the highest governance body</td>
<td>Corporate governance on page 75</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2-11 Chair of the highest governance body</td>
<td>Corporate governance on page 75</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2-12 Role of the highest governance body in overseeing the management of impacts</td>
<td>Sustainability governance on page 11&lt;br&gt;Corporate governance on page 75</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2-13 Delegation of responsibility for managing impacts</td>
<td>Sustainability governance on page 11&lt;br&gt;Corporate governance on page 75</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2-14 Role of the highest governance body in sustainability reporting</td>
<td>Corporate governance on page 75&lt;br&gt;About the report on page 79</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## GRI 2: General disclosures 2021 continued

<table>
<thead>
<tr>
<th>GRI standard</th>
<th>Disclosure</th>
<th>Location in the report</th>
<th>Requirement(s) omitted</th>
<th>Reason</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>2-15 Conflicts of interest</td>
<td>Corporate governance on page 75</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2-16 Communication of critical concerns</td>
<td>Corporate governance on page 75</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2-17 Collective knowledge of the highest governance body</td>
<td>Annual Report and Accounts 2021/22 on page 116</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2-18 Evaluation of the performance of the highest governance body</td>
<td>Corporate governance on page 75</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Annual Report and Accounts 2021/22 on page 103.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2-19 Remuneration policies</td>
<td>Annual Report and Accounts 2021/22 on pages 128-150</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2-20 Process to determine the remuneration</td>
<td>Annual Report and Accounts 2021/22 on pages 128-150</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2-21 Annual total compensation ratio</td>
<td>Quoted companies with more than 250 UK employees are required to report each year on the difference in pay between their CEO and their UK employees. As Airtel Africa is outside the scope of this requirement given its small number of UK employees, we will not be disclosing our pay ratio for this reporting period.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2-22 Statement on sustainable development strategy</td>
<td>Our sustainability strategy on page 10</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2-23 Policy commitments</td>
<td>Sustainability governance on page 10</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2-24 Embedding policy commitments</td>
<td>Sustainability governance on page 10</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2-25 Processes to remediate negative impacts</td>
<td>Business ethics and anti-corruption on page 76</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2-26 Mechanisms for seeking advice and raising concerns</td>
<td>Business ethics and anti-corruption on page 76</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2-27 Compliance with laws and regulations</td>
<td>Compliance on page 12</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2-28 Membership associations</td>
<td>Stakeholder engagement on page 17</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2-29 Approach to stakeholder engagement</td>
<td>Stakeholder engagement on page 19, 41</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2-30 Collective bargaining agreements</td>
<td>Appendices, ESG data on page 81</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### High-priority material topics

<table>
<thead>
<tr>
<th>GRI 3: Material topics 2021</th>
<th>Disclosure</th>
<th>Location in the report</th>
</tr>
</thead>
<tbody>
<tr>
<td>3-1 Process to determine material topics</td>
<td>Appendices, material topics on page 80</td>
<td></td>
</tr>
<tr>
<td>3-2 List of material topics</td>
<td>Appendices, material topics on page 80</td>
<td></td>
</tr>
<tr>
<td>3-3 Management of material topics</td>
<td>Sustainability governance on page 13</td>
<td></td>
</tr>
</tbody>
</table>
### Data security

<table>
<thead>
<tr>
<th>GRI standard</th>
<th>Disclosure</th>
<th>Location in the report</th>
<th>Requirement(s) omitted</th>
<th>Reason</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GRI 3: Material topics 2021</strong></td>
<td>3-3 Management of material topics</td>
<td>Our data security goal on page 24</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>GRI 418: Customer privacy 2016</strong></td>
<td>418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data</td>
<td>There were no significant breaches reported during the reporting period.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Ethical business practices

