

MTN Group Limited

People Report 2023

 **Live Inspired**



Y'ello from
Zamokuhle Sokhela, MTN HQ

01

The Power of Y'ello

- 03 Our Story
- 04 Our diverse Y'ello landscape
- 05 Igniting the Power of Y'ello

02

View from the top

- 07 Leadership message
- 08 People trends shaping our future

03

Live Y'ello Live Inspired

- 11 Embracing the future of Human Capital
- 14 Our 'Live Inspired' Value Promise
- 15 Our Employee Value Promise in action

04

Markets and business heritage

- 39 Our markets
- 54 Our platform businesses

05

Organisation and People Factbook

- 59 Our big beautiful Y'ello family at a glance
- 60 Discover our Y'ello family
- 66 Voice of our people
- 70 Live Inspired for organisational impact

06

Supplementary info

- 73 Abbreviations
- 74 Glossary
- 75 Disclaimer and key notes
- 76 Administration

30
Years

01

The Power of y'ello!

y'ello From
Mulisa Mukheli, MTN HQ

Our story

Our story began with a humble dream 30 years ago, at the very dawn of democracy in South Africa. A dream to provide telecommunications services that would connect and empower people. This was at a time when only two out of every 100 people in the country had access to telephones.

Y'ello!

In Africa, a greeting is a deeply meaningful and respectful experience. In isiZulu, for instance, 'Sawubona' means 'I see you'; 'I accept you as you are'. Similarly, across our diaspora we embrace multiple languages to greet with respect, kindness and hospitality. In Twi we say 'Akwaaba', in Yoruba we say 'Ekaro' and in Lugandan we say Oli Otya. Reflecting the reverence attached to greetings in multiple African cultures, **Y'ello** has become our unique way of linking our brand identity to the most powerful human interaction – a greeting, a connection. A word that has come to be our superpower, symbolising the indomitable spirit of MTN and our people.

Today, **Y'ello** reverberates across our diverse landscape. From bustling city streets to remote rural areas, **Y'ello** touches the lives, homes and workplaces of millions of MTN customers and communities. We believe that our success is rooted not only in the advancements we have made over the last three decades, but also in the galvanising 'Power of **Y'ello**' that runs deep in our DNA. **Y'ello** gives expression to our belief that everyone deserves the benefits of a modern connected life.

From the outset, we were driven by the potential of mobile telephony to profoundly shape the communication landscape and change millions of lives for the better. Today, we are at the forefront of technological advancement, offering a diverse range of voice, data, digital, fintech, wholesale and enterprise services. We proudly serve 295 million subscribers, 150 million data users and 72.5 million Mobile Money (MoMo) users across 19 markets as at 31 December 2023.

We are also building the largest and most valuable digital platforms, driving industry-leading connectivity operations and creating shared value. Fuelled by our values, the Power of **Y'ello**, binds us to our shared goals, emboldens our actions and drives our sense of purpose.

It is this 'Power of **Y'ello**' that inspires our evolution. In 2023 we embarked on a deeply reflective journey to re-imagine the values that had guided our company since inception. Our values, abbreviated as LIRIC (Leadership, Integrity, Relationships, Innovation and Can-do) have been the anchor to our vision. As we move ahead, we are mindful of global revolutions that continue to impact the marketplace, economies, communities, social culture which in turn evolves the way people engage, connect and work. Our reflective journey led to our most significant transformation in the last two decades. In 2023, 'Live **Y'ello**', our refreshed set of values and behaviours, was launched to usher in MTN's bold, bright and beautifully human future.



Our values and how we show up...

Lead with Care

- I am a **game changer**
- I am **completely accountable**
- I am **humble and considerate**

Can-do with Integrity

- I am **bold and courageous**
- I do **right by others**
- I am **honest and candid**

Collaborate with Agility

- I **believe in our shared goals**
- I **get it done**
- We do **good together**

Serve with Respect

- I work in **service of others**
- I **actively listen**
- I **treat others with dignity**

Act with Inclusion

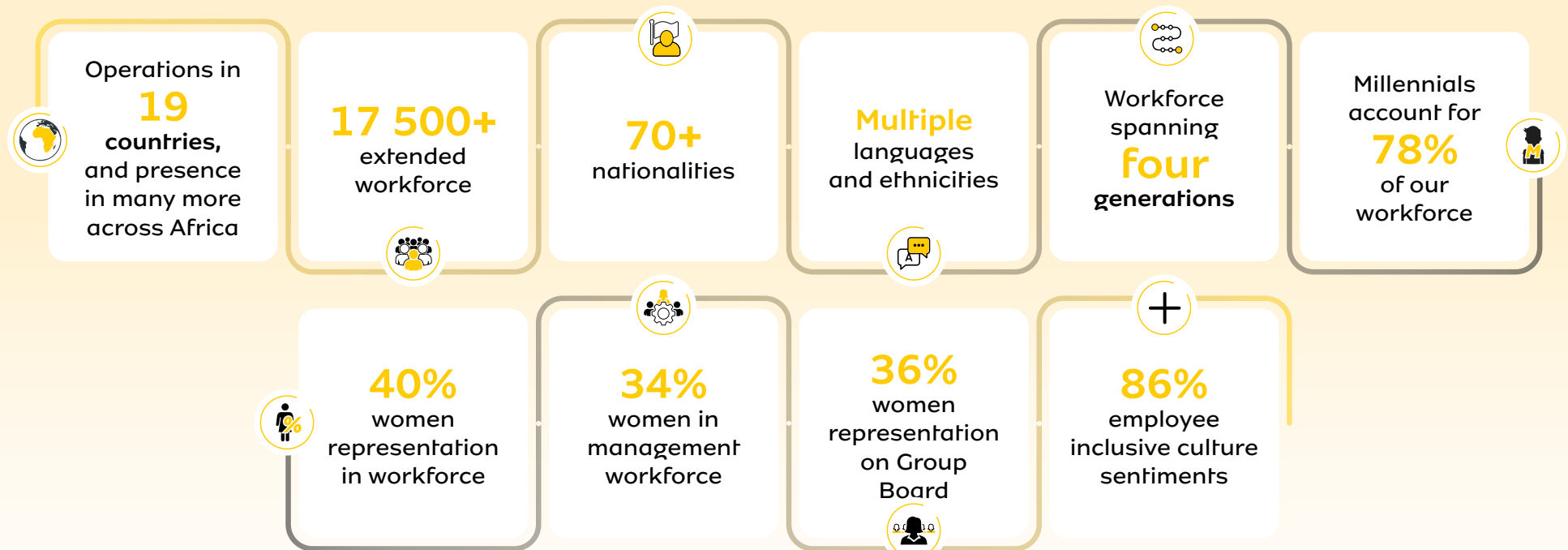
- I **get it done**
- I **value the power of diversity**
- I **empower others**

Our diverse Y'ello landscape

Our Live Y'ello Values affirm our commitment to a truly vibrant, inclusive and distinctive culture.

A culture that not only seeks to embrace our shared future, but is equally an homage to our rich 30-year legacy. Live Y'ello is a reflection of our uniquely African company comprising diverse ethnic, social, religious, demographic and cultural landscapes. The vibrancy of our Y'ello family and the fusion of our multicultural environment embody the intangible strength that powers our organisation and makes us one. This is the Power of Y'ello.

A snapshot of our uniqueness*



The power of our diversity is in our global ecosystem:

- It extends far beyond our operational footprint
- Our partnerships span almost every continent

*Note: Data as at 31 December 2023

Igniting the Power of Y'ello

The Power of Y'ello lives in the spirit of our people, turning the seemingly impossible into reality. Over the last three decades, our people have given life to the Power of Y'ello, continuing to make an impact that truly matters.

The Power of Y'ello finds expression in all that we do. From installing phones in Lake Victoria, Uganda to provide emergency support to fishermen; connecting generations of Africans to their loved ones in remote villages; building platforms to launch careers for countless African artists; enabling access to finance, healthcare, schooling, literacy and ensuring stable connectivity for millions.

In countless ways, we have consistently turned ambitions into meaningful realities. As a company, as leaders and as human resources (HR), our unified mission is to spark and nurture the intrinsic power within our people and cultivate an inspiring workplace culture. Rooted in this commitment is our Employee Value Proposition, 'Live Inspired,' our promise to create an inspired life for our employees.

Over the last several years, the 'Live Inspired' Promise has been the North Star guiding our people, organisation and our culture actions. Our success is a testament to MTN's firm belief in fostering a meaningful, connected, positive and purposeful environment for our people. One that translates into real impact for our customers, communities and nations.

Some of the global recognition we have recently received includes:



One of Forbes World's Best Employers in 2021 and 2023



Shortlisted in World 50 I&D Impact Awards 2023

- > I&D Leader of the Year
- > I&D Team of the Year
- > Community Impact
- > Inclusion



Winner of CHRO South Africa 2019

- > Talent Management
- > Learning and Development
- > CHRO of the year



Honoured by Africa-America Institute in 2023 for Corporate Responsibility

our commitment to Inclusion, Gender Equality and People Empowerment

Over the year, we have had the honour of being recognised in various prestigious global forums.

These are not just accolades, but milestones marking our commitment to shaping a brighter, more connected, more empowered future for all.

In this report, we reflect on our people journey and the impactful human-centric experiences we have embarked on to fan the flames of the Power of Y'ello. We also celebrate our people who have made our ambitions a reality.



02

View from the top

Y'ello From
Mbali Mlalazi, MTN HQ

Leadership message



Khotso Mokhele
Chairman: Human Capital and
Remuneration Committee

Y'ello!

It gives me great pleasure to help introduce the MTN Group People Report.

At the heart of MTN lies a deep commitment to our people. Reflected in our Employee Value Promise (EVP), Live Inspired, and our company strategy, **Ambition 2025**, we have been steadfast in ensuring that every action we take is aligned with our core values and strategic priorities.

We listen to our people and shape our organisational culture to provide the best possible workplace experience. Through increased transparency and accountability, and through our remuneration strategy and framework, we actively work to ensure our people thrive in positivity and receive fair rewards and recognition. We have made great strides towards achieving our environmental, social and governance (ESG) mandate and fostering a culture of inclusivity, innovation, and growth.

In this report, we showcase the achievements and initiatives undertaken by our HR teams across our footprint to nurture and empower our employees.

My hope is that the achievements of our first three decades will serve as a prologue to the future success we will continue to achieve as MTN – and the unmatched culture we continue to create for our people.

Thank you for your interest.



Ralph Mupita
Group President and CEO

Y'ello and welcome to our very first MTN Group People Report.

This report describes what has been achieved over the last three years by the thousands of people across our footprint who have made our story such an inspiring one; a story that today touches the lives of more than 295 million customers on two continents.

As I reflect on our 30-year journey so far, I cannot help but think about how the efforts of our 17 500+ strong extended workforce have consistently created and built the Power of **Y'ello**, inspiring us to serve and delight our customers, every day. What makes MTN unique is the diversity of its people and their passion for a transformed and prosperous Africa.

As leaders, it is our responsibility to foster an environment in which our people can thrive, grow, and feel valued because a nurturing culture is the cornerstone of our collective success.

Despite challenging conditions in many of our markets, our people continue to play important roles in society at large. They are providers of hope, dignity and opportunity for many across Africa, their actions inspiring change and providing hope for a better tomorrow.

I hope you will find inspiration in this report as you explore some of the ways in which we are creating an environment in which to work with meaning, connect to develop, thrive in positivity and grow with purpose.

People trends shaping our future



Paul Norman

Group Chief Human Resources Officer

The power of reflection is perhaps one of humankind's greatest gifts. It does not just look to the past, it inspires our present and our dreams for the future. It is an innate human capability that is unique to each of us and is irreplaceable by artificial intelligence (AI). When we reflect on the future of MTN, it is imperative that we focus on people trends that will shape the world of work and during our annual Group leadership gathering in February 2024, Chief Human Resources Officers from across our markets chose the top human capital trends. Here are some of the trends that we identified:

1. Preparing MTNers for human-AI workforce models

In 2023 the hype around AI peaked. As its transformative nature is immense, 2024 is the start of a move from hype to implementation. Humans typically do not

embrace change easily and AI will impact all jobs, whether they be specialist, administrative or management.

At MTN, we spent time understanding how AI will impact our workforce; on balance, we think it will create more opportunities and more jobs. While 2023 was a year of discovery and building complementary capabilities, in 2024 we will shape our internal environment to help MTNers embrace change. From how to prompt AI as a work buddy to how we craft future jobs, it is our responsibility as an HR community to future-fit our people for AI.

2. Investing in neuroscience for talent decisions

As AI moves traditional human tasks to machines, what is the future role of talent?

- Is the best technical accountant the one who perfectly recites technical accounting standards?
- Is the best lawyer the one who expertly recites case law?

Answering how proficient a candidate is in their field of work used to be central to making talent decisions. But if proficiency is to become a partnership between AI and humans, what will be key to making talent decisions? Neuroscience refers to the basic and higher cognitive processes that impact interactions, emotions, information processing, decision-making and emotional preferences. As we put teams, managers and leaders together, neuroscience will become as important, if not more so, as qualifications and experience, as we assess character traits to determine whether we can trust individuals to deliver value and do good. Psychometrists and neuroscientists will become as important as recruiters.

At MTN, we are already changing our recruitment patterns to focus more on character evaluation and the neuroscience markers that foster better team dynamics and greater collaboration – and ensure that we put the organisation into the hands of people with the right values.

3. 'Quiet learning' to fill the gap for scarce talent

Every year, the gap for talent is widening. Organisations access globally scarce talent pools; the war for scarce skills is on. As new skills become a competitive advantage, old skills become redundant and the pace of change quickens.

At MTN, we employ a blended approach for these new skills. Buying is essential, but reskilling and upskilling will move our people from redundant to critical roles in a relatively simple process. We think this shift can only yield results through demonstrated 'quiet' learning journeys. This approach embraces a time-based return on investment (RoI), allowing MTNers to explore solutions to business problems while accessing classroom learning, expert subject-matter coaches and digital enablers. The aim is to 'quietly' transform the workforce into scarce skill areas and help people get past the anxiety of change or job insecurity. (The reference to 'quiet' is borrowed from the term 'quiet quitting' in which individuals 'coast' or stay under the radar at work).

4. Building flexible talent pools for cutting-edge skills

Cutting-edge skills are precursor niche skills to 'hot' or 'critical' roles that are most in demand. As an example, until five or six years ago in most sectors, user experience (UX) and user interface (UI) designers' skills were not widely considered as in demand. Now they most certainly are.

People trends shaping our future continued

Cutting-edge skills therefore become a competitive advantage for organisations that identify, nurture and deploy them. Having done the groundwork for cutting-edge skills in 2023, in 2024 we are aiming to launch a global flexible talent pool of cutting-edge skills to deploy for strategic initiatives across our markets. We aim to build a new flexible model to manage this workforce and move towards becoming a skills-based organisation.

From a business case perspective, it is more cost-effective to find the skills needed than to use consulting organisations. From a value case perspective, finding the skills fosters agility in executing strategic initiatives, allows incumbent staff to learn from newly recruited individuals and pushes the organisation towards greater innovation.

5. Implementing MTN's employee experience at scale

At MTN, our 'pet peeve' is when a tech deployment or a staff event is described as an employee experience. For us, employee experience = automation (exp tech/GenAI) + moments that matter (human touch).

In 2024, we shall combine the efficiency of automation with real moments that matter to create unique experiences for our employees. Using this equation, we are rethinking every HR process to combine the performance and talent journeys, to combine the salary and bonus processes, all to create memorable moments for our people.

6. Embedding wellbeing into the fabric of the organisation

The MTN EVP is 'Live Inspired', not 'Work Inspired'. If we want the best people to give their best, they must be at

their best physically, emotionally and financially. If we can achieve this, then we can all truly thrive in positivity.

This requires an organisation to weave wellbeing into its culture, from the way we provide feedback to the way we support each other in times of stress or the ability for people to feel safe to be themselves.

Doctors tell us that good habits lead to good long-term health. Similarly, the onus is on HR to foster an environment of good habits. The healthier MTNers are, the healthier the whole of MTN will be. The year ahead will be one in which, day by day, we embed wellbeing into every interaction. Our role as HR is to coach the organisation towards good habits and good health.

7. Change the way you measure success

For the last two decades, HR practitioners have focused on process metrics such as time to recruit, goal-setting completion, cost per hire or learning journeys completed. But is this really what we should measure to determine our success?

The challenge with such measures is that we gradually run the risk of making the HR profession obsolete, since automation and AI is bound to replace such areas of work.

It is time for us to rewire and focus our energies on areas that employees define as success for HR – great employee experience, fair treatment, challenging work, career opportunities, safety and inclusivity, a culture of recognition.

At MTN we believe that there are underlying metrics that can predict the outcomes of what employees are looking for. For this, we need business analysts, data

scientists and modellers in our HR teams. Combine these skill sets with psychometrists, wellbeing specialists and coaches and you can define metrics that truly change the way HR functions.

In 2024, we aim to leverage these skills and also scale these new-age HR metrics from their pilot phases. Our success will be determined by whether we are an HR function that meets the needs of MTN as a business, and MTNers as our customers.

8. HR skills inspired by hospitality

Like any recipe, what you put in determines what you get out. If you want traditional HR solutions, hire traditional skills and work experience. But traditional HR practices are focused on processes, not people; on compliance, not experience or service; and on employees, not unique humans.

It is time for a shake-up. And at MTN, we have spent the last three years building an HR function that is service-oriented, experience-driven, analytics-minded and that treats every employee as unique. We call this 'hospitality-grade HR'. We have visited and interacted with hotel chains across the globe to understand how they have developed a culture of superior service, dependable experiences and the ability to use technology to make every guest feel unique. In so doing, we have found a way to bring a hospitality-grade experience to our employees.

We are excited about the future. As you read the first MTN Group People Report, we hope you will discover more about MTNers, our culture and our journey so far as we prepare for the future world of work.



Y'ello from
Kabelo Nkambule, MTN HQ

03

Live **Y'ello**,
Live Inspired

Embracing the future of Human Capital

The Future of Everything is human. We at MTN, firmly believe that our shared future needs an inspiring culture and Employee Value Promise (EVP) that ultimately empowers, uplifts and unleashes the power of human potential.

The Fourth Industrial Revolution continues to usher in dramatic advances in technology and AI. Equally, growing complexities and the sustainability imperative in areas such as health and safety, human rights and climate change, have rewritten the principles of responsibility, empowerment and engagement. This is why we believe that if the Future of Everything is human, then human capital functions and professionals will need to pivot from being strategic enablers to custodians of human potential, experience and inclusion.

Rewriting our future for human capital management

In 2018, we reframed our operating philosophy, model, value proposition and ways of work to embrace the Future of Everything. Our approach not only prepared us to respond and stabilise our environment in unusual global conditions such as COVID-19, but also enabled us to switch gears for a dynamic new era of converged business.

At their most basic level, human capital functions are accountable for the social engine of the organisational ecosystem. When redesigning our next-generation operating model, we stayed true to our imperative to be accountable

for sustaining a strong social engine, amplified by the need to keep human experience at the core. We envisioned five anchoring principles that would guide the next-generation operating model. To this day, these principles guide our mission as a people-centred organisation.

Our aim to transform and embed an experience- and values-driven and responsive service model has been backed by two critical levers. The first is a strong, futuristic operating model that encourages creativity, seamlessness, flexibility and innovation; the second is an authentic experience-oriented mindset that inspires us to show up with care, pride and passion, every day. Armed with these transformation levers, we rewrote our story.

As a large organisation operating multiple independent businesses across geographies, we were cognisant of the complexities of institutionalising and scaling our next generation operational model. While we meticulously engineered a consistent and cohesive model, we recognised that, fundamentally, our vision had two success imperatives:

- Local empowerment to serve our diverse Y'ello family. Equally, a global lens to drive unifying benefits.
- Fluid capabilities to swiftly respond, shape-shift and re-organise to adapt to dynamic internal and external forces.

Eschewing conventional norms of standardised organisational structures, reporting lines and job profiles, we infused flexibility, agility and, most of all,

Principles	1 Best at basics	2 Communities for excellence	3 Experience at the core	4 Insights for everything human	5 Future of business guardianship
What it means	Seamless, on-demand and delivered with care	Scalable, inclusive and boundaryless solutions	Hearts and minds in all we do	Predictive, proactive and made for people	Value partners and vital enablers for growth
How we achieve it	Employee services owned by passionate experience-led professionals, delivered with 'lovable' technologies and meaningful data	Futuristic human solutions designed and delivered with the collective intellect, spirit and experience of HR practitioners across our footprint	Human experiences as a 'way of life' We see every interaction, service and solution as an opportunity to 'include, engage and delight' our people	By converging human capital skills, applied cognitive and behavioural sciences with 'experimental' technology and analytics, we deliver outcomes that matter most to people and business	Enablers of organisational adaptability, cohesion and capability to maximise human potential

Embracing the future of Human Capital continued

creative freedom in our model to empower HR leaders and practitioners across the business and markets. We did this by shaping our operating capabilities, interactions, accountabilities and ways of work through:

- Local empowerment, capability and capacity to deliver the full spectrum of human and business services.
- Central capability and capacity for unifying experiences and global strategies and to drive large economies-of-scale human capital investments.
- On-demand and multi-country agile pods to swiftly curate and test new solutions.
- Business partnering to drive value services ranging from advanced organisational, talent and skilling to strategic planning.
- Regional operating networks for knowledge sharing, operational synergies, capability exchange and collective problem solving.
- A healthy balance of global and local goals to drive our collective vision and contextual needs of our people and businesses.
- Shared goals and solutions partnering with Finance, Technology, Facilities, Supply Chain, Strategy and Transformation teams to drive the customer-first mission.

To generate value from our new model, we also reworked our HR skills to include exponential capabilities. Today, our teams are empowered with a range of skills as indicated in our evolving capabilities representation.

While our model was institutionalised, our adaptive approach has led to continuous re-invention. As we delivered on our promises, we adapted by building bold and unconventional skills, empowering collaboration, promoting flexible capacitation, balancing the need for

strong governance with flexibility, and enabling frictionless ways of work.

The proof of a successful operating model lies in its ability to create value over time. Our agile human capital organisation has stood the test of significant changes. As an HR community of over 500 practitioners

across our markets and businesses, we swiftly responded with organisational, talent and experiential strategies which were key to withstanding external and internal forces including the COVID-19 pandemic. At the same time, we continued to serve as a vital enabler of our **Ambition 2025** strategy, supporting deep transformations.



Embracing the future of Human Capital continued

InspiredX – our code for exceptional hospitality-grade service culture

The **Y'ello** spirit of our people ultimately rests on the cultural ecosystem we foster. Our opportunity as human capital professionals lies in fostering, protecting, integrating and enabling a cultural ecosystem in which our people and businesses can thrive.

To this end, we committed ourselves to a distinct, professional practice code that inspires us to do our best. Our practice code, called InspiredX, symbolises our commitment to deliver exceptional service and value to our people and business. InspiredX is a compendium of service standards, attributes and values that make a meaningful difference in the lives of our people and business.

The mission of InspiredX is simple: **'No matter which country or office, we as an HR community will seek to deliver human experiences and practices that are distinctly Y'ello'.**

InspiredX is simple but it reminds us of our responsibilities as the culture custodians of the organisation. Our human capital practitioners everywhere are trained and provided with a specially curated InspiredX Toolkit to guide our standardised service philosophy.

InspiredX has played a major role in transforming our service culture, it has inspired some of the most creative and experiential process transformations and unique **Y'ello** moments – moments that brought joy, a sense of caring and delight to our people.

Voice of our Y'ello family

The voice of people is core to our human capital foundation. Each day, each member of our **Y'ello** family invests time, talent and effort to brighten the lives of our customers, communities and societies. Our people are our inspiration, their voice our privilege.

An inspired workforce needs a safe and empowered way to express sentiments, experiences and ideas. Our two main feedback surveys are our bi-annual Group Culture Audit (GCA) and periodic Sentimeter rapid pulse assessments. Our GCA is designed and evaluated by our independent survey partner; our Sentimeter is designed and evaluated by a specialised team from our Group Human Capital function. All our employee surveys are hosted on our digital lifestyle app 'MTN MOVE'.



For further information, please see page 66 of this report.

Insights from the frontlines

- The global versus local debate is over. Customers must win. A global approach creates unity in diversity while local empowerment drives customer proximity. A healthy balance creates a connected universe of happy customers.
- Invest beyond traditional human capital skills. Building business data and technology-adjacent skills is essential to win the long game.
- Look beyond structures and profiles. Short-term micro teaming to solve and experiment is a powerful game changer.
- Get involved with the business. Every business decision is an opportunity to redefine value.
- Engage and invest in at least two out-of-the-ordinary ideas outside the traditional remit of human capital function.
- Every human capital professional is an employee experience agent. Embed experience, technology, brand and design in everything HR.

Our InspiredX code



Our Attributes

Qualities that help deliver our **'value promise'** to deliver impactful solutions and services

- Courage
- Problem solving
- Intellectual curiosity
- Empathy
- Business acumen
- Critical thinking
- Solution focused



Our Values

Our **Live Y'ello** Values that are at the heart of everything that our people live by in practice, form and spirit

- Lead with Care
- Can-do with Integrity
- Collaborate with Agility
- Serve with Respect
- Act with Inclusion



Our Standards

Our **'service promise'** behaviours that guide how we show up to and for our people every day

- Kind and respectful
- Caring and approachable
- Fair and transparent
- Responsive and reliable
- Trustworthy

Our 'Live Inspired' Value Promise

With these core shifts in place, towards the end of 2020, we also reframed our traditional Employee Value Proposition by moving from a 'proposition' to a 'promise' of delivering impact. Our promise stems from the firm conviction that *'our people deserve to live inspired lives'*.

Our value promise is called 'Live Inspired'. It informs our people strategy, programmes and initiatives, all of which aim to create an inspiring environment in which our people are empowered to thrive, grow and make an impact – everywhere they go. As such, Live Inspired is rooted in the empowerment of our people to choose what inspires them, according to their unique needs and aspirations. We are confident that our promise will

stand the test of time and remain relevant for generations to come.

With a significant part of one's lifetime spent on working, we have a responsibility to create a work environment that is inclusive, purpose-driven and impactful.

Live Inspired is about doing just that for our people.

Our value promise is more than a philosophy or a brand. Live Inspired is the culmination of four power pillars of inspiration that describe the holistic value we want people to experience and live, every day.

Inspired for impact

Voices that matter!

Since the launch of our Live Inspired Promise, our **Y'ello** family has been experiencing us differently! In 2023, on average 92% of employees participating in our Group Culture Audit (GCA) rated our sustainable engagement culture at 83%, improving by 3 percentage points (pp) since 2021.

Our value promise to Live Inspired



Live your passion every day – that means getting to do work that **empowers us, sparks our creativity** and inspires us to **make an impact**.

Empowered to work

Work fit for capability

Small and swift teams

Anytime work



Meaningful connections help us grow, develop and advance through a **common purpose and invested relationships**.

Outcomes for goals

Coach to manage

Invested leadership

Agile performance



Thrive in an environment powered by genuine **inclusion**, respect for **diversity**, fair **rewards**, unbound recognition and personal **flexibility**.

Secure, rewarded, recognised

Anywhere workplace

Balanced work life

Inclusive and diverse



Grow and live your purpose. **Explore, innovate and future-proof** your skills while having meaningful **impact in our communities**.

Future of learning

Ownership culture

Career flexibility

Sustainability

Our Employee Value Promise in action

Our Live Inspired Promise is at the core of our human capital strategy. Enumerated below are our home-grown frameworks, foundations and initiatives which have been designed with love, passion and a desire to bring our promise to life.



Discovering and living one's sense of purpose is a necessity if we are to live our best lives. Our passion lies in cultivating an environment in which each employee finds their work meaningful and understands the impact of their work in achieving our **Ambition 2025** strategy.

Some of our notable actions are:

Foundations of impact: Workplace digital enablement

Workplace digital, AI and tech transformations are a norm in any organisation.

Ultimately, this aims to drive productivity, efficiency, collaboration, pace of work, meaningful insights, data-driven work practices and most of all enablement and experiences that add value to the lives of our people. Our landscape of technology and digital work tools range from:

- *Administrative and operational enablers* including our secure and integrated cloud-based Enterprise Resource Planning (ERP) to provide employee data management, self-service and employee-journey-based HR and payroll services.
- *Platform for productivity and collaboration* with a host of applications, tools and software to support our people to work smarter, instantly communicate, engage and work together. We continue to explore our productivity and collaboration tech landscape to activate the full power of the AI-enabled work ecosystem.

- *Specialised enablement and lifestyle platforms* deliver personalised experiences and growth opportunities; examples include:

- › Learning experience platform MTN ULearn for a host of skill and development content and curated pathways.
- › Digital recognition platform, which brings to life the joys of shared success, gratitude and happiness.
- › MTN MOVE, our home-grown wellbeing and lifestyle app, which promotes fitness, mental, nutritional and social wellbeing.
- › **Y'ello**verse, our digital communication platform which keeps MTNers connected and updated with latest internal buzz, organisation practice guides.
- › **Y'ello**Hive, our 'office in your pocket' app, enables people to access all their productivity tools in one place, making anywhere work possible.

Foundations of impact: Connecting work to our ambition

Uncovering meaning in one's work begins with understanding how outcomes contribute to the delivery of MTN's **Ambition 2025** strategy. When it was launched in 2021, we worked to distil it for our people, immersing them in a vision of our future together. We embarked on leadership roadshows, curated specialised visuals to demonstrate how roles and jobs contribute to strategic priorities, and designed simplified immersive learning journeys, for people to explore all facets of our **Ambition 2025** strategy.

In 2022, we inaugurated the Inspired Leaders podcast. It features leaders from across our markets who engage on various topics and share progress on our strategic priorities. With guests ranging from CEOs to business and market leaders, our podcast is among our most popular employee communication channels and averages 2 000+ listeners per episode.

Our strategic delivery is ultimately the product of people. We aim to ensure that people everywhere are connected to **Ambition 2025**, all the while having fun doing it. As at 31 December 2023, people have engaged in 186 814 hours of digital learning about **Ambition 2025**, tuned into leadership podcasts and actively participated in engaging events and roadshows across markets and businesses.

Inspired for impact

Igniting purpose, strategy and work

- Our 2023 annual Group Culture Audit showed that 94% of our employees strongly believed in the goals and objectives of the organisation.
- Strategic communication and engagements stood at an overall satisfaction rating of 84% in 2023.

Our Employee Value Promise in action continued

Foundations of impact: Agility for empowerment to work – transforming recruitment and experience

We believe that when employees are engaged in work that resonates with their abilities, exponential impact naturally occurs.

In 2021, we embarked on our **Ambition 2025** strategy to carve out and bolster our fintech platform business. As a transformative business, we needed strong foundations that would enable pace, agility and value. We designed a high synergy independent Group Fintech organisation model to support our plans. With a short runway to rollout our new model and achieve the desired business returns, it was imperative to acquire talent at pace.

We reconstructed our Talent Sourcing, Acquisition and Onboarding delivery model to consist of small and swift squads and pods with full-spectrum HR capabilities to deliver on the mandate while enhancing the experiences of candidates and new joiners. We also established lean, agile processes; empowered decision-making and infused inclusive practices. On top of this, we implemented innovative 'virtual commuter' talent models and created market-savvy reward propositions, all of which were enabled with deep analytics to improve turnaround times and deliver delightful experiences for our people.

Inspired for impact

Empowered work inspiring outcomes:

Our agile recruitment hub shifted the way we transformed recruitment. Strides achieved in 2023:

- 54% of hires were women
- 38% placement of women in leadership roles
- 78% local placements
- 5x better recruitment efficiency

These outcomes resulted in a 16% improvement in customer satisfaction ratings.

Foundations of impact: Future of borderless talent accessibility

Global mobility is a well-known talent supply strategy to allow for global access and movement of talent. The tenets for global mobility are unique because they tend to be time-bound and most often require individuals to relocate to the primary work location.

In the post-pandemic world, people are actively considering value propositions that allow flexibility and control over their time and place of work. At MTN, we have a hybrid work philosophy, which balances the work flexibility needs of people, and of the business. We expanded our traditional global mobility model to attract a wider pool of critical talent from the global marketplace. We call this 'virtual commuters', which gives us access to a wide pool of global talent and gives open opportunities for our talent to work flexibly from markets where we operate, provided it is in line with global and local regulations and laws.

As at 31 December 2023, we have over 90 virtual commuters placed in 11 countries from over 12 nationalities who are active contributors to our business.



Y'ello From Keith Khaweka, Bayobab

Our Employee Value Promise in action continued

Stories of impact: Supply chain agility for business and people

Over the years, the rapid expansion of MTN has relied on a complex and multilayered global supply chain to provide our customers with the most affordable and reliable products and services.

In 2022, we began embedding agile ways of work within our Global Sourcing and Supply Chain (GSSC) company, which is responsible for our holistic partnership ecosystem, with a view to improving efficiency and empowering our people to bring their best to work every day. We set the base for building a 'One Global Procurement Organisation' model. We moved from a traditional pyramid-based structure to one that was flat, swift and agile.

To succeed, we framed a multi-pronged 'Future-of-Work' programme to help transition at pace. It was all hands on deck. We:

- Created simplified innovative processes to adapt to market changes, customer needs and project requirements.
- Established iterative operational cycles (sprints) and backlog priority models that enabled supply chain operating teams to flex their strategies and actions in real time, ensuring that they remain aligned with business goals and market demands.
- Invested in upskilling more than 45 members of GSSC leadership and teams with agile capabilities, including Scrum certification, process and policy efficiency training, design thinking and critical problem-solving.

Having achieved our agile experimental mission at the Group level, we focused on building scale across our markets. By mirroring and adopting a localised-agile model, we have been steadily expanding and 'verticalising' the supply chain across most markets.



"One of the largest successes so far is the fact that we have significantly shortened our Request for Proposal (RFP) process for one of MTN Group's most strategically important services; the Agile scrum team handling this large project is already seeing a 55% reduction in time to market from the last RFP. Our agile NPS score continues to increase each month!" – Dirk Karl, Chief Procurement Officer, GSSC



At the heart of 'connect to develop' is the role that authentic, empathetic and inclusive leadership plays in building trusting relationships, fostering greater collaboration and managing successful teams.

Some of our notable actions are:

Foundations of impact: Leadership anchors

We have always been passionate about enabling and developing leaders for the future, so when the 'new normal' was about to take off, we had an opportunity to grow and enable a differentiated leadership landscape for MTN – crafted by MTN. Core to 'connect to develop' is how we equip our leaders with the skills to balance everyday leadership with a strong and clear growth mindset. We crafted our own framework with the conviction that a constantly changing landscape, rife with complexity, needed leaders who are inspiring, empathetic, flexible and clear but who, most of all, instil trust and do right by others.

We believe that people managers are People CEOs who need to adopt flexible leadership styles every day. To help leaders activate these practices, we developed the MTN Leadership Hats framework.

Our framework is the anchor that shapes our current and future leadership strategy. Since its launch in 2022, it has been incorporated into existing leadership programmes and successor development initiatives, enhanced with neuro-sciences and action-oriented simulations. As at 31 December 2023, we have upskilled

Our Employee Value Promise in action continued

over 1 500 managers and leaders, accounting for 29% of management across the organisation.

Inspired for impact

Connections that matter!

In 2023, our employee sentiments improved by 5pp YoY with a satisfaction rate of 80%, indicating that our people trust their leaders to be equitable in creating growth opportunities.

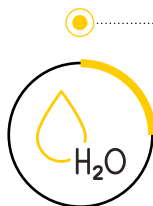
Foundations of impact: Leaders unite

For several years it has been an annual tradition at MTN for leaders to unite, reflect, explore, exchange ideas, co-create and, ultimately, together set a course for the future. The Global Leadership Gathering (GLG) is now in its 23rd year and remains our marquee strategic leadership gathering, seeking to invigorate inspiration and purpose, as well as connect our Y'ello world.

Each year, GLG is designed with a visionary objective in mind. Held on two to three days, GLG is curated as a high-octane programme with a plethora of immersive game-changer experiences. These range from access to world-renowned specialists, interactions with industry champions, engagements with inspiring organisations and all-access simulations to the latest technologies, networking opportunities, fireside chats, idea exchanges and exploratory collaborations.

The GLG is attended by over 300 leaders from all our markets and businesses who unite to collectively celebrate achievements and ignite ambitions for the year ahead. An intimate in-person event, each year GLG is hosted in a different location within MTN's

MTN Leadership Hats



CHIEF CLARITY OFFICER

Direction and steer have never been as important as right now

A sudden switch to virtual working during a crisis tends to build uncertainty. 'Business Unusual' warrants stronger steering. Address staff frequently to provide business assurance, priority focus and direction in these unprecedented times.



RESOLVER IN CHIEF

The simplest of things just got more complex

While teams on their own will find their feet, often it is the inter-functional disconnects that become more apparent. Decision-making, speed to execute and working together become complex. You are hereby crowned resolver in chief!



CHIEF EMPATHY OFFICER

A call for supernatural humanity in these unnatural times

In any crisis, it is people first and economics second. Empathy in such times, ultimately comes down to recognising that each person is impacted by the same crisis in different ways. Remember, it is compassion and care above all else.



CHIEF LIFE COACH

There has been no better time to unleash the coach in you

Life's challenges are aplenty. Anxiety and distress with work, family, job security, career prospects, health and financial safety can be overwhelming to everyone. Who better to bring solace than the 'Chief Life Coach' in command?

"Very inspiring conversations all day. Reflecting on MTN's journey over the last 30 years can connect dots to purpose and sincerity all through. We believe opportunities in the next decade will shape lives across the continent."
- Patrick Munene, MTN South Sudan



Y'ello from Group President and CEO Ralph Mupita, MTN Group

Our Employee Value Promise in action continued

footprint. (The location plays a significant part in curating the programme, to weave in cultural diversity.) GLG is an essential starting point for creating meaningful connections between people, business and strategy. Recognising this connection, in recent years we have brought the GLG event closer to our people by live-streaming it for all our people everywhere.

Foundations of impact: Inspired performance and talent

At MTN, our operating philosophy has evolved towards networks of teams that are interconnected, swift and empowered.

With a move towards an adaptable model based on a network of teams, we believed it was imperative to rethink and uplift our people performance model for a new world of collaborative work. By team-sport psychology, we developed Game Plan. This is aimed at embedding a team-based operating culture that is built on shared goals, motivates collective effort, recognises individual contribution and rewards team achievements.

Game Plan focuses on building a culture of shared outcomes, holistic development and meaningful connections that empower individuals and teams to thrive. We also shifted from traditional performance ratings to holistic talent outcomes based on strengths and the potential of individuals. Further we evolved from standard bi-annual evaluations to continuous conversation and short-burst check-ins to foster meaningful and uplifting relationships between managers, employees and teams.

Our Game Plan model extended beyond a pure-play performance system to an integrated value chain of

performance and talent management. To this end, we enhanced our Talent Review Model to support individual evaluations and development. With five simple questions, the model allowed people managers to evaluate and identify opportunities to harness individual potential for optimal teaming and outcomes.

To fully realise the benefits of Game Plan, we activated several 'vitalising' tools and change enablers:

- Game Plan was integrated into our cloud HR application system as part of a digital-transformation agenda. We are upgrading our digital interface with an enriched platform layer to enhance user experience and accessibility.
- Extensive orientations, toolkits and frequent engagements to onboard, train and adapt employees, managers and leaders.
- Managers and leaders across MTN are upskilled with capabilities for effective people management.

Ultimately, Game Plan enabled us to promote teamwork, capitalise on the distinct strengths of our people and build a growth-oriented culture backed by meaningful connections.

Inspired for impact

Connections that matter!

- Our employee net promoter score (eNPS survey) relating to supervisors improved by 4pp, standing at +45pp in 2023.
- Employee sentiments also indicate growing confidence in the opportunities to grow, learn and succeed in the organisation. At a satisfaction rate of 82%, we noted a 6pp improvement.



We are committed to creating an environment in which our people do not just come together to work for a shared goal. We want them to thrive in an inspiring environment where everyone experiences the safety, joy and natural comfort to 'activate one's whole self'.

Some of our notable actions are:

Foundations of impact: Fair, secure and rewarded

Over the years, we have sought to establish and uplift the foundations for rewards and recognition. These include:

- A principled mechanism and globally accepted rewards framework for equity and fairness in our compensation and benefits practices, tailored for our workforce and suited to our markets, businesses and capabilities.
- Governance processes, policies, delegation of authority and decision-making committees that ensure we uphold a well-controlled reward environment that is rooted in integrity, fair practice and talent-market competitiveness.
- Compensation and benefits models and approaches that are equitable and designed to attract and retain the best talent in the industry. We constantly adopt technologies, automated tools and digital platforms that enable governance and risk management practices and, equally, support self-service, ease, simplicity and accessibility for our people.
- Value-added reporting and analytics that support business decisions and provide insights to enhance our people-first philosophy.

Our Employee Value Promise in action continued

Most of all, we have embedded a rewarding philosophy that holistically cares for our people. We have taken extraordinary measures to minimise the financial impact of difficult situations on our employees across our markets.

Examples of these measures include:

- Special staff dispensations including financial allowances and medical benefit upgrades (where possible) during the COVID-19 pandemic.
- Special dispensations and support (financial and non-financial) for markets that have faced extraordinary circumstances such as cost increases, inflation and civil upheaval.

An essential aspect of our rewards and recognition strategy is shareholder trust and transparency. We have also made it our mission to enhance our governance and reporting methods. We garnered significant support from shareholders with respect to our remuneration policy and implementation report. In 2023, we received voting outcomes of 95.24% and 95.12% from our shareholders for their confidence over our remuneration policy and implementation respectively for FY 2022.



For further information, please access our 2023 Remuneration Report.

Stories of impact: Rewarding experiences

In our mission to build exceptional experiences for our **Y'ello** family, we identified several high-volume experience journeys that have a significant impact on people.

Performance and rewards were one such critical journey. What began as an initiative in 2019, has now become a tradition at MTN. We call it Global Pay Day. The philosophy is simple. Each year, when we as MTN Group announce our annual financial results, we celebrate and share the rewards of our performance as a company and as a team on the same day, at the same time, as one **Y'ello** family. Our Global Pay Day initiative was the first of its kind, making us one of the very few multinational companies to pay bonuses to employees on the day that annual results are announced. This is symbolic of the fact that when the business wins, so do our people.

This unifying experience is brought to life, each year in a period of 30 days by over 1 500 people across business verticals, finance, HR, technology and partners including our company auditors, banking partners and technology managed service partners in every market. The experiences we delivered on Global Pay Day were about more than just 'money in the bank'. We celebrated team achievements, connected with leaders to understand plans for the year and enjoyed the day with each other.

Since 2019, each year we have evolved the experiences of Global Pay Day. For FY 2023, we transformed Global Pay Day from a bonus-sharing experience to a Global Rewards Day to include the full suite of rewards including salary increases, the performance share scheme and other benefits.

Stories of impact: Gratitude and appreciation as a way of life

Our gratitude culture thrives on our digital recognition platform, MTN Shine, which stands as a cornerstone of our appreciation initiatives. Over 95% of our staff actively engaged with the platform with over two million messages of appreciation shared. Beyond our daily commitment to gratitude, we actively set aside dedicated moments to celebrate one another during our Global Appreciation Week and monthly 'Appreci8' initiative.