<table>
<thead>
<tr>
<th>GRI standard</th>
<th>Disclosure</th>
<th>Location in the report</th>
<th>Requirement(s) omitted</th>
<th>Reason</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GRI 3: Material topics 2021</strong></td>
<td>3-3 Management of material topics</td>
<td>Human rights on page 13 Business ethics and anti-corruption on page 76</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>GRI 406: Non-discrimination 2016</strong></td>
<td>406-1 Incidents of discrimination and corrective actions taken</td>
<td>There were not any confirmed incidents of discrimination during the reporting period. Our commitments towards non-discrimination by any basis are outlined in the section about human rights on page 13</td>
<td></td>
<td></td>
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<tr>
<td><strong>GRI 407: Freedom of association and collective bargaining 2016</strong></td>
<td>407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk</td>
<td>There are no confirmed significant risks or incidents in which the right to freedom of association and collective bargaining may be at risk during the reporting period. Our commitments to promote and protect the right to freedom of association and collective bargaining can be found in the section about human rights on page 13</td>
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<tr>
<td><strong>GRI 408: Child labour 2016</strong></td>
<td>408-1 Operations and suppliers at significant risk for incidents of child labour</td>
<td>There are no confirmed significant risks or incidents of child labor during the reporting period. Our commitments to promote and protect human rights can be found in the section about human rights on page 13</td>
<td></td>
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<tr>
<td><strong>GRI 409: Forced or compulsory labour 2016</strong></td>
<td>409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour</td>
<td>There are no confirmed significant risks or incidences of forced or compulsory labor Our commitments to promote and protect human rights can be found in the section about human rights on page 13</td>
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</table>

### Anti-bribery and corruption

<table>
<thead>
<tr>
<th>GRI standard</th>
<th>Disclosure</th>
<th>Location in the report</th>
<th>Requirement(s) omitted</th>
<th>Reason</th>
<th>Explanation</th>
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<tbody>
<tr>
<td><strong>GRI 3: Material topics 2021</strong></td>
<td>3-3 Management of material topics</td>
<td>Business ethics and anti-corruption on page 78</td>
<td></td>
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<tr>
<td><strong>GRI 205: Anti-corruption 2016</strong></td>
<td>205-1 Operations assessed for risks related to corruption 205-2 Communication and training about anti-corruption policies and procedures</td>
<td>Business ethics and anti-corruption on page 78</td>
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<td>GRI standard</td>
<td>Disclosure</td>
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<td>Requirement(s) omitted</td>
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<tr>
<td>GRI 205: Anti-corruption continued 2016</td>
<td>205-3 Confirmed incidents of corruption and actions taken</td>
<td>There were not any confirmed incidents of corruption during the reporting period</td>
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<tr>
<td>Digital inclusion</td>
<td></td>
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<td>GRI 3: Material topics 2021</td>
<td>3-3 Management of material topics</td>
<td>Our digital inclusion goal on page 45</td>
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<td>Financial inclusion</td>
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<td>GRI 3: Material topics 2021</td>
<td>3-3 Management of material topics</td>
<td>Our financial inclusion goal on page 48</td>
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<tr>
<td>Education and digital literacy</td>
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<td>GRI 3: Material topics 2021</td>
<td>3-3 Management of material topics</td>
<td>Our access to education goal on page 52</td>
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<tr>
<td>Economic value creation</td>
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<td>GRI 3: Material topics 2021</td>
<td>3-3 Management of material topics</td>
<td>Annual Report and Accounts 2021/22, Financial review section on pages 76-79</td>
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<tr>
<td>GRI 201: Economic performance 2016</td>
<td>201-1 Direct economic value generated and distributed</td>
<td>Airtel Africa at a glance on page 4</td>
<td></td>
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<tr>
<td></td>
<td>201-2 Financial implications and other risks and opportunities due to climate change</td>
<td>All requirements</td>
<td>Information unavailable/ incomplete</td>
<td>In 2022 we've made substantial progress on our path to net zero focusing mainly on carbon accounting. However, we are developing an approach to tackle climate risk assessment including its influence on our financial indicators</td>
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<tr>
<td></td>
<td>201-3 Defined benefit plan obligations and other retirement plans</td>
<td>All requirements</td>
<td>Information unavailable/ incomplete</td>
<td>At Airtel Africa, in each country of operation, we manage the pension scheme of our employees under the regulations of relevant jurisdictions. We aim to develop more detailed disclosures concerning our pension obligations and plans in future reporting periods</td>
<td></td>
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<tr>
<td></td>
<td>201-4 Financial assistance received from the government</td>
<td>We did not require or receive financial assistance from the government during the period</td>
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<tr>
<td>Labour management</td>
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<tr>
<td>GRI 3: Material topics 2021</td>
<td>3-3 Management of material topics</td>
<td>Our people on page 32</td>
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<tr>
<td>GRI 401: Employment 2016</td>
<td>401-1 New employee hires and employee turnover</td>
<td>Appendices, ESG data on page 81</td>
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<tr>
<td>GRI standard</td>
<td>Disclosure</td>
<td>Location in the report</td>
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<tr>
<td><strong>GRI 401: Employment 2016 continued</strong></td>
<td>401.2 Benefits provided to full-time employees that are not provided to temporary or part-time employees</td>
<td>Among the benefits provided to full-time employees (on roll) are pension contributions, life insurance, medical insurance, and handset benefit. However, their direct employer (a third-party entity) provides off roll employees with life and medical insurance</td>
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<td></td>
<td>401-3 Parental leave</td>
<td>Appendices, ESG data on page 81</td>
<td>Requirements omitted: 401-3 (c, d, e)</td>
<td>Information unavailable/incomplete</td>
<td>For the current reporting period, we have no opportunity to gather accurate and consolidated data on the workers who returned from parental leave which is necessary to calculate return and retention rates. We are in the process of establishing internal data collection process to be able to cover this disclosure in the future reporting period</td>
</tr>
<tr>
<td><strong>GRI 402: Labour/management relations 2016</strong></td>
<td>402-1 Minimum notice periods regarding operational changes</td>
<td>There is a two-month notice period for on roll employees, and one month for off roll employees. At the request of an employee, we may extend the notice period</td>
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<tr>
<td><strong>GRI 404: Training and education 2016</strong></td>
<td>404-1 Average hour of training per year per employee</td>
<td>Our commitment to training and development on page 36</td>
<td></td>
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<tr>
<td></td>
<td>404-2 Programmes for upgrading employee skills and transition assistance programmes</td>
<td>Our commitment to training and development on page 36</td>
<td></td>
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<tr>
<td></td>
<td>404-3 Percentage of employees receiving regular performance and career development reviews</td>
<td>All of our on roll employees are covered by the regular performance reviews</td>
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<tr>
<td><strong>Employee health and safety</strong></td>
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<tr>
<td><strong>GRI 3: Material topics 2021</strong></td>
<td>3-3 Management of material topics</td>
<td>Our commitment to a healthy and safe work environment on page 38</td>
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<tr>
<td><strong>GRI 403: Occupational health and safety 2018</strong></td>
<td>403-1 Occupational health and safety management system</td>
<td>Our commitment to a healthy and safe work environment on page 38</td>
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<td></td>
<td>403-2 Hazard identification, risk assessment, and incident investigation</td>
<td>Our commitment to a healthy and safe work environment on page 38</td>
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<td>403-3 Occupational health services</td>
<td>Our commitment to a healthy and safe work environment on page 38</td>
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<tr>
<td></td>
<td>403-4 Worker participation, consultation, and communication on occupational health and safety</td>
<td>Our commitment to a healthy and safe work environment on page 38</td>
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<tr>
<td>GRI standard</td>
<td>Disclosure</td>
<td>Location in the report</td>
<td>Requirement(s) omitted</td>
<td>Reason</td>
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<tr>
<td>GRI 403: Occupational health and safety 2018 continued</td>
<td>403-5 Worker training on occupational health and safety</td>
<td>Our commitment to a healthy and safe work environment on page 38</td>
<td>Requirements omitted: 401-3 (b) Information unavailable/incomplete</td>
<td>For the current reporting period, we have no established data collection system that covers injuries among off roll employees and among workers who are not employees. We are in the process of developing an internal data collection system to be able to cover this disclosure in the future reporting period</td>
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<tr>
<td></td>
<td>403-6 Promotion of worker health</td>
<td>Our commitment to a healthy and safe work environment on page 38</td>
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<td></td>
<td>403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships</td>
<td>Our commitment to a healthy and safe work environment on page 38</td>
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<tr>
<td></td>
<td>403-8 Workers covered by an occupational health and safety management system</td>
<td>All employees are covered by the occupational health and safety management system</td>
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<tr>
<td></td>
<td>403-9 Work-related injuries</td>
<td>During the reporting period, on roll employees reported no injuries</td>
<td>Requirements omitted: 401-3 (b) Information unavailable/incomplete</td>
<td>For the current reporting period, we have no established data collection system that covers injuries among off roll employees and among workers who are not employees. We are in the process of developing an internal data collection system to be able to cover this disclosure in the future reporting period</td>
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</tbody>
</table>

**Service quality**

| GRI 3: Material topics 2021 | 3-3 Management of material topics | Our service quality goal on page 25 | GRI 3: Material topics 2021 |