Happy MTNers from Benin celebrating Global Appreciation Week

Our Employee Value Promise in action continued

Inspired for impact

Rewarding Y'ello experiences, delivered!

On average each year, over 12 000 eligible MTNers have been rewarded on the same day as the annual results for the last three years.

In the last year, the rewards and recognition dimensions in Sentimeter improved by 4pp to 77%, indicating that employees feel secure, rewarded and recognised for their contributions.

Foundations of impact: Making flexibility a balanced reality – hybrid work flexibility

Work flexibility is key to being able to thrive and live inspired lives. Worldwide, 'flexibility' supersedes most traditional benefits as a drawcard for top talent. We believe it is a 'must have' if we are to remain an employer of choice.

The need for flexibility is also a sustainability imperative, to foster inclusion and life balance. However, we are equally mindful of the complexities that come with a highly dispersed working system. We are convinced that traditional work structures and ways of work need to shift.

The solution lies in a well-balanced model that works for our people, our value system and our business.

In 2021, we introduced our hybrid place and time flexibility policy, 'Anytime Anywhere Work'. The policy aims to be fair and inclusive while balancing diverse personal choices and organisation needs. Through our

hybrid work model, we carefully consider the necessity for flexibility while recognising the importance of physical work interactions.

Overall, in the two years since its launch, our hybrid work model has enabled us to continuously strike a balance between the wellbeing of our team members and maintaining uninterrupted productivity and fostering a resilient, positive work environment.

Inspired for impact

Hybrid work is a value differentiator

In 2023, 80% of our employees indicated that their work environment allowed sufficient flexibility to meet personal or family needs, improving 4pp YoY.

Foundations of impact: Health and safety at the core

We have a responsibility to ensure our workplaces are guided by the highest standards of health and safety. As such, our strategy in this regard spans physical work environment safety, emotional, psychosocial and culture care, emergency preparedness, compliance and incident management and environmental health. In addition to globally accepted environment and risk standards, occupational safety and health standards, building and construction codes and related regulations, we also ensure compliance with local-government bylaws. Based on requirements, we apply both local and international guidelines, including ISO 45001 and ILO standards, to ensure consistent compliance.

• **Physical work environment safety:** At MTN, we take a proactive approach to identifying and mitigating risks to ensure we keep our workplace spaces safe for our employees and visitors. This includes continuous workplace upgrades, taking time to ensure that our facilities personnel are trained on safety procedures as well as ensuring we are prepared in the event of emergencies and incidents.

• **Emotional, psychosocial and culture:** We take great pride in ensuring we foster a culture of safety where employees feel empowered to do their work, speak up on matters affecting them and also participate and contribute to continuous workplace health and safety improvement efforts. We have zero tolerance for discrimination and bullying: a safe workplace is only possible when our employees are not just physically safe but able to participate in an environment that addresses stress, workplace violence, bullying, and other psychological stressors that can impact overall wellbeing. We understand the importance of mental health. We also have programmes to encourage healthy lifestyle choices, mental health awareness sessions, counselling, nutrition education, and physical activity and financial education initiatives.

• **Emergency preparedness, compliance and incident management:** We aim to stay abreast of relevant laws, regulations, and industry standards to maintain compliance and minimise legal risks. We continue to establish protocols for reporting and investigating incidents, providing timely medical treatment, and programmes for injured employees. We report and remain compliant on all injury and incident management protocols as well as ensuring compliance with local laws and regulations.

Our Employee Value Promise in action continued

• **Environmental health:** Across many markets, our facilities teams monitor factors such as air quality, temperature and lighting to promote a healthy and comfortable work environment. We have also implemented strategies in some markets to drive off-grid renewable energy, in line with our Net-Zero journey.

Foundations of impact: Inspiring, empowering and caring workspaces

We recognise that a balanced work life is the result of many influences. We intentionally chose to raise the bar and hold ourselves accountable for creating wellbeing experiences that go beyond other traditional workplace influences.

We have actively experimented with a range of initiatives at our headquarters in Johannesburg.

- **An inclusive workspace revamp:** We redesigned our offices to facilitate more open and collaborative spaces and provided accessibility features for physically disabled persons, comfortable breakout areas and spaces for both focused work and team collaboration.
- **Redefining collaboration spaces:** To truly embrace the spirit of creativity, digital experience and collaboration, we built our first ever **Y'ello** 'Co-Lab' room.
- **Nature trail:** At the Johannesburg headquarters, we made optimal use of our beautiful outdoor landscape by creating a tranquil, natural outdoor walking trail. Respecting and preserving our natural ecosystem, the nature trail was carefully designed with external landscape artists to include environmentally safe materials, (non-electrical) exercise equipment, 'relax zones', picnic spots and drinking-water spouts.

• **Physical and digital creative art spaces:** Our workplace was designed with everyone in mind – including creative arts enthusiasts.

- **MTN art collection:** Reflecting the pan-African nature of our business, customers and employees, since 1997, MTN has invested in its art collection with nearly 1 400 pieces comprising traditional and contemporary pieces from the African diaspora. Hosted in our workplace, it offers our people the opportunity to access, discover and explore art and its myriad influences.
- **Y'ello Graffiti Wall:** Our **Y'ello** Graffiti Wall, in the central segment of our headquarters, displays the diversity of our markets. MTNers contributed ideas for the wall design and engaged with local graffiti artists.
- **Digital Live Inspired artwork:** With over 1 500 images contributed by thousands of our employees, our digital Live Inspired artwork is a showcase of what inspires our people the most.

Foundations of impact: MTN MOVE – Our home-grown digital wellbeing app

We have endeavoured to build on our existing solid healthcare foundation while continuously finding innovative ways to make health, wellness and wellbeing accessible, available and integrated into our people's everyday lives.

Acknowledging the power of digital, in 2022 we launched our home-grown pan-African employee wellbeing app, MTN MOVE. Made by our people, for our people, our goal was to create a holistic wellbeing experience for us. Most importantly, it had to be accessible and available to all. While we recognise the ease of opting for subscription-based 'off the shelf' wellbeing app

solutions, we wanted to curate a wellbeing app that would be uniquely **Y'ello**, delight and engage our people and still address wellbeing needs and challenges faced by people across our markets.

MTN MOVE focuses on four essential wellbeing dimensions including physical fitness, mental, social and nutritional wellbeing. We also believe that being heard and listened to is deeply rooted in psychological wellbeing. The app also offers a safe digital space for people to share their sentiments and thoughts about their values and experiences with our organisation. Since its launch, all employee-led surveys (our GCA and Sentimeter surveys) are now administered on MTN MOVE, making accessibility to the surveys much easier and more convenient.

With various gamified experiences, people can go on fitness journeys together, form physical-digital teams for a quick game, earn badges to track their personal goals and even keep private notes about their wellbeing journeys. Our app is further enriched with a library of multi-format content from world renowned medical content providers, providing the latest verified health and wellbeing information. We continue to work on MTN MOVE by enriching its features, functionality and experiences each year.

MTN MOVE is our **Y'ello** family's most loved app.

Inspired for impact

We MOVE to digital wellbeing!

As at 2023, over 90% of our employees are active users of our MOVE wellbeing app, making it the single largest application used by MTNers across our footprint.

Our Employee Value Promise in action continued

Foundations of impact: Institutionalising diversity, equity and inclusion

The business case for diversity, equity and inclusion (DEI) is not just notional, but well proven. Beyond business, we see DEI as a human necessity. To be inclusive and diverse demands commitment, continuous discovery, evolution in thought, education, hard actions and most of all, collectivism. This is our Live Inspired Promise to our **Yello** family.

To us, our culture is not monolithic but a living, breathing microcosm of many cultures, woven together by the

spirit of **Yello**. While equity and inclusion are a way of life, DEI for us is a journey requiring intentional, mindful action that is targeted at fostering a sense of belonging. We have been on the journey for the last 30 years, adapting ourselves along the way to sustainably strengthen our DEI outlook.

To deliver on our vision, we defined a DEI manifesto that affirmed our inherently diverse identity and the core inclusive philosophy which binds our **Yello** spirit. We further institutionalised our vision and manifesto with clear principles and an operating framework. Our

outlook recognises the naturally diverse richness of our people, be it in terms of gender, generation, thought, race, ethnicity, abilities, personalities, sexual orientation, age, religion, experiences, backgrounds or personalities.

Key to our principles and framework is authentic accountability. DEI is owned and led by our Group President and CEO. Custodianship to develop, execute and report is co-shared by the Group Chief Human Resource Officer for organisation, people and culture, and the Group Chief Sustainability and Corporate Affairs Officer for community impact and attainment of ESG goals. Our boards and sub-committees are equally invested, serving as oversight bodies which actively advise, monitor and hold us accountable. The extended leadership, consisting of CEOs and C-suite executives are held equally responsible for creating on-the-ground impact, their actions measured by performance goals and targets.

In addition, we strengthened our DEI commitment by integrating it with our ESG mandate. Our DEI-related people and culture actions are also formally reported to the Group Social, Ethics and Sustainability Committee.

We recognise transparency as a critical lever to drive action for DEI. We have advanced our DEI analytics and reporting, both internally and externally to track, monitor and adopt meaningful actions that will hold us to our promises on equity, equality and inclusion.

Our DEI commitment

“Our DEI vision: To be the most inclusive and successful organisation across Africa and the Middle East, putting diversity into action to help employees, customers and communities thrive.”

1

Talent

Accelerate full inclusion to attract, retain and enable the best talent and to increase leadership diversity.

2

Customers

Lead in providing products and services that reflect the diversity of customers.

3

Communities

Strengthen social and economic development through partnerships and corporate citizenship.

Our Employee Value Promise in action continued

With these foundational levers in place, our strategy for DEI has matured and evolved to be deliberate, relevant, targeted and mission-oriented. This includes:

- **Values of inclusion:** In 2023, we refreshed our company values, Live Y'ello to focus on core tenets of respect, care, integrity, collaboration and inclusion. 'Act with Inclusion' stands firmly as one of our five Live Y'ello Values.
- **Embedding DEI in our strategy:** Our company strategy, **Ambition 2025**, consists of strategic priorities and vital enablers. DEI is entrenched in our strategy as a vital enabler for the best talent and culture.
- **Affirmative DEI position and supporting policies:** We established our DEI position statement to affirm our recognition, commitment and core areas of action. This forms the baseline for localised DEI policies, health and safety, flexible work, hiring and employee protection policies.

For further information, please access our position statement on Diversity and Inclusion.

- **Annual DEI strategic planning:** We translate our strategic vision for DEI into annual action-oriented plans with targeted measures. Ratified, endorsed and sponsored by our Group Board, Group President and CEO and our Executive Committee, we fortify and cascade our plan and targets across our markets and businesses. We decided to place maximum effort on achieving gender equality and the inclusion of people with disabilities while also continuing to work on local empowerment priorities.
- **Internal employee communication and branding practices:** Communication is the single most essential medium to empower, include and inspire people. We introduced our inclusive communication guidelines and branding protocol in 2022. Covering a wide range of standards from language, speech, tonality, visual

representation and branding, our practices have been adopted across all our markets, businesses, channels and platforms.

- **Inclusive talent practices:** We devised a comprehensive global mandate in our core talent management practices for hiring, succession development and retention. Measures included diverse hiring panels, mandatory DEI training for HR professionals, hiring managers and leaders, equity-promoting compensation measures, inclusive retention and successor development interventions,

feedback-loop exit protocols, early analytics coupled with measurable targets for inclusive decision-making, and hiring/exit dashboards for conscious talent decisions.

- **Continuous education, awareness and activism:** Awareness and education are pivotal to building a sustainable culture of inclusion. We invest substantially in disseminating knowledge through staff campaigns, curated online DEI learning programmes, specialised leadership inclusion curriculums and several other activism-based programmes.



I feel included when

I AM
Respected

Let's **#DoBetter** and continue creating an MTN for everyone.

Inclusion starts with me.
It starts **now**.

Y'ello from Euvrard Geldenhuys, MTN HQ

Our Employee Value Promise in action continued

Inspired for impact

Activating our culture of inclusion

- 'Inspired Series' – inspiring our culture through the art of storytelling. Inspired Series has featured stories of over 22 people and teams from more than 13 countries to date. With an average of 2 300 views, it is one of our most celebrated knowledge series.
- DEI learnership – over 8 500 hours of learning hours spent by over 4200 MTNers discovering and embracing the power of diversity and the behaviours that foster inclusion.
- Activism and campaigns – to date, over 35 campaigns across our markets have been actively championed by our Y'ello family. These have included our annual diversity week, international and local Women's Day initiatives, International Day of People with Disabilities, in-house curated 'Do you see me?' campaigns, anti-GBV activism sessions and several topical programmes.

Foundations of impact: Culture of speaking-up and listening

An inclusive workplace relies on the sanctity, openness and strength of our culture, conduct and ethics. We instituted two critical levers: an open environment in which people feel secure and safe to speak up, and proactive voice-of-customer surveys to assess our inclusive culture.

We adopt a zero-tolerance approach to actions and behaviours that impede the dignity, safety, security and wellbeing of our people and our extended workforce. Guided by clear 'Speak Up' principles, policies and enabling frameworks, our goal is foster and sustain a culture of safety, openness and honesty in our work environment.

We have instituted measures to create an open and safe environment. Key interventions have included:

- Our values, behaviours and code of conduct, which outline our commitment, necessary behaviours and organisational conduct.
- Institutionalised employee safety, protection and remediation policies and processes to support employees and our extended workforce to feel safe to report, seek support and be assured of safeguarding against harassment, discrimination and abuse in the workplace, as well as remedial actions.
- Independent whistleblower hotline to provide privacy, anonymity, safety, security and remediation to our people and extended workforce.
- Continuous awareness, campaigns, learning and engagement sessions relating to employee rights, safeguards and channels are conducted periodically for our people across all physical and digital platforms.

- Governance, monitoring and reporting mechanisms to ensure that incidents reported are dealt with holistically, with transparency and fairness while protecting the interest of people.

To keep our finger on the pulse of the culture experienced by our people, we conduct bi-annual voice-of-customer surveys (Sentimeter) to understand the impact of, and satisfaction with, our inclusive environment.

Inspired for impact

- We are encouraged by the continuous improvement in inclusive culture sentiments. In 2023 we achieved the highest-rated experience at 86%, marking a 4pp increase year on year.
- We also assessed our people's experiences of their leaders in promoting an equal-opportunity environment. Results indicated an 80% satisfaction rate in 2023, marking a 5pp increase year on year.

Our Employee Value Promise in action continued

Stories of impact: Social impact through inspired storytelling

The inclusion of people with disabilities has been a deliberate focus on our DEI agenda. In 2023, some 0.8% of our workforce included persons with disabilities. Over the years we have actively improved our practices, programmes and interventions to make our workplace inclusive for persons with disabilities.

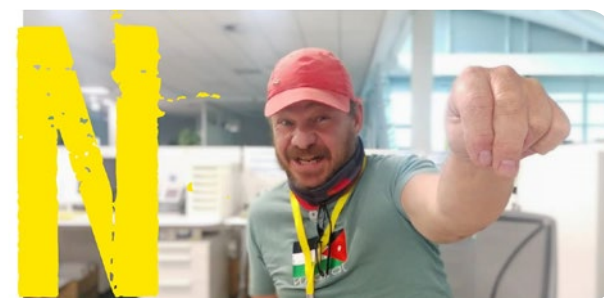
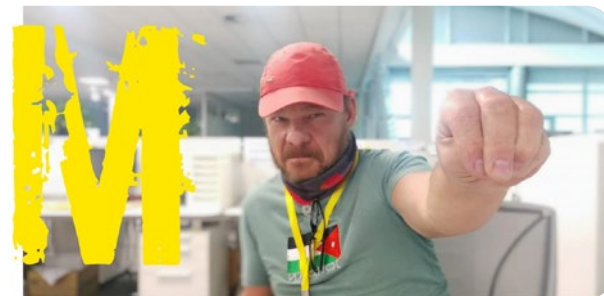
While we have much to do on this journey and believe that our representation of persons with disabilities in the workforce needs to improve, we are committed to doubling our efforts to realise our aspiration for a truly inclusive environment for persons with disabilities.

One impactful programme that triggered a ripple effect across our people with disabilities movement was the 'Inspired Series'. Inspired Series is a simple but powerful campaign-style programme launched in 2021 to activate DEI awareness through the art of storytelling. Featuring stories of people from across our workforce, Inspired Series was intended to foster empathy, kindness, awareness and a real-life view of our people. Our brave storytellers met with our Group Executive Management Committee to share their personal experiences and impart much-needed advice on how we could do better to foster inclusion – a practical foray into 'reverse mentorship in action'.

One of our very first story features was that of a colleague who is deaf. Having been in the organisation for over 15 years, our veteran **Y'ello** champion, John, inspired a sea change in the lives of our customers. John's advice led to one of the most transformational programmes yet for our customers with disabilities.

'Sisonkhe', which means 'we are in this together', was created by our inspired **Y'ello** family in eSwatini in their efforts to embed a more inclusive approach to their customer service. Ranging from the design of specialised products and services for people with hearing and speech disabilities to extensive sign language training for frontline sales, service centre and contact centre staff, and special virtual contact centres to serve our disabled and differently abled customers.

Today, people living with disabilities reach out to MTN eSwatini's Sisonkhe helpline to seek assistance beyond our services. One such instance was that of a hearing-impaired customer who was serviced by our trained Sisonkhe helpline agents to get emergency medical attention. Thanks to our sign language-conversant customer service teams, our agents served as interpreters to hospital staff.



Y'ello from John van der Westhuizen, MTN South Africa (Retired)

Our Employee Value Promise in action continued

Foundations of impact: Gender equality and beyond

At MTN, women have had an immeasurable and equal part in building MTN over the last 30 years. On boards, executive committees and as core business leaders and in our workforce at large, MTN has been steered by strong, bold and fearless women who continue to shape our story.

In 2021, during the launch of the **Ambition 2025** strategy, which emphasised shared values and ESG goals, we formally declared our vision for a gender-equal workforce by 2030. This vision was further entrenched as part of our alliance commitments with two of the foremost, most prestigious global organisations focused on women's rights – UN Women and HeForShe.

1. Our bold targets, ambitions and achievements for gender equality

Our ambition is to be a gender-equal workforce by 2030. Our ambition is further propelled by qualitative and quantitative targets for greater gender parity across critical workforce segments. As at 31 December 2023, women constituted 40% of our workforce across our markets and businesses. Core to our gender-equality ambition is empowerment – we believe that the representation of women in leadership and on our boards is essential. We are determined to ensure women have 'a seat at the table' where decisions are made, across our footprint.

- Our MTN Group Board comprised 36% women as at 31 December 2023. Comparatively, this is 9.9pp higher than the 2023 global average for large mid-cap companies as reported by MSCI ACWI Index.



Women on Boards and Beyond – MSCI 2023 Progress Report.

- Our organisation-wide leadership (general manager levels and above) comprised 28% women as at 31 December 2023. Our actions are geared towards significantly improving the representation of women in leadership, as well as our succession pipeline.



For further information, please see page 64 of this report.

MTN Group women Board members



Noluthando Gosa

Independent
non-executive director



Sindi Mabaso-Koyana

Independent
non-executive director



Nosipho Molope

Independent
non-executive director



Nicky Newton-King

Independent
non-executive director



Tsholofelo Molefe

Executive director

Our Employee Value Promise in action continued

2. Gender equality and empowerment beyond representation targets

We have invested in making shifts in our operating environment to positively create sustainable impact on our mission for gender equality and equity. Some of the most notable, most holistic shifts and initiatives include:

- **ESG-led performance and rewards to boost our gender equality agenda** – Gender inclusion targets are an institutionalised part of our rewards strategy, relating to both short-term and long-term incentives. For example, executive leadership across markets has a long-term incentive target to achieve glide paths towards a gender-equal workforce by 2030. Similarly, short-term incentives for our HR leaders in markets and businesses are backed by measurable targets for hiring and overall women employment.
- **Exclusive global leadership programme for women** – In 2021, we developed a home-grown programme, Rising Leaders, dedicated to fast-tracking women's growth journeys. Over the course of three years, over 500 next-generation women leaders have taken part in the programme, and several of them have taken on new roles and leadership positions.

Rising Leaders programme

500+ women graduates

19 countries

100+ enrolled for FY 2024

- **Partnership programmes for NextGen women in STEM** – In 2023, we launched our NextGen STEM Programme for graduates, aimed at cultivating the future pipeline of women in STEM fields. In collaboration with four prominent universities in Benin, eSwatini and South Africa, a cohort of 30 students participated in a specially designed programme over six months. The top achievers are earmarked for growth opportunities and job placement.
- **Conscious hiring for gender balance** – To achieve our vision of gender equality, we have set ourselves women placement targets of 60%. Over the last two years, the hiring of women has averaged between 45% and 47%. We continue to drive efforts to improve and achieve our desired target by improving our talent supply chain, widening the net for skills development, and instituting multi-year programmes for the development of managerial and leadership pipelines.

- **Inclusion of women in strategic transformations, skilling and future-of-work programmes** – We have instituted measures to include a minimum of 30% women across mass strategic transformations, skilling and future-of-work related programmes. As of 2023, we had achieved approximately 45% inclusion of women in our core critical skilling programmes. We intend to further our strategic inclusion vision by influencing our partner-driven workforce to include a minimum inclusion of women in joint programmes.