**Transparency and reporting**

| GRI 3: Material topics 2021 | 3-3 Management of material topics | About the report on page 79 |

| GRI 3: Material topics 2021 | 3-3 Management of material topics | Our supply chain management goal on page 29 |

| GRI 204: Procurement practices 2016 | Disclosure 204-1 Proportion of spending on local suppliers | All requirements Information unavailable/incomplete | We are in the process of developing an internal data collection system to be able to cover this disclosure in the future reporting period |

| GRI 308: Supplier environmental assessment 2016 | 308-1 New suppliers that were screened using environmental criteria | All requirements Information unavailable/incomplete | We are in the process of developing robust sustainable supply chain practices to be able to cover this disclosure in the future reporting period |

|                                      | 308-2 Negative environmental impacts in the supply chain and actions taken | All requirements Information unavailable/incomplete | We are in the process of developing robust sustainable supply chain practices to be able to cover this disclosure in the future reporting period |
**GRI standard** | **Disclosure** | **Location in the report** | **Requirement(s) omitted** | **Reason** | **Explanation**
--- | --- | --- | --- | --- | ---
**GRI 414: Supplier social assessment 2016**
414-1 New suppliers that were screened using social criteria |  | All requirements | Information unavailable/incomplete | We are in the process of developing robust sustainable supply chain practices to be able to cover this disclosure in the future reporting period
414-2 Negative social impacts in the supply chain and actions taken |  | All requirements | Information unavailable/incomplete | We are in the process of developing robust sustainable supply chain practices to be able to cover this disclosure in the future reporting period

### Indirect socio-economic benefits

| GRI 3: Material topics 2021 | Disclosure 3-3 Management of material topics | Location in the report: Our community on page 42
| GRI 203: Indirect economic impacts 2016 | Disclosure 203-1 Infrastructure investments and services supported | Location in the report: Our digital inclusion goal on page 45, Our financial inclusion goal on page 48, Our access to education goal on page 52, Appendices, ESG data on page 81
| | Disclosure 203-2 Significant indirect economic impacts | Location in the report: Our digital inclusion goal on page 45, Our financial inclusion goal on page 48, Our access to education goal on page 52

### Anti-competitive behaviour

| GRI 206: Anti-competitive behaviour 2016 | Disclosure 206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices | Location in the report: There is one matter currently presented in the court: Civil Case number 798 of 2021 High Court - Lilongwe (Airtel Malawi Plc Versus Competition and Fair-Trading Commission). We are waiting for a date of hearing Airtel Malawi’s appeal against the Commission’s decision to be set down by the High Court.

### Diversity and inclusion

| GRI 3: Material topics 2021 | Disclosure 3-3 Management of material topics | Location in the report: Our commitment to diverse and inclusive workforce on page 36
| GRI 405: Diversity and equal opportunity 2016 | Disclosure 405-1 Diversity of governance bodies and employees | Location in the report: Corporate governance on page 71, ESG data on page 81

---
Engagement with local communities

**GRI 3: Material topics 2021**
- 3-3 Management of material topics
  - Location in the report: Our community on page 42

**GRI 411: Rights of indigenous peoples 2016**
- 411-1 Incidents of violations involving rights of indigenous peoples
  - Information in incomplete/unavailable
  - Reason: There were no reported cases of violations involving rights of indigenous peoples during the reporting period

**GRI 413: Local communities 2016**
- 413-1 Operations with local community engagement, impact assessments, and development programmes
- 413-2 Operations with significant actual and potential negative impacts on local communities

Climate change

**GRI 3: Material topics 2021**
- 3-3 Management of material topics
  - Information in incomplete/unavailable
  - Reason: The disclosure is not applicable due to the nature of the telecom business

**GRI 302: Energy 2016**
- 302-1 Energy consumption within the organisation
  - Information in incomplete/unavailable
  - Reason: The disclosure is not applicable due to the nature of the telecom business
- 302-2 Energy consumption outside of the organisation
  - Information in incomplete/unavailable
  - Reason: The disclosure is not applicable due to the nature of the telecom business
- 302-3 Energy intensity
  - Information in incomplete/unavailable
  - Reason: The disclosure is not applicable due to the nature of the telecom business
- 302-4 Reduction of energy consumption
  - Information in incomplete/unavailable
  - Reason: The disclosure is not applicable due to the nature of the telecom business
- 302-5 Reductions in energy requirements of products and services
  - Information in incomplete/unavailable
  - Reason: The disclosure is not applicable due to the nature of the telecom business
### GRI 305: Emissions 2016