Inspired for impact

30+ women graduates

100% of eligible final-year graduates offered placement in MTN

53% increase in women graduates for 2024 programme enrolment



Y'ello from MTN eSwatini Team Lindani Dlamini, Handiwe Mashinini, Nokwanda Dlamini and Evidence Ntshalintshali, together with our NextGen STEM graduates

Our Employee Value Promise in action continued

- **Digital collaboration network of women at MTN** – With a view to building our own powerhouse network of women, we launched an internal digital console called Women @ Work (W@W). Serving as a virtual space for women, W@W seeks to give women a platform to showcase their work experience and capabilities, access unique opportunities and enjoy a safe space in which to connect, seek advice and network across our footprint. By end-2023, the platform hosted over 5 000 women across 18 markets.
- **Women in technology** – Technology and networks are the lifeblood of our business and imperative for its growth. As at 31 December 2023, 21% of our employees consisted of skilled professionals in various fields of technology and network. 'Women in Technology' is a multi-dimensional strategy co-sponsored by our Group Chief Technology and Information Officer and Group Chief HR Officer. The strategy targets the full spectrum of the talent lifecycle, ranging from female representation targets and hiring, skills development, strategic partnerships for future talent development, career pathing and retention. We have made considerable headway in improving female representation in technology, from 18% in 2021 to 24% in 2023. We have further doubled efforts with a host of innovative solutions and initiatives including partnering with organisations such as WeThinkCode to gain from their considerable female talent fraternity for our Software Solutions Centre of Excellence.

Foundations of impact: Pay parity for sustainable gender equality

Gender pay is a critical component of the gender equalisation agenda. On a global scale, the issue of gender-equal pay has been among the top considerations, particularly since the COVID-19

pandemic disrupted progress. The message is clear: inclusion of women in the workforce requires more concerted action, beyond representation targets.

As corporations, we have a definitive responsibility to close the gender pay gap. In this context, it is critical to differentiate between equal pay for equal work and the gender pay gap. Compensation models are designed to enforce equal pay for work. We follow a comprehensive model based on job levels, reward levels and market-benchmarked pay bands. The gender pay gap, on the other hand, brings to light unintended pay biases and disparities in gender representation which account for most of the gap. We believe that proactive actions for pay parity will ultimately not just promote financial parity but also drive the quality of gender representation, capability development and future growth opportunities.

Pay parity methodology, transparency and reporting

Since 2021 gender pay gap has become an annualised review, spanning business units and markets and covering over 12 000 eligible permanent and payroll-based staff.

Our gender pay gap method finds its foundations aligned with several global methods, including the UK government gender pay gap guidelines. We compute gender pay gap at group-wide level which consolidates the respective gross pay elements of eligible employees in 20 markets and entities across all levels of the organisation. Our gender pay includes and is assessed for mean and median gap across three dimensions:

- **Salary gap:** Indicates the average difference in salary pay between men and women, represented in mean and median values. It comprises of all gross fixed and standard recurring cash pay elements received.

- **Variable Pay:** Indicates the average difference in variable pay between men and women, represented in mean and median values. It comprises of all variable elements including but not limited to gross incentives (short and long term) and commissions received.
- **Total pay gap:** Indicates the average difference in total pay between men and women, represented in mean and median values. It comprises of the sum of gross salary and variable pay received.

In an effort to hold ourselves accountable, we reported transparently on the state and progress of our gender pay parity. Since FY 2022, we have been reporting our global gender pay gap as part of our external Sustainability Report. Currently, we are in year three of our gender pay gap reporting cycle.



For further information, please access our 2023 Sustainability Report.

Pay parity action, progress and achievements

Over two years, our concerted efforts to reduce gender pay gaps have begun to yield positive results. Our strategies and interventions include:

- Systemic interventions that included upgrades to our hiring and compensation practices and processes.
- Conscious hiring and placement of women in senior and critical skill roles.
- Opportunity-equalisation targets for successor development and niche-skill programmes.
- Organisation-wide communication and awareness on gender pay parity. Specialised inclusion training for leadership and HR teams involved in compensation decisions.
- Half-yearly monitoring, cascading active measurable targets to HR communities and periodic parity 'halo-reviews' by our internal audit teams.

Our Employee Value Promise in action continued

- Periodic reporting of progress, actions and status to the company Board committees and sub-committees for internal transparency, accountability and active guidance.

Through our study of gender pay parity influencers, we formulated a pay-adjustment model to reduce pay differentials, when such opportunities exist. The model adopts a fair gap-reduction mechanism while maintaining the principles of 'equal pay for equal work'. Our pay-adjustment models are customised and deployed across markets and businesses. Examples include our Group Headquarters, South Africa, Nigeria, Cameroon and several others.

As we move forward, we will continue our efforts to evolve our strategic initiatives and embed progressive systemic measures to further amplify our progress towards reducing the gender pay gap.

Inspired for impact

Paving the way for gender pay parity

	FY 2023	YoY change since 2022
Total pay		
Mean gap	24.9%	3.2pp improvement
Median gap	20.7%	1.8pp improvement
Salary		
Mean gap	20.7%	1.7pp improvement
Median gap	20.1%	3.8pp improvement



To know more about our gender pay parity metrics, performance, calculation method and assumptions, please see page 64 of this report.

Demystifying gender pay parity

Gender pay gap and equal pay are different. Equal pay means that people holding the same job, responsibilities and outcomes and the same level of authority and responsibility – must receive the same equivalent pay. Gender pay is much wider than this. It is a single average measure that compares the pay of all men and all women in an organisation.

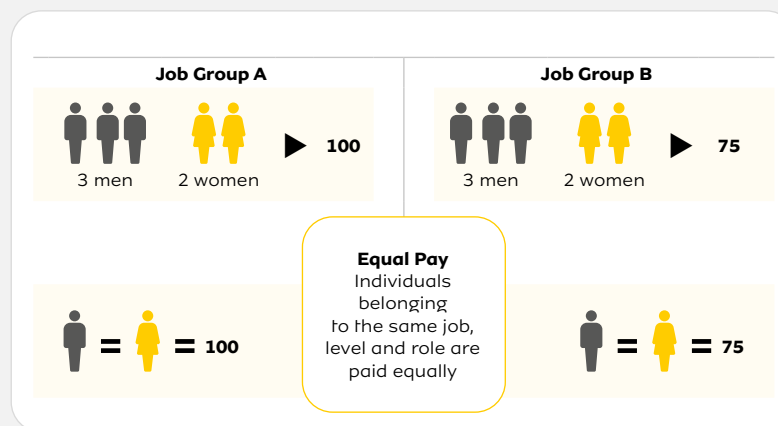
Let's take an example.

A company comprises of 10 people comprising of:

- three men and two women belonging to Job Group A with the same role, level, position and earning 100 a month.
- three women and two men belonging to Job Group B with the same role, level, position and earning 75 a month.

Let's understand equal pay

In the above example, all men (Group A) are equally paid 100, and all women (Group B) are equally paid 75 because they belong to the same Job Group. But this does not mean gender pay parity.



Let's understand gender pay parity

Gender pay parity is gap between the average mean/median pay earned by men and women, regardless of their job, role or position. In the above example,

- Gender pay gap = (Avg. mean salary of men) / (Avg. mean salary of women) = 5% (Mean Salary of men)
- Gender pay gap mainly influenced by parity between men and women in senior/leadership roles and high paying positions. Actions for gap closure necessitates women in more senior and high paying roles, rather than just equal representation of women in the workforce.

Average mean pay of men



- Total pay of men in Job Group A = $100 \times 3 = 300$
- Total pay of men in Job Group B = $75 \times 2 = 150$
- Average mean salary of men = 90

Average mean pay of women



- Total pay of women in Job Group A = $100 \times 2 = 200$
- Total pay of women in Job Group B = $75 \times 3 = 225$
- Average mean salary of women = 85

Gender pay gap

Gender pay gap is the difference between the average mean/median pay of men and women, regardless of their role, position and level. In this instance, the pay gap is at 5%

Our Employee Value Promise in action continued



'Grow with purpose' is our value promise to create and enable opportunities that help our people explore their innovative aspirations, acquire future skills and meaningfully impact the world at large.

Some of our notable actions are:

Foundations of impact: Future of capabilities, skills and learning

While technology, data, automation and digitisation significantly changed the shape and narrative of people, skills and work, the rise of AI is once again redefining human work and relationships. Added to this is that the global job market is complex with multi-generational workforces, extreme information democracy, social media and unconventional education models. The bottom line is that attention spans are thinning and there will continue to be a gap between current and future skills.

We believe that the future of work requires roles to move away from singular skill depth to multiple capabilities. Our strategy is guided by our T-Model approach. At its core, capability development must encompass both breadth and depth of skills. This means, it must be a blend of broad value-chain skills (T-model horizontal) coupled with deep cognitive specialist skillsets (T-model vertical). Broadly, our capability strategy consists of five broad-based groups (business, functional, technical, human and organisational capabilities) which are constantly refined and refreshed for capabilities and skills that are future-fit.

Capabilities form the basis of our skills development and learning pathways. By integrating our performance and talent review cycles with individual development plans, we drive our capability strategies to the last mile. We also rollout large-scale gamified upskilling and reskilling programmes to drive the adoption of influential capabilities that are necessary for the future of our business.

Our omni-learning channel approach is pivotal to successfully executing our capability strategy. While several channels are fairly traditional in nature, we have continuously evolved and experimented with two channels that are the most preferred and engaging.

Inspired for impact

Learning for growth

In 2023, our people's sentiments relating to their learning accessibility, experiences and impact stood at 82%, a 6pp improvement over the previous year.

Anytime, Anywhere Learning – our digital platform

Our cloud-based e-learning platform, ULearn, is our core universal content channel. Recently, we refreshed our e-learning platform with enriched content in multi-modal delivery formats and languages. The platform is now more accessible and allows for digital interaction, with features including collaborative spaces as well as user-driven AI for personalised learning. With over 3 000 bespoke learning experiences and more than 28 000 courses, ULearn delivers a wide variety of functional, technical, professional, behaviour and management e-content. Content formats are

designed to meet the varying preferences of our people, including rich reading, interactive flows, videos, podcasts, e-books and audiobooks. Accessed by over 17 000 people and an extended workforce base, our digital learning platforms have delivered 183 203 learning hours in 2023.

Demonstrated Learning – our immersive-collaboration channel

Demonstrated learning is our in-house developed immersive learning format designed to infuse high-touch sensory experiences with live simulation and team collaboration. It applies a 360-degree approach to 'learn-apply-demonstrate'. The curation of such programmes involves providing the learner with enablers such as digital tools, real-world problem solving, simulated agile work-ways, cross-functional sponsorship, experiential team rewards, back-to-work coaching and beyond. To date, we have deployed multiple programmes of this nature across business areas including customer experience, fintech, cloud and software CoE, global supply chain, HR and employee experience.

We also adapted our immersive learning concept to drive innovation and inclusive teamwork. Over the years, we have launched several innovation challenges, hackathons and gamified experiences for a truly differentiated approach to learning.

Our Employee Value Promise in action continued

Stories of impact: Transforming for agility and critical capabilities through immersive learning

In our mission to transform for agility at scale, we adopted agile operating models in critical areas of the business and invested in people by developing agile skills and critical capabilities.

Showcase 1: Customer experience agility

• **Demonstrated learning for agile transformation:** Focused on what matters to us the most – MTN's customers – our high-impact agile customer experience programme intended to speed-track the deployment of seven technical customer experience (CEX) journeys across our markets. The journeys selected for this programme have specific RoI measures and formed part of CEO key performance indicators (KPI), making them mission-critical to the business.

Over 100 MTNers from 19 countries attended an immersive five-day in-person programme which aimed to revolutionise the way MTNers learn and practically apply agility in their daily work. With a fully instruction and coach-led format, the programme comprised agile certification, cross-functional masterclasses, core application skill sessions and a fast-paced simulated environment for agile working using the seven CEX journeys.

Showcase 2: Skill-proofing the next generation of HR

• **Skill-proofing for the next generation of HR:** We designed an employee-experience-based immersive journey as a pilot launch covering HR leaders and practitioners in Cameroon, Benin and Congo-Brazzaville. We upskilled our practitioners on design thinking, employee experience, data and analytics and strategic workforce planning through simulated activities, masterclasses and high-intensity agile sprints. With a view to ultimately improve HR experiences, we witnessed a YoY improvement in employee sentiments of 4pp to 9pp in these markets.

Inspired for impact

Impact of organisational agility

Our employee sentiments show a 3pp improvement in the level of agility and collaboration experienced by individuals with an overall satisfaction rate of 83% in 2023.

Inspired for impact

Agility for business outcomes

Our Global CEX agile demonstrated learning programme generated significant outcomes in the short span of four months:

- Upskilling for agility at scale: Over 1 000 upskilled in agile capabilities across 19 countries.
- Business impact: Seven customer experience journeys comprising of over 1 200 product features deployed and launched in the market in four months.

Our Employee Value Promise in action continued

Stories of impact: Business case for empowered innovation, delivered

Meaningful innovation comes to life when enterprising individuals work together to find answers to real-world needs and problems. On this premise, we designed a special initiative to activate the power of ownership, diversity and innovation for good.

Fondly called 'the global infinity challenge', the programme brought together people from various teams, markets and businesses for collective innovation. This initiative challenged employees to design and develop unique products and services across the fintech, GSM commercial, enterprise and digital businesses. Coupled with an open-collaborative environment, we empowered teams to self-organise, provided access to emerging skills, curated special mentoring sessions and aided agile ways of work to deliver an innovative product design and prototype.

Launched in 19 markets, we witnessed a remarkable cohesive culture come to life with over 200 MTNers from various countries, ethnicities, backgrounds, qualifications, gender and skill sets forming diverse teams to build award-winning innovative solutions. With over 100 innovation entries in just three weeks, people worked across borders, helped one another, cross-collaborated, took personal charge, invested their free time, shared advice and challenged and uplifted each other – despite the competition.

The collective ideation of diverse groups of people, led to game-changing customer solutions that focused on social inclusion and accessibility.

Solutions included specialised products and services for women in rural areas and low-income groups, disabled people and accessibility-restricted customers. The global infinity challenge bears testament to the values, empathy, care, consideration, inclusive mindset and free-spirited entrepreneurship of our people.

Foundations of impact: Building our critical skills for the present and future

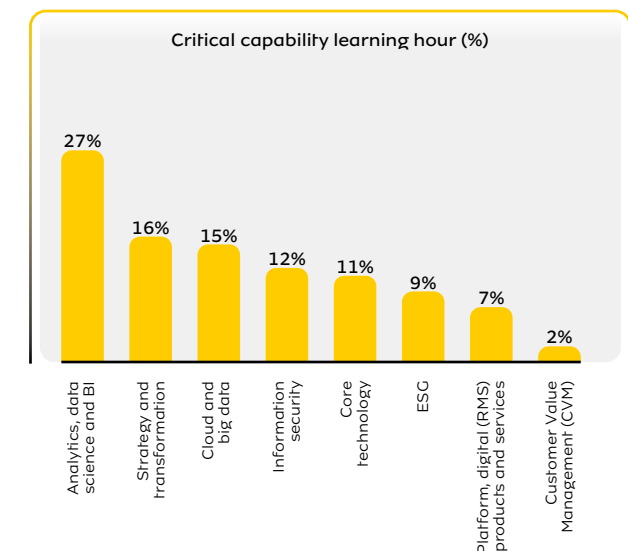
A fast-paced dynamic environment requires future-fit capabilities to constantly evolve. The reality remains that there is a sizeable gap between the pace of global technology revolutions and the time taken to equip the workforce. Knowing the inherent challenges, we instituted our own global strategic workforce planning (SWP)

exercise to serve as a key enabler to monitor and prepare for critical capabilities that are essential for our present and future. Through extensive studies of the industry, technology and future-of-work trends, coupled with our internal workforce analytics, we refresh our critical capabilities and identify adjoining skills that will generate the greatest value.

In 2023, based on our annual SWP cycle conducted across our businesses and markets, we refreshed our critical capabilities to evaluate new needs for desired business growth and eliminate or update previously identified capabilities as needed. The critical capabilities are further crystallised into developmental strategies, learning journeys and upskilling/reskilling rollouts.

To practically transform the organisation towards a critical-capability-enabled workforce, we curate extensive journey-based programmes. While we fast-track critical capabilities for those with complementary skills, we equally make it accessible and available for everyone in our Y'ello family to utilise and learn at their own pace.

As at the end of 2023, we had achieved strong learning coverage across our workforce, particularly in our top eight most developed critical capabilities.



Our Employee Value Promise in action continued

Inspired for impact

Building our critical capability base

We have identified and actively developed over 80 critical capabilities – which has grown our base of critical capabilities from 21% to 30% since 2021. As at 2023, 39% of our critical capability base comprised of women. Today, our talent is more equipped with the skills that are essential for our current and future success.

Stories of impact: Talent convergence for the future of work

We believe that convergence of talent will not be a choice but a natural progression if organisations and employees are to survive and thrive. We developed a global talent convergence framework aimed at integrating agility and value chain skills across our growing platform and core businesses. The objective of our talent convergence framework is to upskill and reskill for multiple capabilities.

To put the framework to the test, while setting up our Fintech business, we designed a global convergence skilling programme. It included:

- **A critical upskill programme:** We identified seven critical skills across commercial, customer value management, marketing and product design and management. A comprehensive, blended learning curriculum was curated for each functional team and successfully deployed in three days.
- **Agile skilling and operations:** We deployed a custom-designed agility upskilling programme for 350 people, comprising business agility workshops, masterclasses and agile certification.
- **Time-boxed product design:** Newly formed upskilled teams operating as cross-functional pods applied the agile operational methodology to deliver on product deployment targets over two months.

Our talent convergence programme resulted in over 350 employees from 19 operations being fully trained on at least two new convergent capabilities, certified in agile methods and becoming adept at the practical application of their skills in real-world situations.

Stories of impact: Embracing the future of cloud and data analytics

The impact of data, analytics and the cloud revolution is pervasive. In keeping with this, we embarked on two high-impact skill initiatives centred around data analytics and cloud.

- **Data analytics upskilling:** We launched a data sciences academy that specialises in high-velocity advanced learning for our foundational and intermediary data-skilled professionals. We have invested in over 7 800 hours in upskilling 680 pre-skilled professionals in our organisation.

In addition, in 2022 MTN launched its most ambitious data analytics platform called ADAM (advanced data analytics and management) to transform the use of data across the business. We kickstarted a bespoke upskilling initiative where we utilised our partnering ecosystems to integrate the learning journey with platform-specific capabilities in Google Cloud and Microsoft Azure. Since its launch, the pilot programme has upskilled 118 employees in a variety of advanced analytics capabilities for ADAM. Our intention is to ultimately develop over 300 specialists to serve our vision.

- **Cloud upskilling for future readiness:** To stay competitive and adapt, organisations are recognising the need to upskill their workforce on the cloud. We developed a structured learning programme to cover various aspects of cloud computing, including cloud architecture, deployment models and best practices in cloud development.

Since its launch in mid-2023, over 130 of our traditional on-premises engineers from South Africa, Cameroon, Ghana, Nigeria, Uganda, Liberia and eSwatini have completed more than 220 platform-related certifications. In keeping with our all-access learning philosophy, the cloud learning programme was extended to our entire workforce. To date, over 375 people from various business areas including call centres, service centres, marketing and even HR completed 985 courses in cloud computing.

Our Employee Value Promise in action continued

Foundations of impact: Building our next-generation talent pipeline

We believe that we have a responsibility to invest in building capacity, capability and scale in future generations of talent, to safeguard and build our business for the future. With this in mind, we are focused on building our next generation of talent through programmes which include:

- **Global graduate programme:** Launched in 2016, the annual global graduate programme is our marquee programme designed to build future talent pipelines for our most valued and critical skills. Our young graduates are exposed to a plethora of world-class blended learning opportunities ranging from small and medium enterprise (SME) masterclasses, certification courses, full-access-to-digital-learning curriculums, on-the-job training and several other collaborative learning interventions.

Our global graduate programme has had 476 graduates with 59% of graduates securing permanent roles across our global footprint. Inclusion has remained our anchor with over half of our students and placed candidates being young women from across Africa.

Other bespoke graduate development programmes:

We have deployed bespoke models in our local markets to develop the next generation of talent. These include the CA programme (formerly known as Training Outside Public Practice) programme for new chartered accounting graduates in South Africa, the next-generation women in STEM graduate programme in South Africa, Benin and eSwatini and several other localised internship and graduate programmes that

have supported over 200 young aspiring professionals in the last two years.

Foundations of impact: Future of Leadership and Management

Our leadership and management philosophy are anchored in our core values, Live **Y'ello** and firmly rests on the principles of servant leadership. It evolves from the belief that leaders and managers are champions of our purpose and people first.

Our leadership development approach comprises a compendium of enabling frameworks. These include:

- **Four Hats of Leadership:** We believe all leaders will need to play four essential roles – chief clarity officer, resolver-in-chief, chief empathy officer and chief life coach. To bring this model to life, we devised a unique leadership simulation in partnership with our leadership advisory partners with the intent of multiplying the effects of our model using individual capabilities. Since its launch, over 1 500 of our managers and leaders across the organisation have been upskilled in our specialised model of leadership.
- **Leadership personas:** We identified core leadership personas that are based on intrinsic value drivers for the organisation. Inspired by global research, we identified four cornerstone personas that are essential for our organisation. These include catalyst, strategist, steward and operator. Supported by evaluation techniques of iWAM (Inventory of work attitude and motivation) we assess and chart unique developmental pathways to support our leaders through their growth journeys.
- **Next-generation leader competence:** Leader competence training comprises next-generation skills in AI, big data, business activism, ESG, value creation

and agility. We firmly believe that upskilling our leaders to keep pace, adapt and respond to the biggest disruptors is imperative.

Our leaders are exposed to capabilities through a host of high-intensity interventions ranging from access to global leadership networks, custom-designed Executive Leadership workshops, high-touch demonstrated leadership network events such as our annual Global Leadership Gathering, executive education and partnered executive education programmes with highly respected institutions.

Inspired for impact

Inspiring leadership

In 2023, our people's sentiments showed that their experience of our inspirational leaders had improved by 4pp, standing at a satisfaction rate of 82%.



Y'ello From our Global Graduates

Our Employee Value Promise in action continued

Foundations of impact: Successor development – building leaders for tomorrow, today

Our successor development strategy is aimed at identifying and equipping the organisation with a strong pipeline of well-rounded future leaders who can align and lead MTN with purpose. Beyond CEOs and CFOs, we consider it imperative to extend succession planning to a broader spectrum of leadership, including C-suite and critical executive roles. We are guided by our succession framework which includes a comprehensive process of evaluation, selection and development. Annually, we evaluate, review and monitor our succession pool. In conjunction with the incumbent leaders and our Board committees, we are guided by underlying principles for objective decision-making, fair practice, diversity, equity and inclusion (DE&I). Key highlights of our framework include:

- Identification of successor roles and potential successors from talent pools such as Rising Leaders, experienced management professionals and critical skills pools.
- A strong blend of critical assessment techniques including profile building, persona mapping using the iWAM assessment method, multi-faceted psychometric evaluations using benchmarked tools as well as fair-practice character and performance deliberations.
- Structured multi-tier successor evaluation and identification workshops and discussions with incumbents, executive committees and our Board.
- A comprehensive repository of our fully endorsed and approved successor talent pipeline for each role.

To date, we have applied our succession management framework to 178 critical executive roles in the Group,

market and businesses. As at 31 December 2023, we had identified 351 successors across all roles, 33% of whom were women. We are committed to improving our gender balance further with a target of 40% in the coming years.

Development, activation and continuous monitoring of succession development plans are critical success factors for leadership preparedness. To this end, both role incumbents and identified successors are held accountable to each other for development. Key highlights of our interventionist approach include:

- **Formal learning:** We partner with prestigious executive business schools and academic institutions in Africa and across the world. Through these partnerships, our future leaders have access to the best, globally recognised tertiary education.
- **Experiential learning:** Through experiential learning, successors are encouraged to lead various internal steering committees, assume internal acting roles, become non-executive members of various external boards as well as develop through rotation and secondments across our footprint and businesses.
- **Mentorship and coaching:** We partner with a pool of internationally accredited mentors who mentor and coach our successors across our footprint.

Our successors are evaluated and classified as 'ready now', indicating their immediate potential to be placed in identified roles, 'ready later', indicating a 12 to 24-month timeframe for potential placement and 'ready much later', indicating a timeframe of greater than 24 months. As at 31 December 2023, 46% of our identified successors were actively developing and closed the period with 'ready now' classification.

Foundations of impact: Career flexibility

We have built our career management strategy on the underlying principle that every person must be empowered equally to build careers of their choice. Our four-dimension approach has comprised a career navigation model, futuristic 'skill of choice', opportunity creation and career guidance.

- **Career navigation model:** We have aligned our career strategy towards a flexible lattice model, which acknowledges that careers can move horizontally, vertically and through adjacencies. Ranging from functional movements, upward progression, cross-business movements and market movements, we encourage flexibility across the board.
- **Futuristic skills of choice:** Our open e-learning platform, world-class global content sources, external learning partnerships, special developmental courses and open knowledge-sharing sessions have been instrumental in making skills development accessible and available to all.
- **Opportunity creation:** Flexible careers need a wide base of opportunities for people to explore different roles and gain practical experience. Job shadowing, talent swaps and rotations, internal mobility and virtual commuting, and our internal hiring practices provide a well-rounded base for career exploration.
- **Career guidance:** Guidance is a crucial enabler to help navigate the complex world of careers. This is possible when we empower our people with rich career growth pathways, educational engagements and meaningful mentorship.

Over the years, we have activated initiatives to drive our career-growth strategies such as:

Our Employee Value Promise in action continued

- **Open-career engagement events:** Exclusive internal career fairs and engagement events for our people to discover the boundless potential that exists in our business. These annual events are held in several markets including South Africa, Cameroon, Ghana and Nigeria to motivate, understand, interact with SMEs, seek special guidance and gain insight for effective career planning.
- **Career-mapped learning pathways:** In addition to learning pathways for specialised capabilities, we recently introduced a series of career-mapped learning pathways on our e-learning platform. Since it was launched in 2023, 2 225 journeys have been completed by 959 learners, comprising 27 582 hours of skill development.

Inspired for impact

Careers that matter

- In 2023, 36% of all hires were internal staff who changed roles vertically.
- At the end of 2023, 6% of our management and leadership personnel comprised personnel who moved within the organisation.

The future of Live Inspired

We are pleased with the progress we have made in delivering our Live Inspired value promise and the impact we are making in our communities and society at large. Our strategy, priorities and every people decision we make are anchored in our singular mission to create an inspired life for our **Y'ello** family.

While we have built a firm foundation to deliver our value promise, we will continue to evolve. Impact and inspiration are boundless and we are excited for the future experiences we will create for our people. Our next wave of Live Inspired experiences is geared to positively shape the future of our people and organisation.

Reflecting our commitment to staying at the forefront of technological advancements, this transformative approach encompasses various facets including fluid talent management, dynamic learning and organisation structures, and an emphasis on fostering harmonious human and digital experiences for our workforce. We remain equally dedicated to our ESG imperatives, recognising the vital role we play in contributing to a sustainable and ethical ecosystem.

While eagerly anticipating our future journey, we acknowledge that progress is inseparable from reflection. Our teams actively drive momentum in integrating our Live Inspired Promise. They have been instrumental in implementing distinctive **Y'ello** initiatives. As you read the following section, we invite you to join us in exploring the significance of **Y'ello** throughout our business and within our rich heritage. These initiatives serve as the bedrock for shaping our future people strategy.



Y'ello from Khensani Tshabalala, MTN South Africa



04

Markets and business heritage

Y'ello from
ZinHe Dyasi, MTN HQ

Benin

Overview

MTN Benin began operations in 2000 and as at 2023 is the country's number one operator with a subscriber base of 8.8 million. With approximately 1 200 sites (including rural). MTN Benin brings 3G coverage to 96% of the population and 4G coverage to 93.4% of the population.

Discover our Y'ello family

We are **285** people strong

2023 Happy people survey sentiments

Sustainable engagement **90%**

Inspiring leadership experience **86%**

HR service experience **84%**

Inclusive culture experience **91%**

Delivering on our Employee Value Promise

In 2022, as MTN Benin prepared to embrace **Ambition 2025**, we realised that the business needed to be better equipped to deliver on our mission and purpose. The HR team and company leadership concluded that a deeper people transformation process was required. These realisations translated into a refreshed HR strategy that has three key pillars:

- An organisational redesign entailing building an agile backbone – designing and nurturing an agile and future-fit workforce.
- Fostering a culture of excellence with an engaged and motivated workforce through culture and engagement initiatives that embed our values and have a D&I focus.
- Creating a digital-first HR function.

Note: Number of people includes both direct and indirect workforce including contractors and temporary personnel.

Awards

Grow, unite & Build Africa (GUBA) Influential Business Leader award (External Award)

2023

People impact

Paving the way for future leaders

MTN Benin's HR team recently came up with a scheme that not only promotes female advancement within the company, but has a broader social impact as well.

Known as 'CEO of the day', the project entails all female MTNers applying for the opportunity to step into the role of CEO for a day. This involves taking on responsibilities that include engaging senior leaders and other internal and external stakeholders and attending and leading company performance review meetings.

Odia Okoumassoun, a 22-year-old Graduate Executive, was selected as the inaugural (2023) MTN CEO of the Day based on her presence, eloquence and depth of thinking as well as her understanding of the business.

MTN Benin also challenged other organisations to choose their own CEOs of the day. Eight organisations accepted the challenge in 2023, with 22 running the programme at their companies by Q1 2024.

All CEOs of the Day reported that the exercise boosted their confidence and made them see multiple opportunities. Most said their experiences had cemented their determination to become real CEOs one day.



Y'ello from Benin!
CEO Day event participants from MTN and external organisations.

"The most extraordinary thing for me was meeting the 22 young women who took part in the project this year. This initiative is very important to us at MTN as we firmly believe in diversity and inclusion."

Uche Ofodile, MTN Benin CEO

"My experience allowed me to take a comprehensive view of the company, to strengthen my self-confidence and understand that I must build the personality I aspire to today."

Nadine Behanzin, MTN Benin (CEO for the day)

Cameroon

Overview

In operation since 2000, MTN Cameroon has a market share and value share of 52%, covering 98% of the population across the 10 regions of the country. The company services 11.3 million subscribers, some 5.2 million of whom are MoMo users, 2.7 million ayoba subscribers and six million active data subscribers using seven million smartphones on MTN Cameroon's network as at 2023.

Discover our Y'ello family

We are **570** people strong

2023 Happy people survey sentiments

Sustainable engagement **94%**

Inspiring leadership experience **92%**

HR service experience **90%**

Inclusive culture experience **94%**

Delivering on our Employee Value Promise

MTN Cameroon strives to create a culture in which all employees bring their authentic best selves to work every day and have a deep sense of 'this is where I belong'.

The operation's HR function fully appreciates that customers, markets, individuals and teams are subject to constant change and that, as such, the work environment has to adapt all the time to new models of care and ways of working.

MTN Cameroon's unique culture has been recognised with numerous internal Group awards. These include Best operating company (Opco) to Work For, Best Opco for Learning and Development, and Best Opco for Leadership Care and Inclusive Culture.

Note: Number of people includes both direct and indirect workforce including contractors and temporary personnel.

Awards

Best Opco for inclusive Culture (MTN Group award) **2023**

Best Place to Work (Opco) (MTN Group award) **2023**

HR head of the Year and CEO of the Year (MTN Group award) **2023**

People impact

Shaping your own future

Being an employer of choice means that MTN Cameroon has a low attrition rate – which brings its own challenges: staff remaining in the same positions for long periods and some believing they have limited opportunities for growth.

To improve career development, the HR function recently introduced a one-day initiative called 'You Own Your Career'. (Staff quickly dubbed it 'Shaping Your Future').



Y'ello from Cameroon!

Aude Baleng, David Mirdassou and Marie Yvonne Makembe Mbom.

The initiative entailed a series of talks on professional development, delivered by both internal and external influencers – the internal speakers included not just those with 'positional power' but various individuals who had powerful stories to tell.

Masterclasses focused on interviewing and resumé writing skills targeting those who had been in the same positions for several years (to motivate them to seek new opportunities within the company). 'Mini expositions' were also held to highlight opportunities within MTN Cameroon. And, finally, a showcase highlighted how the company's learning platform could be used to develop individuals in adjacent or even entirely new fields.

The results of Shaping Your Future are palpable. Employees now want to take ownership of their own career growth and development rather than expecting HR to fulfil their career expectations.

"This was a very rich workshop; I now have a broader view of what I want to become and how to get there."

Margaret Agbor, Coordinator: Customer Experience and Services

"With Shaping Your Future, HR empowered staff with tools and insights to grab the opportunities that exist in the rapidly changing digital world."

Henry Takwe, Manager: Enterprise Risk Management

Congo-Brazzaville

Overview

The country's leading operator, MTN Congo-Brazzaville was created in 2005. As at 2023, its 217 employees service almost 3.5 million customers in 12 regions.

Discover our Y'ello family

We are **467** people strong

2023 Happy people survey sentiments

Sustainable engagement **83%**

Inspiring leadership experience **80%**

HR service experience **71%**

Inclusive culture experience **84%**

Delivering on our Employee Value Promise

Frank, open and ongoing communication underpins every interaction the MTN Congo-Brazzaville HR team has with employees.

HR professionals regularly engage with trade unions and other groups representing employees to identify actions that can improve people's lives. Such actions are interrogated by a committee bringing together the CEO, the HR team and these organisations. The committee monitors the implementation of actions agreed upon and evaluates the results.

All staff take part in quarterly review sessions at which the content of the MTN Congo-Brazzaville EVP is discussed in detail. Other regular agenda items include company values, opportunities for career advancement, culture and team management, and leadership.

We recognise that people's experiences of HR services are an important value-driver. As a lean HR team, our focus in the coming year is to enhance efficiency with digital enablement and experience-led service journeys.

Note: Number of people includes both direct and indirect workforce including contractors and temporary personnel.

Awards

MTN Values - Lead with Care award (MTN Group award) **2023**

People impact

Investing in the leaders

MTN Congo-Brazzaville's HR professionals are determined to support managers in becoming inspirational leaders. To this end, the HR function recently designed and implemented a programme that sought to help managers improve how they manage people and lead their teams.

Known as Team Management Quality Monitoring (TMQM), the programme identified regular team meetings as occasions where leaders could make a particularly meaningful difference.

HR then developed a simple tool that lets managers self-evaluate themselves after every meeting and one-on-one session. Managers were trained in how to use the tool to ensure that they are on target with all HR aspects that matter most to employees. These include performance, learning and development, leave management and recognition. The tool also reveals whether career conversations are taking place and it gives HR valuable insight into what activities managers are focused on and which ones they ignore.



Where necessary, the HR team is able to intervene with managers requiring development. Top performing managers (and their departments) are widely recognised across the company. TMQM insights and statistics are also shared.

Following implementation of the programme, MTN Congo-Brazzaville witnessed a 15pp improvement in its annual leadership satisfaction survey. Managers themselves reported feeling empowered by the exercise.

"I have completely appropriated the different processes of the tool – which I deploy with great attention. The results in terms of my team's commitment and performance are palpable."

Dany Diboko, Manager: Customer Service Analytics

"Seeking to improve my results has greatly improved the quality of my relationship with my team."

Jacky Mokoko, Manager: Large Enterprises

Côte d'Ivoire

Overview

Established in 2005, MTN Côte d'Ivoire is an important market player with 17 million customers as at 2023. It is one of the largest private investors in the country and has spearheaded the development of more than 1 000 SME partners and suppliers.

Discover our Y'ello family

We are **614** people strong

2023 Happy people survey sentiments

Sustainable engagement **90%**

Inspiring leadership experience **88%**

HR service experience **86%**

Inclusive culture experience **92%**

Delivering on our Employee Value Promise

MTN Côte d'Ivoire's HR team drives continuous learning through various initiatives aimed at creating a future-fit organisation. One that is responsive, nimble and committed to leading the country's communications, digital and fintech landscapes.

Initiatives include an 'Empower to Work' future-fit curriculum while cross-functional teams for a variety of strategic initiatives (small and swift teams) are regularly established and encouraged. Extensive use is made of study loans for personal development and to increase the organisation's capabilities.

The operation's gender agenda includes a female leadership programme and partnerships with a number of teaching institutions to increase the representation of women in STEM subjects within the company.

Note: Number of people includes both direct and indirect workforce including contractors and temporary personnel.

People impact

Keeping our business safe

Cybersecurity is an ongoing key concern for the MTN Group but thwarting online attacks requires the recruitment and retention of scarce, invariably costly skills. Affording these skills and maintaining the utmost vigilance is beyond the means of single smaller Group Opcos.

The solution recently decided on was to create cybersecurity hubs for, among others, West and Central Africa, with Côte d'Ivoire hosting such a hub function for itself and five other Opcos. This solution provides associates with qualified resources to ensure IT security while pooling their acquisition and administration costs.

Côte d'Ivoire was chosen for this role – which the country's HR function delivered – because of the relatively greater availability of appropriate IT and cybersecurity skills, and Côte d'Ivoire's central location.



Y'ello from Cote d'Ivoire!
Fagbohoun Joslandy, Kone Moussa, Kouakou Yves-Roland
and Konan Behesse Stephane

For HR, the work involved considerable liaison with affected operations, scoping, budgeting and planning, recruitment of individuals and the appointment of organisations for ongoing training.

Since 2021, a skilled hub team of six has been in place, keeping five operations safe, maintaining 24/7 vigilance and proactively keeping our infrastructure secure. Today, skills are being transferred to local teams, who are supported by the Côte d'Ivoire hub experts.

"The IT security hub brings highly experienced IT security experts to serve smaller countries such as ourselves – without which we would not be able to afford these specialist skills."

Henri Chimba, CTIO: MTN Guinea-Bissau

"Through the security hub model, we have been able to progress many activities to improve our security across different domains. The hub team has been of great support over the years."

Tihilope Fakuade, CTIO: MTN Benin



Overview

Since its launch in 1998, MTN eSwatini has expanded to provide coverage to 99% of the country. As eSwatini's leading operator, the operation has a geographical coverage of 95% and a customer base of more than one million.

Discover our Y'ello family

We are **218** people strong

2023 Happy people survey sentiments

Sustainable engagement **89%**

Inspiring leadership experience **87%**

HR service experience **82%**

Inclusive culture experience **91%**

Delivering on our Employee Value Promise

The people of MTN eSwatini give the business its competitive edge and ensure that it always remains relevant to the lives, needs and experiences of customers. Motivating employees is achieved by an HR team that ensures MTN eSwatini remains the best place to work. This, in turn, translates into a workforce that wants to see the business succeed.

The top five HR strategic considerations are:

- Business resilience, continuity and efficiency.
- A culture that transcends the norm, and uplifts and motivates everyone.
- Diversity and inclusion.
- A digital HR experience.
- Accelerating learning and capacitating our teams with future skills.

Note: Number of people includes both direct and indirect workforce including contractors and temporary personnel.

Awards

South African Board of People Practices (SABPP) Standard Accreditation (External) **2019**

Investors in People platinum accreditation (External) **2023**

Best Opco for embedding Live Y'ello Values (MTN Group award) **2023**

People impact

Igniting the bright sparks

Running an ongoing Dragons Den-type contest, MTN eSwatini's HR team gives expression to the belief that innovation is essential to business growth.

Participating in a bespoke Innovation and Kaizen programme, everyone has the chance to submit ideas that drive continuous improvement. Adjudged winners receive due recognition and those with the greatest impact receive maximum recognition and prizes.

In 2023 alone, 159 ideas were submitted, a third of which have been implemented. Winning ideas include a SIM card that has a dedicated connection to the cloud or a particular content service provider, bypassing the normal internet path. Another winning submission has to do with fintech direct deposits, which have limited fraudulent transfers by agents. This single idea has already been adopted by MTN operations in three other markets.



Y'ello from eSwatini!
People managers at our Transcend Leadership Summit.

Get paid as you go

Many eSwatini MTNers take advantage of a system that allows them to have their salaries split between different bank accounts, cutting down on bank charges when they transfer money after payday, and reducing the risk of them defaulting on their financial commitments.

Employees can also get at least 15% of their salaries paid into their MoMo accounts – before payday.

"I never thought the little idea I had would turn into something so big. It makes me immensely proud to work for an organisation that values the thoughts and ideas we have and takes them seriously."

Lwazi Hlophe, Engineer: Network and Security

"Seeing my idea work in other Opcos makes me feel like I really am part of something bigger, and solving important problems."

Phephisa Matse, Senior Manager: Revenue Assurance and Fraud Management

Ghana

Overview

MTN Ghana has been part of the MTN Group since 2006, having begun operations a decade earlier. As at 2023, the company (which is listed on the Ghana Stock Exchange) has more than 26 million subscribers.

Discover our Y'ello family

We are **1 358** people strong

2023 Happy people survey sentiments

Sustainable engagement **94%**

Inspiring leadership experience **91%**

HR service experience **90%**

Inclusive culture experience **94%**

Delivering on our Employee Value Promise

MTN Ghana's HR team strives to deliver an exceptional, value-adding HR experience that is personalised for each employee's encounters with the function. It works to achieve this objective by:

- Assessing individuals' skill sets and deploying appropriate training, redeployment (when required) and restructuring with a focus on new growth areas.
- Rebalancing the organisation through talent deployment and resource allocation.
- Adopting a platform culture that embeds ways of work that incorporate design thinking, are agile and embrace a mindset of operational and customer excellence.
- Focusing on employee wellness and mindfulness.

Note: Number of people includes both direct and indirect workforce including contractors and temporary personnel.

Awards

Best Opco for HR experience (MTN Group award) **2023**

Best Opco for sustainable engagement (MTN Group award) **2023**

HR team of the year – HR Focus awards (External) **2023**

People impact

All the fun of the fair

Recently, every division within MTN Ghana went to market – to display its wares and to 'sell' itself to colleagues who, it was hoped, would offer their skills, experience and time to work on specific projects.

Known as the Talent Marketplace, the HR-driven initiative created an opportunity for everyone to engage in new workstreams and gain experience in parts of the business other than those with which they are most familiar.

The one-day marketplace had a physical presence consisting of marketplace booths under one roof that were staffed by teams from various divisions or departments. Workshops were also held where project leaders explained their particular projects and what skills and resources were needed. Using a digital interface, employees could offer themselves for specific projects.

At the conclusion of the matchmaking marketplace, selected individuals began working on their new projects while continuing with their regular jobs.



Benefits of the Talent Marketplace include improved employee retention, enhanced productivity and an improvement in company performance. Business-wide collaboration and innovation were boosted.

To date, 91% of 93 projects offered to employees have been taken up by almost 200 employees.

"Volunteering for the Pulse Teen project is allowing me to develop essential skills in critical thinking, problem solving and communication."

Abigail Kudor, Graduate Trainee

"Successfully completing the E-SIM automation project will increase my confidence, establish me as an expert in the field and improve my problem-solving ability."

John Ahyiah, Representative: Sales and Distribution

Guinea-Bissau

Overview

MTN Guinea-Bissau commenced operations in 2004. With 86% of the population having access to 3G services and 63% with access to 4G services, MTN Guinea-Bissau holds 40% market share as at 2023.

Discover our Y'ello family

We are **111** people strong

2023 Happy people survey sentiments

Sustainable engagement **74%**

Inspiring leadership experience **60%**

HR service experience **64%**

Inclusive culture experience **79%**

Delivering on our Employee Value Promise

With the business facing turbulence over several years – employee morale has, inevitably, been negatively affected. This has been exacerbated by the transparent intention of the Group to dispose of the business.

Hiring and cost increases challenged us for several years and many staff are expected to take on multiple responsibilities while equipment has suffered from a lack of investment and employees are often required to use their own computers and other equipment. Under these circumstances, the (small) HR team is closely focused on improving employee morale and doing everything possible to instil optimism.