<table>
<thead>
<tr>
<th>GRI standard</th>
<th>Disclosure</th>
<th>Location in the report</th>
<th>Requirement(s) omitted</th>
<th>Reason</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>305-1 Direct (scope 1) GHG emissions</td>
<td>Update on GHG emissions reduction goal on page 60</td>
<td>All requirements</td>
<td>We are in the process of developing the approach to reduce our scope 3 emissions. We are aimed to update on progress in the future reporting period</td>
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<tr>
<td>305-2 Energy indirect (scope 2) GHG emissions</td>
<td>Update on GHG emissions reduction goal on page 61</td>
<td>All requirements</td>
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<tr>
<td>305-3 Other indirect (scope 3) GHG emissions</td>
<td>Update on GHG emissions reduction goal on page 61</td>
<td>All requirements</td>
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<tr>
<td>305-4 GHG emissions intensity</td>
<td>Update on GHG emissions reduction goal on page 60</td>
<td>All requirements</td>
<td>As a telecom company, we do not produce, import, or export any ODS as it is not a raw material or input in our business operations</td>
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<tr>
<td>305-5 Reduction of GHG emissions</td>
<td>Update on GHG emissions reduction goal on page 61</td>
<td>All requirements</td>
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<tr>
<td>305-6 Emissions of ozone-depleting substances (ODS)</td>
<td>All requirements</td>
<td>Not applicable</td>
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<tr>
<td>305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions</td>
<td>All requirements</td>
<td>Not applicable</td>
<td>As a telecom company, we do not generate any nitrogen oxides (NOx), sulfur oxides (SOx) in significant volumes. Our GHG emissions from fuel consumption are expressed in CO2 equivalent</td>
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### Circular Economy

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<th>GRI 3: Material topics 2021</th>
<th>Disclosure</th>
<th>Location in the report</th>
<th>Requirement(s) omitted</th>
<th>Reason</th>
<th>Explanation</th>
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</thead>
<tbody>
<tr>
<td>3-3 Management of material topics</td>
<td>Our environmental stewardship goal on [x]</td>
<td>All requirements</td>
<td>Not applicable</td>
<td>We do not use any raw materials/natural resources for our main business operations due to the nature of the telecom business</td>
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</tr>
<tr>
<td>301-1 Materials used by weight or volume</td>
<td>All requirements</td>
<td>Not applicable</td>
<td>We do not use any raw materials/natural resources for our main business operations due to the nature of the telecom business</td>
<td></td>
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</tr>
<tr>
<td>301-2 Recycled input materials used</td>
<td>All requirements</td>
<td>Not applicable</td>
<td>We do not use any raw materials/natural resources for our main business operations due to the nature of the telecom business</td>
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<tr>
<td>301-3 Reclaimed products and their packaging materials</td>
<td>All requirements</td>
<td>Not applicable</td>
<td>We do not use any raw materials/natural resources for our main business operations due to the nature of the telecom business</td>
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<tr>
<td>GRI standard</td>
<td>Disclosure</td>
<td>Location in the report</td>
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<tr>
<td><strong>303: Water and effluents 2018</strong></td>
<td>303-1 Interactions with water as a shared resource</td>
<td>Our environmental stewardship goal on page 70</td>
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<tr>
<td></td>
<td>303-2 Management of water discharge-related impacts</td>
<td>Our environmental stewardship goal on page 70</td>
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<tr>
<td></td>
<td>303-3 Water withdrawal</td>
<td>Our environmental stewardship goal on page 70 Appendices, ESG data on page 81</td>
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<td></td>
<td>303-4 Water discharge</td>
<td>Our environmental stewardship goal on page 70 Appendices, ESG data on page 81</td>
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<td></td>
<td>303-5 Water consumption</td>
<td>Our environmental stewardship goal on page 70 Appendices, ESG data on page 81</td>
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<tr>
<td><strong>GRI 306: Waste 2020</strong></td>
<td>306-1 Waste generation and significant waste-related impacts</td>
<td>Our environmental stewardship goal on page 64</td>
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<td></td>
<td>306-2 Management of significant waste-related impacts</td>
<td>Our environmental stewardship goal on page 64</td>
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<td></td>
<td>306-3 Waste generated</td>
<td>Appendices, ESG data on page 82</td>
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<td>306-4 Waste diverted from disposal</td>
<td>Appendices, ESG data on page 82</td>
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<tr>
<td></td>
<td>306-5 Waste directed to disposal</td>
<td>Appendices, ESG data on page 82</td>
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Alignment to Task Force on Climate-related Financial Disclosures (TCFD)