At the time of publishing, MTN Group was in discussions to exit MTN Guinea-Bissau and MTN Guinea-Conakry.

Note: Number of people includes both direct and indirect workforce including contractors and temporary personnel.

People impact

It is up to us

To tackle widespread despondency, the Guinea-Bissau HR department recently launched a people-led programme called 'Project Rambo' with 'It is up to us' as its slogan. This marked a turning point in the company's approach to staff engagement.

The principles of the programme are:

- Believe in yourself.
- Take action – do not wait for others to make things happen.
- Embrace challenges.
- Take accountability for mistakes or shortcomings.

'It is up to us' implementation included interactive strategy workshops, team-building activities, forums at which all topics were up for discussion, special 'it is up to us' contests and well-publicised individual and team recognition. Music concerts and

MTN's sponsorship of the national football team were utilised to drive achievement of the programme's objectives.

As employees began to feel heard, valued and empowered, they embraced the programme and identified with organisational objectives and the need to turn around our fortunes. Productivity and overall performance improved.

Assisted by an intervention from the authorities that saw our major competitor declared a significant market power (which translated into better pricing opportunities for MTN), both voice and data revenue increased significantly from Q4 2023.

MTN Guinea-Bissau is looking towards robust double-digit growth in 2024.



Y'ello from Guinea-Bissau!

"Before the "It is up to us" initiative, I felt like just another cog in the machine but now I feel like an essential part of a thriving community."

Wilfredo Jorge Onhinam, Specialist: Marketing

"The "It is up to us" mantra has truly changed the way I approach my work. I am proud to be a part of a company that values its employees and encourages us to take ownership of our future."

Deusa Fernandes, Manager: Mobile Money

Liberia

Overview

Lonestar Cell MTN is the leading mobile operator in Liberia with approximately 2.2 million subscribers (more than 50% market share) and 1.2 million active MoMo users as at 2023.

Discover our Y'ello family

We are **152** people strong

2023 Happy people survey sentiments

Sustainable engagement **82%**

Inspiring leadership experience **81%**

HR service experience **79%**

Inclusive culture experience **87%**

Delivering on our Employee Value Promise

MTN Liberia's HR department goes out of its way to ensure all employees Live Inspired and thrive every day.

The business's values are the cornerstone of the onboarding process and they are instilled in every interaction between leaders and employees, and between the HR team and staff.

A team of eight from various departments serve as Live Y'ello value champions. These champions foster a motivating, engaging environment, helping everyone to Live Inspired while ensuring that all understand the significance of our values.

To reinforce the Live Y'ello Values, the champions implement regular one-hour learning lockdowns. These give employees an opportunity to engage in live training and other activities around these values.

Note: Number of people includes both direct and indirect workforce including contractors and temporary personnel.

People impact

From the classroom to the coal face

Most university graduates struggle to transition from the world of academia to the 'real' working world. Realising this, in 2019 MTN Liberia launched The Lonestar Cell MTN Y'ello Scholars programme to bridge the division between these two worlds.

The initiative is essentially an internship programme where students are offered direct experience and exposure to real business challenges, which they help to address.

HR recruits students from Liberian universities and colleges through a comprehensive process involving social media, radio broadcasts and campus visits and interviews. Successful candidates are then assigned to different departments. Recruiters value a can-do attitude, empathy, curiosity and resilience.



Y'ello from Liberia!

Kelvin Barclay, Bendia Wesseh, Veldis Makor, Angeline Y. Sumoku, Mamadee Kamara, Emmanuel Mulbah and Deamah Paye.

More than 50 students have taken part in the Y'ello Scholars initiative. Some 15 who had completed their degrees were offered employment either permanently or as external contractors.

Y'ello Scholar has significantly reduced recruitment costs and built up a solid talent pipeline while identifying individuals who are aligned with the company's values and culture. Strong anecdotal evidence also points towards the programme fostering a culture of mentorship and knowledge sharing, resulting in a more collaborative, motivated workforce.

"My Y'ello Scholar experience has been nothing short of transformative. The knowledge and skills I have acquired will undoubtedly serve as a solid foundation for my future endeavours."

Bendia Wesseh, Specialist: Product and Service and former Y'ello scholar

"The programme has equipped me with the necessary tools and insights to navigate the dynamic landscape of the telecoms industry with confidence and competence."

Kelvin Barclay, Engineer: IN and VAS and former Y'ello scholar

Nigeria

Overview

MTN Nigeria began operating in 2001 and in 2023 became the country's leading mobile network with almost 80 million subscribers. Coverage extends to more than 92% of the population. The company has created over two million direct and indirect jobs through its trade partners and agents. MTN Nigeria is a separately listed entity.

Discover our Y'ello family

We are **1 858** people strong (over 99% are Nigerians)

2023 Happy people survey sentiments

Sustainable engagement **87%**

Inspiring leadership experience **87%**

HR service experience **82%**

Inclusive culture experience **89%**

Delivering on our Employee Value Promise

MTN Nigeria has various strategies to ensure that the Live Inspired Value Promise is consistently delivered to its people. These strategies and initiatives include:

- A hybrid/flexible work model and working to instil an emotive connection with the brand to ensure alignment with the company's purpose, vision and values.
- Regular leadership-led engagements as well as quarterly performance sessions.
- Inclusion initiatives focused on women, people with disabilities, and different generations and ethnicities. Thrive in Positivity is fostered with family-friendly policies and an employee assistance programme (EAP) to support mental health.
- Corporate social responsibility activities and personal and business-led programmes to promote employees' careers.
- Curated talent development programme for all, including investments for leadership development across all cadres as an engagement driver for improved decision making.
- A Talent Incubation programme where employees are encouraged to self-develop with reimbursement of tuition and certifications that empowers us to pursue professional development opportunities that drives company growth.
- As part of an ecosystem, beyond our CSR activities, we invest in the development of our providers to drive national growth.

Awards

Best overall employer of the year - Nigeria Employers Consultative Association **2023**
(External Award)

CHRO - HR person of the year - HR People Magazine **2023**
(External Award)

Women's empowerment and leadership award - International Finance Corporation & Nigeria Exchange Group **2023**
(External Award)

People impact

Skills-proofing for the future

In 2019, a programme called Beyond Work was launched to demonstrate that leadership cared about all aspects of the lives and wellbeing of Nigeria's MTNers.

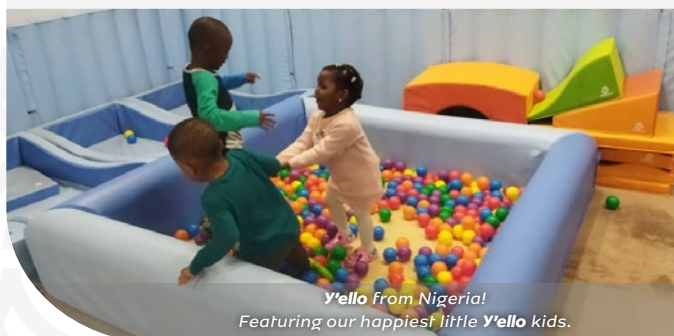
Aligned with the 'balanced work life' component of the Thrive In Positivity EVP pillar, Beyond Work has given rise to the following initiatives, all of which continue to this day:

Physical – A gym, refurbished canteen and an enterprise-wide gamification programme, all of which bolster networking.

Family – A career-break policy, maternity and paternity leave benefits that are among the best in Nigeria, and an on-site creche.

Financial – An employee club that secures discounts on sought-after products, enhanced lifestyle offerings and 5G phones as well as a discounted share acquisition scheme (which has been taken up by over 70% of employees).

Emotional – A robust medical scheme that promotes overall wellbeing including mental and social wellness sessions.



Y'ello from Nigeria!
Featuring our happiest little Y'ello kids.

Feedback has shown that Beyond Work has had a profoundly positive impact on many employees, boosting engagement and giving people a sense of pride in working for MTN.

"I am proud to be part of the Y'elloverse. My son and I are kidnap survivors and the MTN EAP really came through for us. We received medical treatment and therapy sessions."

Olanrewaju Omolaolu – Officer, Customer Relations

"I took part in the Acting Assignment under the Y'ello Careers programme. My expectations were exceeded. The intervention helped me step out of my comfort zone and explore the world of leadership."

Gladys Osaele – Manager, Finance

"The MTN Y'ello Kids Care and Play Centre has played a vital role in helping my son develop his cognitive abilities; he knows and can remember nursery rhymes, his visual and auditory processing and attention have improved tremendously since he joined."

Folarin Adekola – Analyst, Value Proposition and Customer Insight

Note: Number of people includes both direct and indirect workforce including contractors and temporary personnel.

Rwanda

Overview

In 1998, MTN became the first mobile telecoms company in Rwanda, playing a vital role in the nation's recovery and development after the 1994 genocide against the Tutsi. As at 2023, MTN Rwanda – the country's leading network has 7.3 million customers.

Discover our Y'ello family

We are **363** people strong

2023 Happy people survey sentiments

Sustainable engagement **89%**

Inspiring leadership experience **85%**

HR service experience **80%**

Inclusive culture experience **90%**

Delivering on our Employee Value Promise

To make Live Inspired a reality, MTN Rwanda has a number of strategies to deliver on this value promise. These include:

- 'CEO Hangouts' in which all employees get to interact informally with the company's top leadership, fostering transparency and building trust.
- 'Eureka' – a leadership platform where managers and executives meet to discuss challenges, opportunities, focus areas and business strategies.
- Healthy work/life balance policies that include four months' maternity leave, hybrid working models and extensive counselling services.
- Strong support for personal development programmes, including mentorship.

Note: Number of people includes both direct and indirect workforce including contractors and temporary personnel.

Awards

Gold Gender Equality Seal Award - National 2022
Gender Monitoring Office (External Award)

People impact

Advancing gender diversity

MTN Rwanda has tackled gender D&I with gusto after repeated surveys found that female colleagues felt marginalised and believed they were not being heard or valued.

In 2020, the company was one of the first in Rwanda to join the GES certification process introduced by the government's Gender Monitoring Office and the United Nations. Initiatives launched by the HR office since include:

- A Gender Equality Committee.
- Breastfeeding rooms.
- The WeNet (Women Excel Network), a forum at which women meet quarterly to discuss workplace challenges and find practical solutions.
- Public speaking and mock interview sessions to boost women's confidence.

- Empowering women to earn promotions and assume critical roles.
- Affirmative measures to encourage female job applicants.
- Health/work/life balance initiatives.

Since 2020, MTN Rwanda can point to solid progress with female representation growing from 30% to almost 36% and women holding managerial positions rising from 20% to 31% in 2023.

In 2023, 57% of those completing the local graduate programme were female.

(The WeNet model has since been adopted by other organisations in Rwanda, and by MTN Cameroon and MTN Nigeria.)



Y'ello from Rwanda!
CEO Mapula Bodibe and the wonderful women of Rwanda celebrating women's day.

"Being part of WeNet has really boosted my self-confidence. I used to be afraid of public speaking but now I have overcome my fears. I can confidently lead meetings and MTN events, proving that with determination, anyone can overcome their fear of public speaking."

Violette Ingabire, Coordinator: Data and Home Segment

South Africa

Overview

MTN South Africa is the Group's original business, beginning operations in 1994. Servicing 32.41 million customers, including 20.4 million active data subscribers as at 2023. MTN South Africa brings connectivity to 98% of the population.

Discover our Y'ello family

We are **4 727** people strong

2023 Happy people survey sentiments

Sustainable engagement **77%**

Inspiring leadership experience **77%**

HR service experience **71%**

Inclusive culture experience **81%**

Delivering on our Employee Value Promise

Creating a work environment in which innovative and passionate MTNers can be inspired to be #1 in everything they do, every day, is the overall MTN South Africa HR ambition. The MTN South Africa HR strategy is built on a few pillars:

- Right organisation.
- Right capability.
- Enabling culture.
- Competitive rewards.
- Operational excellence and efficiencies.

These elements drive the various aspects of our EVP, ensuring that people can work with meaning, connect to develop, thrive in positivity and grow with purpose.

As we continue our commitment to these elements, our focus in the coming year is to improve on core service delivery, digital enablement and efficiencies to bolster HR service excellence and experience.

Note: Number of people includes both direct and indirect workforce including contractors and temporary personnel.

Awards

Top employer
(Top Employers Institute) (External Award)

2002 and 2023

People impact

A healthy attitude

MTN South Africa has embraced employee wellness with comprehensive programmes aiming to improve people's physical and emotional wellbeing.

Physical health is promoted through discounted gym memberships, nutritional counselling and fitness classes. The MTN MOVE mobile app has encouraged everyone to get appropriate nutrition, sleep and exercise. On top of that, a series of early-detection health screenings are held alongside screenings for diabetes and cholesterol.

Addressing emotional wellbeing, MTN South Africa provides resources for stress management, counselling and mindfulness training. Employees have access to psychologists and counsellors, who are available 24/7. Financial wellness is also addressed through initiatives such as financial planning seminars, debt management resources and retirement planning assistance.



The results of the wellness programmes have been profound. Employees report being better able to deal with workplace challenges, having higher job satisfaction and stronger team dynamics. Tellingly, absenteeism has declined.

Hundreds of South African MTNers have a new best friend named SiYa.

SiYa is a chatbot that helps staff understand the plethora of often complex policies and regulations staff need to comply with while doing their jobs.

Available 24/7, scalable and improving all the time, SiYa is there to help whenever employees encounter uncertainties regarding organisational policies. 'He' saves time and delivers greater consistency and accuracy.

"Career coaching has been instrumental in helping me navigate my professional journey. The benefits of career coaching are numerous and I would wholeheartedly recommend it to others."

Ovashen Naidoo, Senior Specialist: Digital Services

"My onboarding was epic. This is a company of growth and I am delighted to be part of the Y'ello family."

Kamogelo Toyana, Agent: Social Media

South Sudan

Overview

MTN South Sudan is the largest telecoms company in the country, with the widest coverage in 10 states and some 2.7 million subscribers as at 2023.

Discover our Y'ello family

We are **208** people strong

2023 Happy people survey sentiments

Sustainable engagement **82%**

Inspiring leadership experience **79%**

HR service experience **79%**

Inclusive culture experience **85%**

Delivering on our Employee Value Promise

MTN South Sudan's HR team works to lead, inspire and empower employees so that they can unleash their full potential every day and deliver on the business's **Ambition 2025** strategy.

One way this objective is pursued is through 'purposeful work assignments' – making sure that everyone gets to work on tasks and projects that suit their abilities, passions and interests. Another approach is to embrace a platform culture – which means working in ways that use design thinking, that are agile and impactful.

Appreciation and recognition are cornerstones of MTN South Sudan's HR philosophy. Every day, employees should be given positive feedback, to cultivate a culture of positivity.

Note: Number of people includes both direct and indirect workforce including contractors and temporary personnel.

Awards

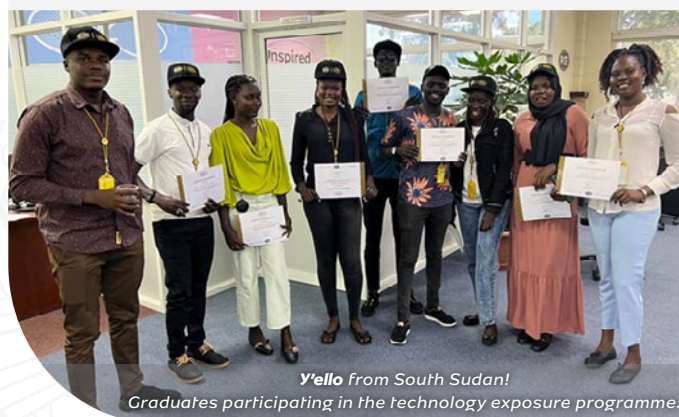
Gender pay parity award (MTN Group Award) **2023**

People impact

Good neighbours

South Sudan has a very young population (more than 40% are under the age of 15) and an extreme shortage of technical skills, meaning that there is a paucity of experienced staff to pass on knowledge to new hires.

To build network and IT capacity among South Sudanese MTNers, the operation's HR function recently went looking for skills in neighbouring MTN Uganda. The result was the MTN Uganda-South Sudan Training Exchange Programme which entailed six women and four men being sent to Kampala, Uganda, for two months of immersive knowledge sharing, mentorship and career guidance. (A much bigger operation, MTN Uganda has technical teams that are much more comprehensive and sophisticated than those in South Sudan where 21 years of civil conflict have taken their toll on the country's stock of intellectual capital.)



Y'ello from South Sudan!
Graduates participating in the technology exposure programme.

The 10 delegates were exposed to multiple advanced systems that enhanced their technical skills to pass on to their colleagues following the two-month secondment.

Today, all programme participants are working in various functions such as business intelligence marketing and sales, database management, networks and IT. The exchange brought to life the EVP pillars of Work with Meaning and Thrive in Positivity. Both operations benefited from the collaborative knowledge-transfer exercise, which boosted a sense of Group solidarity.

"As a woman in engineering, I felt included and empowered by the training. I love MTN because it's a big brand that makes me feel loved and appreciated and allows me to serve my people better."

Hadia John, Engineer: IT Incidents

"I appreciate MTN because they embody the value of leading with care."

Nyaniet Rabeh Hussein, Engineer: Enterprise System and former trainee

Sudan

Overview

MTN launched in Sudan in July 2005 and today serves every state in the country. Before the present conflict, the company had 9.3 million customers as at 2023.

Discover our Y'ello family

We are **524** people strong

Note: Happy people surveys could not be conducted in 2023 because of the conflict.

Delivering on our Employee Value Promise

MTN Sudan puts its people first by stressing the importance of the individual – and the contribution that each person can make to the teams in which they operate. The importance of belonging is stressed by the country's HR team by cultivating team spirit and a tight-knit, supportive community through communication and opportunities for cross-functional collaboration.

At MTN Sudan, employees are encouraged to participate in local philanthropic initiatives, strengthening ties to their communities and instilling a sense of purpose.

Note: Number of people includes both direct and indirect workforce including contractors and temporary personnel.

Awards

Opco with Top Employee Net Promoter Score (MTN Group Award) 2022

People impact

In April 2023, conflict erupted in Sudan. Millions of civilians were caught in difficult situations, MTNers among them.

With their people experiencing trauma and dispersion, the HR challenge was unprecedented. Employees had to be kept safe and they had to be kept together at all costs.

After many people fled their homes for safer areas, HR immediately helped evacuate foreign nationals and move individuals and families in 'hot' spots to safer locations.

For our people to communicate and connect, online and physical support groups were established. As banking and telecoms malfunctioned, MTN's fintech offering proved its worth as we were able to transfer MoMo balances to staff. Staff who lost their laptops were issued with new ones and a huge effort went into restoring access to email, files and data.



Y'ello from our resilient Sudan team!

Randa Abdelgadir Osman, Mohannad Abdelwahab joined by their respective children.

As the conflict continued, support services were rapidly established to help address MTNers' anxieties and uncertainties. A mental health session was also conducted to encourage discussions around post-traumatic stress disorder. Moreover, alternate flexible employee health benefits were made available to MTNers wherever they were. Consistent messaging was undertaken with various in-person and HR divisional check-ins, meetings and social platforms.

A year after the conflict broke out, MTN Sudan employees have shown extraordinary resilience and commitment to restore and maintain connectivity. In the face of unimaginable difficulties and disruption, Sudan MTNers continue to live the Group values, continuing to bring their best selves to work every day.

"The HR team's empathy and understanding during this trying time were amazing. This support continued throughout the ongoing war, particularly in terms of prioritising our safety and security, granting me and my family access to mental health services and unmatched medical coverage."

Hala Taha, Specialist: Media Communications

"Despite the chaos and uncertainty of the war, the HR team remained steadfast in their efforts to support us. They were tireless in maintaining regular communication with us."

Hassan Elsayed, Manager: Key Accounts

Uganda

Overview

MTN Uganda began operations in 1998 and is the biggest telecoms operator in the country, with 19.45 million subscribers as at 2023. The company was the first in the MTN Group to launch mobile financial services, in 2007. MTN Uganda was listed in 2021.

Discover our Y'ello family

We are **1 231** people strong

2023 Happy people survey sentiments

Sustainable engagement **91%**

Inspiring leadership experience **87%**

HR service experience **83%**

Inclusive culture experience **92%**

Delivering on our Employee Value Promise

MTN Uganda delivers on its EVP promise by practising what it calls 'Mission First, People Always'.

This means that everyone needs to have a deep understanding of what the business's mission is and what the common objectives are. To achieve this, ongoing communications stress the goals MTN Uganda is working towards. These communication platforms include HR roadshows and roundtables (which repeatedly drive home the message that 'all voices are heard') and the CEO Roadshow in which frank two-way communication occurs between top leadership and staff.

Emphasising 'People Always', the business invests heavily in equipping its people with the skills and know-how they need to keep themselves and the company well ahead of the competition, to ensure that both are always future-fit.

Note: Number of people includes both direct and indirect workforce including contractors and temporary personnel.

Awards

Best employer in Uganda by Federation of Uganda Employers (External Award) 2023

People impact

Willing to empower people with disabilities

MTN Uganda believes that people with disabilities represent a talent pool that it can tap into – to its benefit and that of people with disabilities.

Until very recently, the operation had no people with disabilities. That has begun to change with the recruitment of five people with disabilities. More are expected.

D&I at MTN involves employees but it also extends to that key stakeholder group – our customers. Realising the need to serve the deaf community better, in 2023 MTN Uganda sponsored sign language training for frontline staff, with 35 staff being trained in sign language, of whom 25 were certified.

Today, sign language is offered at 10 service centres while back-office staff provide service to the deaf community via video calls. In 2024, additional staff will be trained in sign language.