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<tr>
<td><strong>Governance</strong></td>
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<tr>
<td>Disclose the Group's governance around climate-related risks and opportunities</td>
<td></td>
<td>Disclosures now describe CROs, the Board's oversight and management's role.</td>
<td>Set CRO review as a recurring Board agenda item (via Sustainability Committee and Audit and Risk Committee reports)</td>
<td>Set CRO review as a recurring Board agenda item (via Sustainability Committee and Audit and Risk Committee reports)</td>
</tr>
<tr>
<td>a) Describe the Board's oversight of climate-related risks and opportunities</td>
<td>Yes</td>
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<tr>
<td>b) Describe management's role in assessing and managing climate-related risks and opportunities.</td>
<td>Yes</td>
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<tr>
<td><strong>Strategy</strong></td>
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<tr>
<td>Disclose the actual and potential impacts of climate-related risks and opportunities on the Group's businesses, strategy, and financial planning where such information is material</td>
<td></td>
<td>The process started to define short-, medium- and long-term time horizons and ensure these are aligned with our business, strategy, and financial planning.</td>
<td>Undertake full assessment of the CROs to prioritise based on likelihood, time horizon, and magnitude of impact (including scenario analysis in this work)</td>
<td>Undertake and disclose 'deep dives' of prioritised CROs to fully understand financial, business and strategy implications. Disclose how 'deep dives' inform formulation of strategic and business planning</td>
</tr>
<tr>
<td>a) Describe the climate-related risks and opportunities the Group has identified over the short-, medium-, and long-term.</td>
<td>Partial</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b) Describe the impact of climate-related risks and opportunities on the Group's businesses, strategy, and financial planning.</td>
<td>WIP</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c) Describe the resilience of the Group's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.</td>
<td>WIP</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Risk Management</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Potential impacts of climate-related risks and opportunities on the Group's businesses, strategy, and financial planning where such information is material. Disclose how the Group identifies, assesses, and manages climate-related risks</td>
<td></td>
<td>Disclose the process for identifying and assessing climate-related risks.</td>
<td>Ensure ongoing integration of climate-related risk considerations into overall risk management activities</td>
<td>Develop processes to monitor the emergence of new CROs and ensure their ongoing integration with existing risk taxonomy – disclose examples of how processes have informed decisions on mitigating actions</td>
</tr>
<tr>
<td>a) Describe the Group's processes for identifying and assessing climate-related risks.</td>
<td>Partial</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b) Describe the Group's processes for managing climate-related risks.</td>
<td>Partial</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the Group's overall risk management.</td>
<td>WIP</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Metrics and targets

The metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material:

<table>
<thead>
<tr>
<th>TCFD recommendations</th>
<th>Our progress</th>
<th>Airtel Africa enhances the level of compliance</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material</td>
<td>Partial</td>
<td>We established a carbon accounting system and introduced our baseline Scope 1, 2 and 3 emissions in the Sustainability Report. We outlined the priority areas for decarbonisation and described the techniques we will use to reduce GHG emissions. For more information, see our GHG reduction goal on page 58 of the Sustainability Report 2022.</td>
</tr>
<tr>
<td>b) Disclose scope 1, 2 and, if appropriate, scope 3 greenhouse gas (GHG) emissions, and the related risks</td>
<td>Partial</td>
<td>Set science-based reductions targets for Scope 1, 2 and 3 emissions. Develop metrics and targets linked to specific CROs.</td>
</tr>
<tr>
<td>c) Describe the targets used by the Group to manage climate-related risks and opportunities and performance against targets.</td>
<td>Partial</td>
<td>Regular disclose progress against science-based targets.</td>
</tr>
</tbody>
</table>

**Legend:**
- WIP: work in progress
- Partial: Progress presented in the Annual Report and Accounts 2021/22 and the Sustainability Report 2022
Definitions

Airtel Money
Airtel Money is the brand name for Airtel Africa’s mobile money products and services. The term is used interchangeably with ‘mobile money’ when referring to our mobile money business, finance, operations and activities.