"In March 2023, I saw an opportunity to work with MTN Uganda. I had some fear that I would be eliminated from interviews as it used to happen with previous companies, where they would consider my disability as a barrier to work. Luckily, I went through all the processes and passed all the interviews. I started working and realised that all supervisors and colleagues on the floor are loving, supportive, caring and encouraging and have positive attitudes towards people with disabilities."

Nsenga Keneth, Adviser: Customer Service



Y'ello from Uganda!
Nsenga Keneth.

Zambia

Overview

MTN Zambia was established in 1995 and has 6.9 million subscribers and a presence in all 10 provinces with an overall market share of 41% as at 2023.

Discover our Y'ello family

We are **465** people strong

2023 Happy people survey sentiments

Sustainable engagement **84%**

Inspiring leadership experience **81%**

HR service experience **76%**

Inclusive culture experience **86%**

Delivering on our Employee Value Promise

MTN Zambia delivers on the EVP promise through:

- 'MTN Zambia as an employer' is delivered by creating an employee and work experience that addresses people's financial and mental wellbeing.
- 'MTN Zambia as a partner' is achieved through cultural programmes that address the required ways of working and relevant talent development programmes.
- 'MTN Zambia as the future' is embraced through workforce planning for business growth areas. Also, staff are re-deployed to roles in growth areas while there is a strong focus on reskilling.
- 'MTN Zambia as a diversity giant' is addressed by implementing policies and initiatives to support women and people with disabilities.

Over time, we have worked on embedding a sustainable and well-rounded cultural ecosystem. As we move forward, our intent is to focus on enhancing operational efficiency and experiences through our HR services.

Note: Number of people includes both direct and indirect workforce including contractors and temporary personnel.

Awards

Best edutech initiative – MTN Skills Academy (MTN Group Award) 2023

People impact

Join the club to get ahead

MTN Zambia has been running a women's book club since late 2022.

The club addresses various issues impeding the career development of female employees following insights gained from employee engagement and exit interviews.

By reading and discussing literature both in person and virtually every four months, the 'members' of the club explore a wide range of topics, perspectives and ideas with occasional addresses by guest speakers. The club provides a supportive environment for networking and mentorship.

Linking the women's book club to MTN Zambia's mentorship initiative has created a dynamic learning environment that fosters collaboration, empowerment and continuous growth for our female employees.

Getting the balance right

More than 70% of MTN Zambia staff have children of school-going age who need to be picked up after school.



The business therefore partnered with a school close to head office to provide child-care services post-school and daycare for pre-school children from six months.

The daycare service runs at almost 100% capacity and the business's workplace flexibility score has improved.

"The MTN Ladies Book Club has enhanced my communication skills and critical thinking abilities. Joining the book club has brought more balance, fulfilment and a sense of belonging to both my professional and personal endeavours."

Audrey Kangwa, Learner Practitioner: Legal

"Through the book club, I have connected with experienced members who have generously offered their wisdom, encouragement, and advice. The book club has not only broadened my literary horizons but empowered me to take on leadership roles I never imagined possible."

Lisa Sikana, Analyst: Human Capital Management

Fintech

Overview

The MTN MoMo electronic wallet journey began in Uganda in 2007. Since then, MTN Group Fintech has expanded MoMo into 16 markets. As of 2023, the business serviced 73 million monthly active users and has more than 1.3 million agents and 2.1 million merchants.

Discover our Y'ello family

We are **195** people strong

2023 Happy people survey sentiments

Sustainable engagement **78%**

Inspiring leadership experience **84%**

HR service experience **72%**

Inclusive culture experience **84%**

Delivering on our Employee Value Promise

MTN Fintech's HR philosophy is premised on the belief that the business exists to disrupt – to innovate, change the game and chart the future of financial technology.

Thriving and growing with purpose, Fintech deliberately fosters a culture of empowerment, giving employees autonomy and support to make decisions and deliver results. Individual initiative feeds into a collaborative ecosystem with cross-functional and cross-regional teamwork being prioritised.

Employees are recognised and rewarded for their contributions and achievements – through competitive remuneration and well-established recognition programmes.

Being an independent growing business, our focus has been to scale operations at pace. With a vast cohort of people being relatively new to the company, we are walking the journey to improve the experiences we deliver to our people.

Note: Number of people includes both direct and indirect workforce including contractors and temporary personnel.

Awards

Best Opco for overall women representation (MTN Group Award) **2023**

People impact

Reimagining agility for recruitment

Recently the Fintech recruitment team was tasked with scaling up hiring over a six-month period while targeting over 50% female hires and comply with South African B-BBEE requirements.

The recruitment team responded to this challenge by adopting Agile methodologies – a task-oriented approach that first emerged for software development. Agile methodologies adopt an iterative approach in which recruitment processes are divided into smaller, manageable tasks or 'sprints'. This facilitates continuous improvement, allowing HR teams to refine recruitment strategies, assess candidate feedback and promptly make necessary adjustments.

Guided by Agile principles, the Fintech recruitment processes underwent regular reviews and retrospectives, helping the team to identify bottlenecks, inefficiencies and areas for improvement. This commitment to continuous improvement

not only fostered a culture of learning and innovation but also improved collaboration between the business's executive layer and the HR team.

The iterative nature of the Agile methodologies streamlined the recruitment process, reducing the time to hire without compromising quality. The process ensured alignment with organisational objectives and delivered superior candidate experiences.

In 14 months, the team hired 120 people. At last count, Fintech had 53% female representation.

"I am grateful to be part of a community that champions women's growth and that provides a supportive network, valuable resources, and a wealth of inspiring role models."

Lynette Maja, Manager: Social Media

"The business has provided a platform for me to have a voice and a safe space for me to feel heard. It's comforting to feel assured of the necessary support and the assurance that what I say is respected and considered."

Nikiwe Tanga, General Manager: Legal and Regulatory



Y'ello from Fintech!
Team Fintech enjoying a team building breakaway.

Bayobab

Overview

Bayobab (formerly MTN GlobalConnect) is headquartered in Dubai. Bayobab is a next-generation digital services company connecting Africa.

Bayobab Fibre consists of 20 subsea cables with direct invest in six systems and has 114 000 km of open-access fibre linking 64 Points of Presence in 47 countries across three continents. Bayobab Communication Platforms are central interconnection nodes facilitating secure and scalable global communication traffic within and between Africa and the rest of the world.

Discover our Y'ello family

We are **365** people strong

2023 Happy people survey sentiments

Sustainable engagement **91%**

Inspiring leadership experience **88%**

HR service experience **84%**

Inclusive culture experience **92%**

Delivering on our Employee Value Promise

With 38 nationalities represented in its ranks, Bayobab prizes diversity, inclusion and a hybrid working model that emphasises innovation, creativity and individual empowerment.

Key HR strategies include:

- Flexible work policies such as remote work and flexible scheduling.
- Shared goals and objectives that are established for Bayobab's multi-country teams with everyone being aligned towards a common purpose.
- A culture of openness and feedback, valuing different values and input.

Bayobab facilitates team spirit and dynamic collaboration by organising regular events that celebrate diversity including cultural events and traditions. Cross-location employee events are regularly held to foster a sense of unity.

Note: Number of people includes both direct and indirect workforce including contractors and temporary personnel.

Awards

Best Group regional diversity and inclusion programme (MTN Group Award) 2022

People impact

Advancing diversity and women empowerment

One programme aimed at fostering diversity, inclusion and women empowerment is the Diversity and Women Empowerment Programme. The programme launched the following key initiatives:

Bayobab graduate programme is a robust graduate programme designed to give recent graduates the chance to gain real hands-on experience, develop their skills and transition into permanent positions. To ensure the success of this programme, the Bayobab HR team collaborates with universities, advertises online and offline, and utilises social media platforms to reach the most suitable candidates.

Promotion of female employees into senior roles is especially important given the technical nature of Bayobab's work and the need to recruit and retain scarce, skilled specialists. Women are actively encouraged to take on senior positions while HR issues inclusive job advertisements and implements tailored outreach efforts.

The succession development programme is an intensive one-year initiative to equip future leaders with skills, knowledge and opportunities. One key initiative targets senior managers with the potential to occupy C-suite roles.

Diverse recruitment practices focus on incorporating diversity into the recruitment process. Bayobab works to recruit female managing directors in particular into its newly incorporated entities through internal promotions and external hiring.

"Joining the Bayobab graduate programme was a transformative experience that has had an immense impact on my career and personal growth."

Khanya Ntisana, Analyst: Business Intelligence

"The emphasis on diversity and women empowerment has allowed me to thrive and succeed in ways I never thought possible."

Lillian Mutwalo, Managing Director: Bayobab Zambia



Y'ello from Bayobab!
Employees celebrating opening of Bayobab HQ (new wing) in Dubai.

Chenosis

Overview

Chenosis exists to deliver access to code by empowering developers, enterprises, partners and individuals through a dynamic accelerator platform. Since 2020, Chenosis's library of APIs has created a market of low-code and no-code platforms supporting publishers and consumers.

Delivering on our Employee Value Promise

Chenosis gives pools of eager early-career African graduates exposure to up-to-date relevant technical skills and the opportunity to stay abreast of a constantly changing technical environment. Graduates are also given the soft skills required in a disruptive environment with ongoing training, mentoring and coaching. The team culture the organisation aspires to is one of creative experimentation, leadership, courage, teamwork, purposeful missions and life-long learning.

Young talent constitutes 48% of the team.



Note: Happy people surveys are not reported due to survey policy requiring minimum number of responses to preserve anonymity of respondents.

People impact

Chenosis seeks to commercialise APIs by recruiting and nurturing young people, hiring candidates from top universities and diverse social and economic backgrounds. The journey for these Chenosis learners is challenging, with minimal supervision so that they learn and grow by doing.

The Chenosis Learner Academy, in partnership with the Cape Peninsula University of Technology, puts graduates through challenging on-the-job-training focused on accessible, on-demand, self-led learning. Graduates learned to exercise their own creativity while proactively driving innovative projects and pursuing general business management qualifications. The leadership team was intentional about coaching, mentorship and guidance as the graduates were expected to learn at pace and develop solutions autonomously. The ambition has been to leverage new technology and learning models to accelerate growth and inculcate an appetite for creativity, proactivity and autonomy.

The graduates play an active role in community initiatives including career days and hackathons where they mentor high school and university students.



Y'ello from Team Chenosis!

After the first Learning Academy cohort completed its 12-month learnerships, all graduates were hired full time with all almost immediately contributing towards Chenosis's bottom line. Since that first intake, the business's graduate intake has grown threefold.

"My experience with Chenosis has been challenging, exciting and remarkable. I am thankful to the team. Their support has helped me navigate the challenges I have faced."

Tlou Phosa, Graduate: Marketing

"My experience with Chenosis has been amazing. It obviously comes with challenges but I am grateful to be working with a team that is able to help me overcome every challenge I face while making sure that I grow in the process."

Sinenhlanhla Mnyandu - Specialist, Business Development

"I have learned so much and have been challenged with new topics. I appreciate the team and their willingness to give assistance and help me grow. It is a great opportunity to be part of such a kind and innovative team."

Teresa Ntshangase - Graduate, Information Technology



Overview

Since its launch in 2019 as an African super-app, ayoba has offered millions across the continent free access to an ecosystem of digital and rich media services through channels, services and payment solutions.

Discover our Y'ello family

We are **115** people strong

2023 Happy people survey sentiments

Sustainable engagement **85%**

Inspiring leadership experience **89%**

HR service experience **88%**

Inclusive culture experience **91%**

Delivering on our Employee Value Promise

Ayoba strives to source, grow and enable the 'superheroes' who are critical to building a super-app.

A top priority is enhancing the talent acquisition model by amplifying ayoba's employer branding and adopting innovative means to source the very best technical talent. Once the best talent is on board, the ayoba HR function focuses on developing talent and leadership capabilities by investing in crucial skills and competencies and building on the business's succession and career planning framework.

Fostering diversity is essential to ensuring that the ayoba workforce meets and exceeds the needs and expectations of an extremely diverse user base.

Note: Number of people includes both direct and indirect workforce including contractors and temporary personnel.

People impact

When only the best talent will do

Ayoba is growing fast – ramping up from just a few dozen individuals to 115 in a few short years. However, it needs the brightest and the best and there is intense competition for app development skills that are in short supply (and great demand) across the continent.

For ayoba, competitive salaries are a prerequisite – but how do we set the business apart in the minds of prospective employees? The business's HR team understood from the outset that a positive culture in which people feel comfortable to be themselves and thrive makes all the difference to their recruitment.

Video content targeting new hires is uploaded to ayoba's LinkedIn page and features short, sharp, punchy testimonials from recent hires and seasoned ayoba team members. This

engaging 'endorsement content' enables job seekers to not only see what positions are available, but also lets them get a feel for the culture.

The whole recruitment process has been streamlined to ensure minimal friction with fast turnaround times and quick interviews. Required information is gathered upfront so as to get the tedious paperwork out of the way as quickly as possible.

Today, ayoba has transitioned from an outsourced model to a growth-oriented, internally driven technical development capability. At just 11%, attrition rates are extremely low.



Y'ello from ayoba!
Team ayoba with CEO Burak Akinci.

"Working at ayoba is fun and flexible with expansive opportunities to learn and grow. Our managers are trusting, approachable and collaborative."

Saajida Moolla – Lead Product Manager

"I love working at ayoba because I work with smart and inspiring people on a smart and inspiring product."

Ghaazi Khan Senior Adviser: Legal

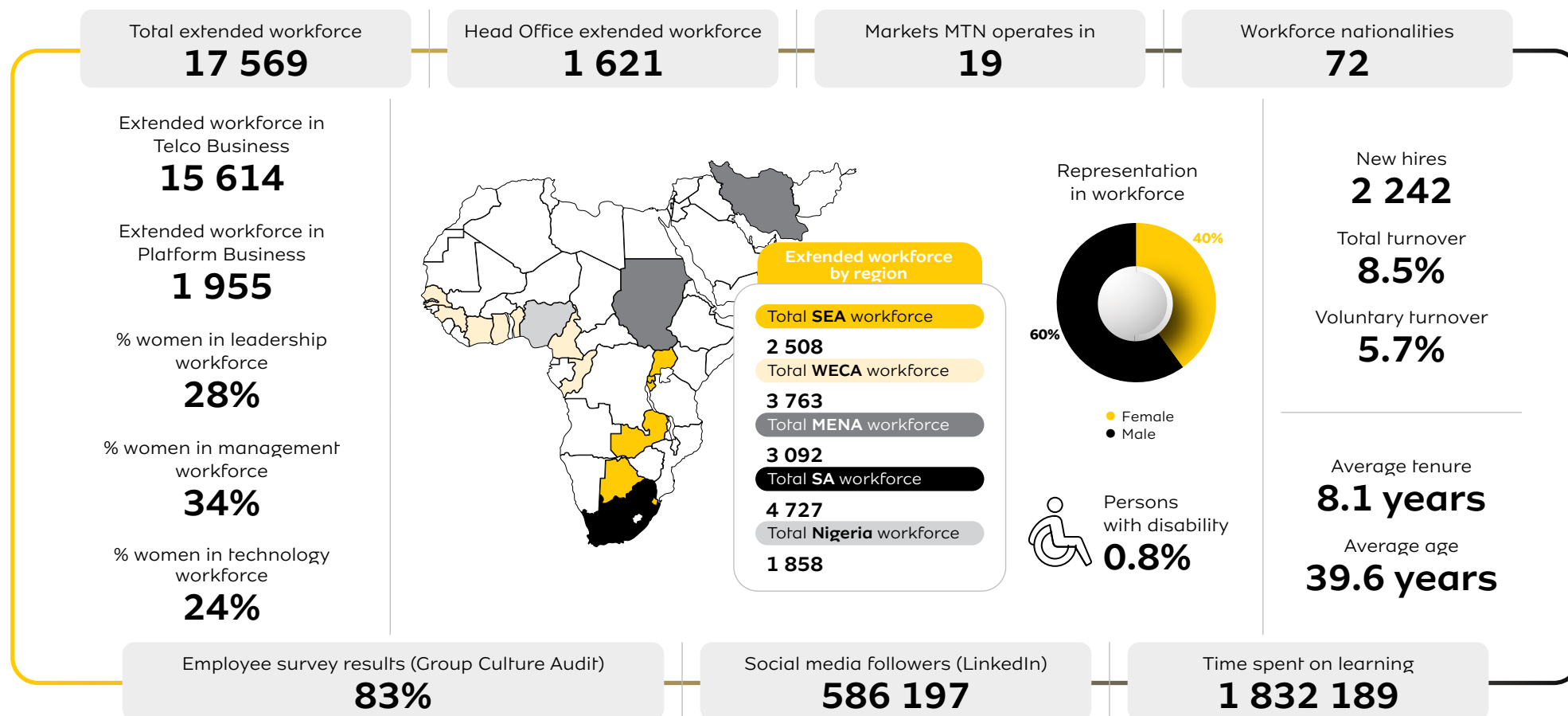
05

Organisation and People Factbook

Y'ello from
Azraa Mahomed Farouk, MTN HQ

Our big beautiful Y'ello family at a glance

Building the best talent and culture is key to our **Ambition 2025** strategy. By creating a place where everyone can contribute with meaning, we can lead digital solutions for Africa's progress.



All data points referenced relate to the period 31 December 2023.

Discover our Y'ello family

Our diverse and talented workforce reflects the vibrant, dynamic markets we serve across Africa. We value diversity and see inclusion as an imperative and a value advantage for innovation and excellence.

We are a big, beautiful **Y'ello** family of 17 569 people who directly contribute to our business and performance, 87.9% of whom are payroll-based workforce as at 31 December 2023. Our people operate in 19 markets, working in various businesses within our Group, ranging from mobile network operations, digital services, fintech, enterprise solutions, wholesale services and an API marketplace. We have a gender-diverse workforce with 40% women and 60% men. Some 51% of our workforce are aged 35 to 45. Our employees spend on average 8.1 years with the organisation.

Key workforce change highlights in 2023 included:

- Headcount increased by 4.7%.
- We attracted 2 242 new talent from the market, 47% of whom were women. External hiring improved YoY with an increase of 2% since 2021.
- We had over 36% internal vertical movements, of which 37% were women. On average, our rate of internal movements increased by 14.5% since 2021.
- We had an average turnover rate of 8.5%, 67% of which comprised voluntary turnover. Our average turnover rate reduced at an average rate of 1.4% with voluntary turnover also reducing by 0.8% since 2021. Our women voluntary attrition reduced by 7% since 2021, standing at 35% of total attrition in 2023.

Business and regional perspectives on our extended workforce

Our extended workforce grew by an average of 3.6% in the last two years. Propelled by our growth-driver platform businesses, we consciously expanded our organisational workforce for the future. Our core communication business accounts for 88.9% of the workforce. Our platform business headcount has been growing at an average rate of 80.2% over the past two years.

Business perspective (Extended workforce)	2021	2022	2023
Total	16 390	17 462	17 569
GSM total	15 639	15 898	15 614
Platform total	751	1 564	1 955

Our Southern and East Africa (SEA) region recorded the highest growth rate in extended workforce at an average of 10.8% in the same period. Our Head Office operations workforce grew at a two-year average rate of 12.9%, driven by the growth and carve-out of our platform businesses.

Regional perspective* (Extended workforce)	2021	2022	2023
Total SEA	2 055	2 378	2 508
Total WECA	3 696	3 788	3 763
Total MENA	3 076	3 137	3 092
Total Head Office**	1 103	1 458	1 621

* The above data table excludes South Africa and Nigeria.

** Includes our platform business specifically Fintech Head office and Bayobab Business.

Our top six markets account for 59% of our total extended workforce with Tier 1 markets accounting for 37%. These six markets have cumulatively grown at an average rate of 1.7%.

Market perspective (Extended workforce)	2021	2022	2023
Tier 1 Markets^	6 460	6 701	6 585
Other Top 4 Markets^^	3 549	3 625	3 773

^ Includes South Africa and Nigeria.

^^ Includes Ghana, Uganda, Côte d'Ivoire and Cameroon.

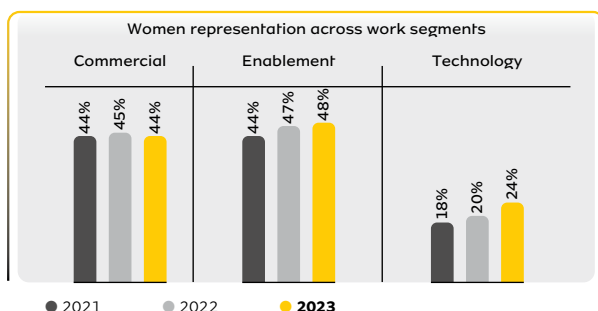
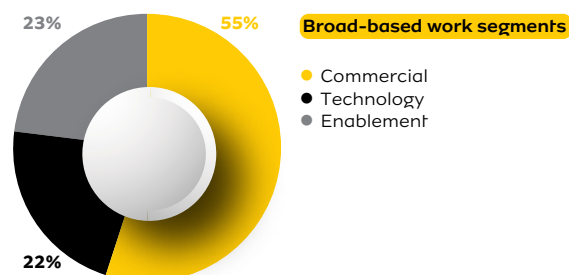
Looking ahead

1. Our workforce growth is driven by our commitment and investment in platform businesses, coupled with our efficiency and technology aspirations.
2. Our top six markets will continue to account for a significant share of the workforce in the coming years.
3. We are committed to growing the rest of the markets in Africa in line with our ambition for sustainable growth, digital, and financial inclusion.

Discover our Y'ello family continued

Workforce segments by work and levels

In keeping with our future growth plans we have been shaping our workforce segments. We have consciously moved towards expanding our commercial and technology work segments – which account for 77% of the workforce. At the same time, our enablement segments are also being reshaped to support our new platform businesses and are being geared for efficiency. Gender diversity in our work segments has also been improving with women accounting for 44% of the commercial, 24% of technology areas and 48% in the enablement segments.