Infrastructure sites, or sites
Physical network infrastructure comprising a base transmission system (BTS) which holds the radio transceivers (TRXs) that define a cell and coordinates the radio link protocols with the mobile device. It includes all ground-based, roof top and in-building solutions.

Microcredit
Microcredit is the extension of very small loans (microloans) to predominantly unbanked borrowers who typically lack collateral, steady employment, or a verifiable credit history. It is designed to support entrepreneurship, essential needs of consumers and alleviate poverty.

Mobile services
Mobile services are our core telecom services, mainly voice and data services, but also including revenue from tower operation services provided by the Group and excluding mobile money services.

Net security provider
Tackles its own security concerns by enhancing security services to institutions in our operating countries in addition to investing in our own security. This is done by addressing common security concerns, including dealing with transnational piracy, or responding to disasters.

Next generation network
A next-generation network is a generic term that describes the evolution and migration of fixed and mobile network infrastructures from distinct, proprietary networks to converged networks based on IP.

Operating company (OpCo)
Operating company (OpCo) is a defined corporate business unit, providing telecoms services and mobile money services in the Group’s footprint.

Rural areas
Definition of rural varies from country to country and denotes the population density per specific site.

Single-use plastics
This includes plastic stirrers, straws, plates (including paper plates with plastic lining), cutlery (forks, knives, spoons and chopsticks), cotton swabs, balloon sticks, o xo-degradable plastics and beverage containers that do not have tethered caps and lids, plastic bags, all forms of polystyrene and polyvinyl chloride (PVC) food and beverage containers, and plastic packaging made of mixed materials (i.e., multi-layered plastics).

Smartphone penetration
Smartphone penetration is calculated by dividing the number of smartphone devices in use by the total number of customer.

Unstructured supplementary service data
Unstructured supplementary service data (USSD) also known as ‘quick codes’ or ‘feature codes’, is a communications protocol for GSM mobile operators, similar to SMS messaging. It has a variety of uses such as WAP browsing, prepaid call-back services, mobile money services, location-based content services, menu-based information services, and for configuring phones on the network.

Zero-rated educational content
The user does not have to pay any mobile data charges to access content.

Abbreviations

2G
Second-generation mobile technology

3G
Third-generation mobile technology

4G
Fourth-generation mobile technology

ARPU
Average revenue per user

Bn
Billion

CAGR
Compound annual growth rate

CDP
Climate disclosure project

CSR
Corporate social responsibility

CRO
Climate related risks and opportunities

DevSecOps
Development, security and operations

EHS
Environment, health and safety

EMS
Environmental management system

ERMS
Environmental risk management system

ESG
Environmental, social and governance

GB
Gigabyte

GRI
Global reporting initiative

GSM
Global system for mobile communications

GSMA
Global System for Mobile Communications Association

ICT
Information and communication technology

ISO
International organisation for standardisation

JAC
Joint Audit Cooperation

KPI
Key performance indicator

MB
Megabyte

Mini-AMB
A compact outlet that offers the services of an Airtel Money branch

MSME
Micro, small and medium-sized enterprises

LTE
Long-term evolution (4G technology)

NGO
Non-governmental organisation

ODM
Original device manufacturer

OEM
Original equipment manufacturer

QoE
Quality of experience

RAN
Radio access network

SIM
Subscriber identification module

SMS
Short messaging service

TCFD
Taskforce on Climate-Related Financial Disclosures

Telecoms
Telecommunications

VLRA
A valve regulated lead–acid (VRLA) battery

UN SDGs
United Nations’ Sustainable Development Goals

UNICEF
United Nations Children’s Fund

USSD
Unstructured Supplementary Service Data
<table>
<thead>
<tr>
<th><strong>Technical and industry terms</strong></th>
<th><strong>Definition</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Company related</strong></td>
<td></td>
</tr>
<tr>
<td><strong>4G data customer</strong></td>
<td>A customer having a 4G handset and who has used at least 1 MB of data on the Group network using any of GPRS, 3G and 4G in the last 30 days.</td>
</tr>
<tr>
<td><strong>Airtel Money</strong></td>
<td>Airtel Money is the brand name for Airtel Africa's mobile money products and services. The term is used interchangeably with 'mobile money' when referring to our mobile money business, finance, operations and activities.</td>
</tr>
<tr>
<td><strong>Airtel Money ARPU (mobile money ARPU)</strong></td>
<td>Mobile money average revenue per user. This is derived by dividing total mobile money revenue during the relevant period by the average number of active mobile money customers and dividing the result by the number of months in the relevant period.</td>
</tr>
<tr>
<td><strong>Airtel Money customer base (mobile money customer base)</strong></td>
<td>Total number of active subscribers who have enacted any mobile money usage event in the last 30 days.</td>
</tr>
<tr>
<td><strong>Airtel money customer penetration (mobile money customer penetration)</strong></td>
<td>The proportion of total Airtel Africa active mobile customers who use mobile money services. This is calculated by dividing the mobile money customer base by the Group's total customer base.</td>
</tr>
<tr>
<td><strong>Airtel Money transaction value (mobile money transaction value)</strong></td>
<td>The sum of all financial transactions performed on Airtel Africa's mobile money platform for the relevant period.</td>
</tr>
<tr>
<td><strong>Airtel money transaction value per customer per month (mobile money transaction value per customer per month)</strong></td>
<td>Calculated by dividing the total mobile money transaction value on the Group's mobile money platform during the relevant period by the average number of active mobile money customers and dividing the result by the number of months in the relevant period.</td>
</tr>
<tr>
<td><strong>ARPU</strong></td>
<td>Average revenue per user per month. This is derived by dividing total revenue during the relevant period by the average number of customers during the period and dividing the result by the number of months in the relevant period.</td>
</tr>
<tr>
<td><strong>Broadband base stations</strong></td>
<td>Base stations that carry either 3G and/or 4G capability across all technologies and spectrum bands.</td>
</tr>
<tr>
<td><strong>Bundle penetration</strong></td>
<td>The proportion of revenue contributed by bundled products as a percentage of the total revenue generated by the service.</td>
</tr>
<tr>
<td><strong>Customer</strong></td>
<td>Defined as a unique active subscriber with a unique mobile telephone number who has used any of Airtel's services in the last 30 days.</td>
</tr>
<tr>
<td><strong>Customer base</strong></td>
<td>The total number of active subscribers that have used any of our services (voice calls, SMS, data usage or mobile money transactions in the last 30 days.</td>
</tr>
<tr>
<td><strong>Data ARPU</strong></td>
<td>Data ARPU is derived by dividing total data revenue during the relevant period by the average number of data customers and dividing the result by the number of months in the relevant period.</td>
</tr>
<tr>
<td><strong>Data customer base</strong></td>
<td>The total number of subscribers who have consumed at least 1 MB of data on the Group network using any of GPRS, 3G or 4G in the last 30 days.</td>
</tr>
<tr>
<td><strong>Data customer penetration</strong></td>
<td>The proportion of customers using data services. Calculated by dividing the data customer base by the total customer base.</td>
</tr>
<tr>
<td><strong>Data usage per customer</strong></td>
<td>This is calculated by dividing the total MBs consumed on the Group's network during the relevant period by the average data customer base over the same period and dividing the result by the number of months in the relevant period.</td>
</tr>
<tr>
<td><strong>Digitalisation</strong></td>
<td>We use the term digitalisation in its broadest sense to encompass both digitisation actions and processes that convert analogue information into a digital form and thereby bring customers into the digital environment, and the broader digitalisation processes of controlling, connecting and planning processes digitally; the processes that affect digital transformation of our business, and of industry, economics and society as a whole through bringing about new business models, socio-economic structures and organisational patterns.</td>
</tr>
<tr>
<td><strong>Information and communication technologies (ICT)</strong></td>
<td>ICT refers to all communication technologies, including the internet, wireless networks, cell phones, computers, software, middleware, video-conferencing, social networking, and other media applications and services.</td>
</tr>
<tr>
<td><strong>Smartphone</strong></td>
<td>A smartphone is defined as a mobile phone with an interactive touch screen that allows the user to access the internet and additional data applications, providing additional functionality to that of a basic 'feature' phone which is used only for making voice calls and sending and receiving text messages.</td>
</tr>
<tr>
<td><strong>Smartphone penetration</strong></td>
<td>Calculated by dividing the number of smartphone devices in use by the total number of customers.</td>
</tr>
<tr>
<td><strong>VLRA battery</strong></td>
<td>A valve regulated lead–acid (VRLA) battery, commonly known as a sealed lead–acid (SLA) battery.</td>
</tr>
</tbody>
</table>