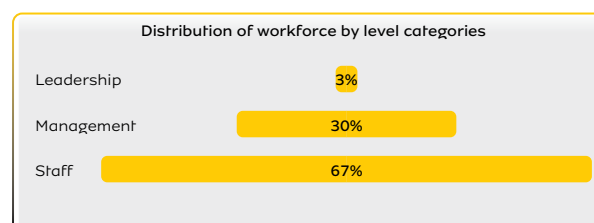


At MTN, we follow a level-of-work model, guided by recognised methodologies that distinguish jobs based

on the nature of work, skill, complexity, responsibility, accountability, execution and decision-making. Broadly, we classify our organisation into leadership (comprising general managers and the executive levels), management (comprising supervisory and management levels) and staff members, who are at the heart of our organisation (comprising execution specialists).

Our organisational pyramid ratios have been broadly consistent over the last several years. Our clear models of business operation, desired span of control, complexity and nature of work required have influenced our workforce level segmentation. Key highlights of our workforce level segments are:

- Growth in workforce since 2021 has largely been driven by the need for specialised talent to establish and sustain our platform businesses. In this period, our management and leadership levels has grown by 3% while staff levels decreased by 3%. The 2023 ratio of staff to management and leadership stands at 1.9:1.



- We have reduced our management span of control steadily over the years. In 2023, our organisation-wide span of control stood at 4.2, a reduction of 2.4% since 2021.
- Gender diversity across workforce segments has been a critical focus area. In 2023, women constituted 35% of management and 43% of staff – representing

3.6pp and 0.9pp rates of growth over two years, respectively.

Looking ahead

1. The future is exciting and we expect to grow purposefully, undertaking strategies that will steadily advance our core communication business and bolster our platform businesses.
2. We are committed to empower our workforce segments to make us agile, collaborative and inclusive. Our span of control is expected to remain steady at 4.2.
3. We remain committed to growing female representation at management and leadership levels, embedding KPIs and institutional measures for gender balance.

Talent acquisition and retention

Attracting and retaining our future-fit talent are important and in line with our strategy. Our talent acquisition and retention approaches, initiatives and outcomes underline our value promise to create an inspired and inclusive environment for everyone.

Discover our Y'ello family continued

1. Talent acquisition

Our talent acquisition approach is designed to build a strong pipeline of future-fit talent. In close conjunction with our businesses, we plan our workforce shape, based on capabilities that will bolster our current and future business.

Key highlights of our talent acquisition outcomes:

- Conscious of our gender-equality ambitions and supported by sound inclusive hiring practices, we achieved a 2% average increase in women hiring over two years, currently standing at 47%.
- Based on our strategic workforce plan and cyclical operational needs, we determine our acquisition plan across markets and businesses.
 - In 2023, hiring at leadership and management levels stood at 29% and 71% at staff levels. At senior levels, our two-year average hiring rate of women increased by 2%.
 - Core communications remain the most significant part of our hiring, constituting 75% of all hires in 2023. Women represented 45.5% of our core communication business hires and 49.5% of our platform business hires.
 - Most of our critical hires were for specialised capabilities including Data Science, Business Intelligence, ESG, Channel, Segments, Sales, Business Development and Transformation. Our critical capability hiring in 2023 stood at 40%, increasing by 5% over the two-year period. More than 46.8% of the critical capabilities hired in 2023 were women.

External hire breakdown

External hires by gender	2021	2022	2023
Total	1 023	1 313	2 242
Male	55%	55%	53%
Female	45%	45%	47%

External hires by local vs. non-local	2021	2022	2023
Local	71%	72%	86%
Non-local	29%	28%	14%

External hires by job level	2021	2022	2023
Staff level	69%	67%	71%
Management level	28%	29%	26%
Leadership level	3%	4%	4%

Core vs. platform external hires	2021	2022	2023
Telco	88%	66%	75%
Platform	12%	34%	25%

External hires by capability	2021	2022	2023
Critical capabilities	35%	37%	40%
Others	65%	63%	60%

Looking ahead

- Our outlook for talent acquisition rests on a balance of growing our internal talent and exploring external talent models that will meet future growth demands.
- Our 2030 vision for gender equality needs the conscientious hiring of women. While women today represent 47% of all hiring, our ambition is to achieve 60% of women hiring in the next few years, with a firm view to improving representation at senior levels.
- The need for critical capabilities will remain central to our acquisition strategy. Our multi-talent-model approach will be key to meeting our future skill demands.
- We are excited about the potential to attract the vast global African talent pool back to help us provide leading digital solutions for Africa's progress.

2. Talent retention

In a world in which the 'war for talent' continues to intensify, embedding our Live Inspired Value Promise gives us the much-needed anchor to retain our talent. We keep track of workforce trends by continuously monitoring practices and applying advanced analytics to a variety of culture and data-driven dimensions. Over the last few years, we have observed notable drivers for turnover:

Discover our Y'ello family continued

- Local considerations including political changes, economic challenges, or social conditions in some of the countries where we operate.
- Global Talent Marketplace opportunities offering differentiated compensation, career development or quality of life.
- Strong competition for scarce-skill talent from local/ African competitors across industries.

In 2023, our total organisation-wide turnover stood at 8.5%, reducing by 1.4pp since 2021. Key highlights of our turnover are:

- Voluntary turnover accounts for 67% of total turnover – which reduced by 0.8pp since 2021. We have steadily reduced the rate of voluntary turnover across the organisation, from 6.5% in 2021 to 5.7% in 2023.
- We monitor voluntary turnover with a particular focus on countries, divisions, gender and leadership dimensions. Our analysis indicates:
 - Voluntary turnover reflected the lowest attrition at our staff levels at 5.5% in 2023. Conversely, the highest voluntary turnover rate was experienced in leadership levels at 6.6% in 2023.
 - Our steady focus on retaining women employees remains critical to our gender equality agenda. Voluntary turnover of women reduced from 7.0% in 2021 to 5.1% in 2023. Particularly in management levels, voluntary turnover of women reduced by 1.2% over two years.
 - Voluntary turnover of critical capabilities in 2023 stood at 3.9%, which has increased since 2021. We noted that high-market demand capabilities accounted for a majority of such losses. We continue to double down on efforts to enhance and evolve our retention proposition in the coming years.

Turnover breakdown

Voluntary vs. involuntary turnover	2021	2022	2023
Total	9.9%	8.2%	8.5%
Voluntary	6.5%	6.4%	5.7%
Involuntary	3.3%	1.7%	2.8%

Voluntary turnover by gender	2021	2022	2023
Male	6.2%	6.0%	6.1%
Female	7.0%	7.1%	5.1%

Voluntary turnover by job level	2021	2022	2023
Staff levels	6.0%	6.0%	5.5%
Management levels	7.7%	7.5%	6.0%
Leadership levels	7.9%	5.8%	6.6%

Voluntary turnover by business segment	2021	2022	2023
Platform	5.7%	6.5%	4.9%
Telco	6.1%	6.2%	5.4%

Voluntary turnover by capability groups	2021	2022	2023
Critical capabilities	3.8%	5.2%	3.9%
Other capabilities	5.7%	4.9%	4.8%

Looking ahead

- We recognise that healthy levels of turnover are natural elements of organisational lifecycles. We are committed, however, to minimising the effects of regrettable losses, particularly in priority workforce segments by continuously evolving our value promise and engagements.
- We are refreshing our retention strategies, particularly as they relate to differentiated reward practices, work models and wider career flexibility choices.



Y'ello from Stacey-Lee Oliphant, MTN HQ

Discover our Y'ello family continued

Gender parity

Our focus on gender parity has been deliberate and a priority for our commitment to DEI. Holistically, we have made progress across our markets. For further information on our DEI efforts, please see page 27 to 30 of this report.

1. Gender representation

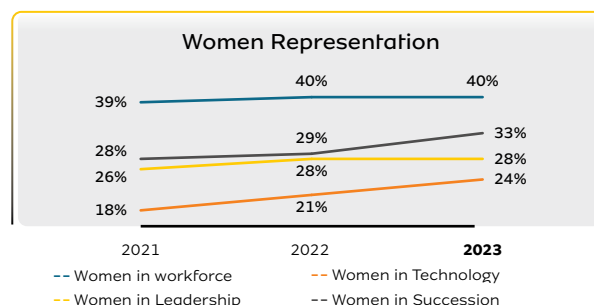
Leadership, accountability and transparency are critical drivers in our work for gender equality. To this end, we declared and have been reporting on our target of a gender-equal workforce by 2030. Our plan comprises aspirational targets for female representation in the workforce, technology jobs, leadership and in succession. The progress we have made over the years includes:

- Women in the workforce improved by 0.7% on average since 2021, placing us at 40%.
- Women in technology improved significantly since 2021. Currently at 24% representation, we have exceeded our 2025 planned target by 3pp.
- Women in leadership in 2023 stands at 28%, growing by 1.0% on average since 2021. In addition, women in C-suite improved since 2022, to stand at 30%.
- Women in succession stands at 33%, growing by 2% on average since 2021.

We are confident of the strong foundation built to drive a gender-equal workforce by 2030. We closely monitor the hiring, attrition and inclusion sentiments of women as part of efforts to build a sustainable ecosystem for our women.

2030 Gender-equal vision monitor

Dimension	2023 (Achieved)	2025 (Planned)	2030 (Vision)
Women in workforce	40%	41%	50%
Women in technology domain	24%	21%	30%
Women in leadership segment	28%	30%	35%
Women in succession pools	33%	35%	40%



2. Gender pay parity

Gender pay parity is instrumental to gender equality and equity. In 2021, we embarked on a determined journey for pay parity by computing and declaring our gender pay gap. Since then, we have undertaken a host of measures to reduce our pay gap. These range from improving the hiring of women in senior and critical roles as well as pay-adjustment measures. For further information about our gender pay parity efforts, please see page 29 and 30 of this report.

We conduct gender pay gap assessments based on principles derived from global methods such as the UK government guidelines on gender pay. We compute both mean and median pay gaps at a market level in local

currency and at Group consolidated level using constant currency. We assess gaps in salary, variable (including all variable components) and total pay (including salary and variable pay). Since 2021, we have made progress across various levers that influence the pay gap.

In 2023, our gender pay review was conducted for the whole period across 20 markets/business groups^ covering over 12 000 eligible payroll-based personnel at all levels. Results indicate improvements across pay gap dimensions. Highlights include:

- We improved our total gender pay mean and median gap to 24.9% and 20.7% respectively. This marks an overall improvement of 0.5pp and 1.5pp in mean and median gap since 2021.
- Our salary mean and median gender pay gap is 20.7% and 20.1% with variable gender pay mean and median at 33.9% and 23.5% respectively. Our conscious and sustainable strategies for parity, resulted in a reduction in mean salary pay gap by 4.0pp and an increase in variable pay gap by 5.7pp respectively since 2021.

Insights on our market gender pay gap

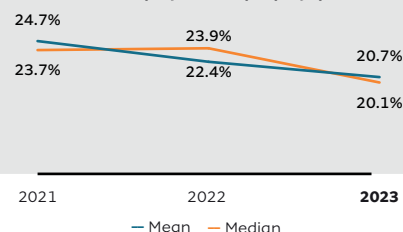
Local gender pay gap analysis shows that out of 20 markets and businesses:

- 35% have a total gender pay mean and median gap of 15% or less.
- 40-55% have a salary mean and median gender pay gap of 15% or less.
- 20-25% have a variable mean and median gender pay gap of 15% or less.

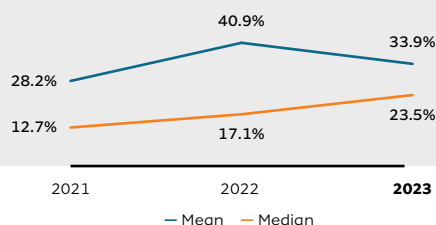
* Note: Our gender pay gap computations exclude Iran, Afghanistan and ISP operations. It includes our two businesses – Fintech and Bayobab.

Discover our Y'ello family continued

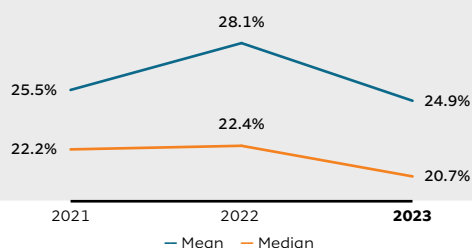
Salary gender pay gap



Variable gender pay gap



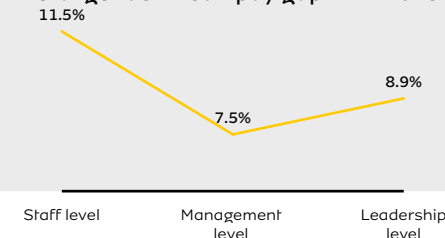
Total gender pay gap



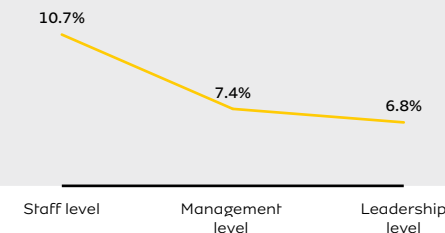
In addition to monitoring our consolidated pay gap across all levels and markets, we also assess pay gap by workforce levels to give us a refined view and understanding of the gap. It also enables us to better analyse, prioritise and focus our strategies for gap reduction. In 2023, workforce segments analysis indicated a total pay gap mean range of 9% to 11% and a median range of 7% to 11% within the segment. Key highlights are:

- Our eligible staff segments account for 64% of the workforce. In this segment, 45% are women. There was a 0.5pp improvement in total pay mean gap and a 0.4pp increase in median gap, with both mean gap at 11.5% and median gap at 10.7% in 2023.
- Our eligible management segment accounts for 33% of the workforce. In this segment, 36% are women. There were improvements of 1.2pp and 1.4pp in total pay mean and median gap. The total mean and median gap stand at 7.5% and 7.4% respectively.
- Our eligible leadership segment* accounts for 4% of the workforce. In this segment, 31% are women. We experienced a 2.2pp gap increase in total pay mean and a 1.3pp improvement in median gap. The total mean and median gap stand at 8.9% and 6.8% respectively.

Total gender mean pay gap in FY2023



Total gender median pay gap in FY2023



* Leadership excludes Group Executive Committee members for this computation.

Looking ahead

While we are pleased to report on incremental improvements in the gender pay gap, we have only just begun our journey towards gender pay parity. In the coming years, we intend to further sharpen our strategies to increase representation of women in senior and high-paying roles which will be a significant lever to achieve gender pay parity.

For information about our total rewards organisational and people facts, please access our 2023 Remuneration Report.

Voice of our people

Together with our value promise, we aspire to create an inspiring environment that is anchored in the voices of our Y'ello family.

Our 'Voice-of-Customer' strategy adopts a dual approach of bi-annual Group Culture Audit (GCA) surveys and rapid pulse surveys (Sentimeter) for our people frequently share their experience of our culture, practices and work environment. Our surveys are hosted on our digital lifestyle application, 'MTN MOVE', governed by strict data security, management and privacy rules of anonymity and other safeguards.

Culture experience

Our externally evaluated GCA is a key tool for gauging our people's organisational culture experiences. Measured across three dimensions, it provides us with critical insights into our people's experiences which, in turn, shape our engagement and culture strategies. The GCA is a trusted survey held across our markets and businesses with an average 94% participation rate over the last two years. This is an extremely important indicator of the trust, confidence and levels of inclusion experienced by our people.

Survey results across each of these dimensions indicate steady, positive improvements. However, we are conscious of areas in which we need to actively improve.

2023 Group Culture Audit - Sustainable Engagement survey outcomes

We remained steady at **83%**, compared to 2022.

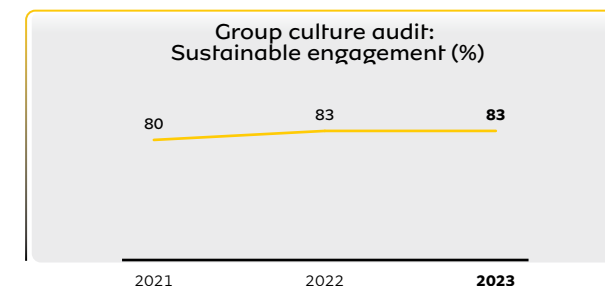
Six countries/businesses had the top-engagement scores, ahead of the global telco norm with over **90%**.

These were Ghana and Cameroon (94%); Uganda and Bayobab (91%); Côte d'Ivoire and Benin (90%).

60% of our markets and businesses were in line with our Group average of **83%**.

1. Sustainable engagement: Our primary culture indicator provides an overall view of how people experience our culture across enablement, engagement and energy. In 2023, we shifted our evaluation approach from an annual once-off survey to a bi-annual survey. As a result, our 2023 results reflect an average of people's experiences as captured by both surveys. Overall, our Group-wide results over the past two years indicate an increase of 3pp in sustainable engagement.

Our 2023 results indicate that our people consistently experienced a stable and sustainable cultural environment, despite the change in survey methodology. We acknowledge that some markets have experienced declines due to challenging civil and economic conditions, rising costs of living and other internal issues. It remains our imperative to refine our local culture enablement, engagement and energy-influencing factors.



Voice of our people continued

2. Leadership: Our enabling culture indicator provides a view of how our people experience leadership with respect to strategic direction, prioritisation, fairness and wellbeing. Key 2023 highlights included:

- > Leadership culture improved over the past two years by 2pp; however, we experienced a decline of 1pp since 2022. In 2023, we stood at 75%.
- > 50% of our markets/businesses were ahead of the Group average score with seven of our countries/businesses holding top-leadership scores of over 85%. These were Ghana and Cameroon (92%); Bayobab and eSwatini (88%); Uganda (87%); Côte d'Ivoire and Benin (86%).
- > 41% of our markets and businesses remained steady or improved in their leadership experiences since the previous year.

Our GCA leadership engagement, while it has declined marginally since 2021, remains a key pillar of our culture progress. Despite the decline, our eNPS score for supervisor recommendation and our rapid feedback survey for leadership indicate improvements from previous years. Our efforts to improve leadership experiences remains our priority.



3. Employee net promoter score (eNPS): Our holistic company ambassadorship indicator, which is calculated based on promoters and detractors.

Our results for composite eNPS (an average of three dimensions) stands at +52%, remaining steady since previous years. Key highlights of the eNPS dimension are:

- **Place to work NPS** is at +47%. While we experienced a marginal decline of 2pp, we remain significantly above global benchmarks. The global average benchmark for place-to-work NPS is at +39% across industries. Fifty-five percent of our markets/businesses were in line with/exceeded our Group-wide NPS. Our highest rated markets included Cameroon and Ghana with NPS at +88% and +80% respectively.
- **Direct supervisor NPS** is at +45%, improving by 4pp since the previous year. Two-thirds of our markets/businesses were in line with/exceeded our Group-wide NPS. Our highest rated markets included Cameroon and Ghana with NPS at +70%.
- **Product and services NPS** is at +64%, declining marginally by 2pp since the previous year. Some 59% of our markets/businesses were in line with/exceeded our Group-wide NPS. Our highest rated markets included Ghana and Cameroon with NPS at +92% and +91% respectively.

As compared to available industry benchmarks, our eNPS fares well on various dimensions, despite marginal declines. Overall and from a holistic business, market and economic environment perspective, we experienced uncontrollable challenges in a few markets where local conditions caused significant financial pressure on our people, coupled with business performance constraints.

We acknowledge these challenges have impacted our people's experiences and it remains our commitment to better manage and, where possible, alleviate the pressures relating to the external environment.

eNPS Dimensions	2023 Score
Recommend place to work	+47%
Recommend direct supervisor	+45%
Recommend products and services	+64%
Composite eNPS	+52%

Note®:

- eNPS is calculated as the difference between promoters and detractors. The scale for responses is from 0 to 10, where ratings of 9 and 10 are considered promoters and below seven are considered detractors. While promoters for both place to work and products and services are above 60% and 70% respectively, some of our markets faced considerable headwinds during 2023 including high inflation, currency devaluation, political unrest, below-expected performance and other conditions in which people wanted greater support from the company.
- eNPS is reported as a composite index of promoters and detractors. Many organisations approach eNPS as a singular dimension, only measuring place to work. However, we believe that it is more comprehensive to assess our people's confidence across all three dimensions.
- Source of quoted benchmarks: BambooHR eNPS data from more than 1 600 companies, including more than 1.4 billion eNPS scores since January 2020. <https://www.bamboohr.com/resources/guides/employee-happiness-h1-2023>.

Voice of our people continued

HR experience

In 2021, in line with our 'Voice-of-Customer' strategy, we implemented our in-house rapid feedback survey channel 'Sentimeter'. This is a continuous sensing mechanism whereby over 10 dimensions and open-ended feedback relating to workplace culture and experiences are frequently assessed during the year.

The Sentimeter survey, much like GCA, is a trusted survey with an average of 86% participation across our markets.

Our Sentimeter survey is also an important indicator to measure the impact and progress of our actions across the four pillars of our Live Inspired Value Promise. In the following section of this report, we delve into the experiences of our people across our value promise.

We focus on building 'hospitality-grade' experiences for our people wherever they may be. Therefore, in addition to our value promise-aligned survey dimensions, as a Human Capital function, we also assess our people's levels of satisfaction with our everyday HR service delivery and how we show up as an HR community. Assessed each quarter, the HR Experience rating helps us determine what we can do better to delight our customers.

Over the last two years of the survey, we have consistently improved on our annual average HR experiences and, in 2023, achieved our highest score yet of 76%, increasing by 3pp from 2022. Over 60% of our markets/businesses improved their HR experiences in the range of 1 to 17pp with our top-scoring markets, Ghana and Cameroon, achieving 90%.

2021 average score	2022 average score	2023 average score
73%	73%	76%

Sentimeter score is an annual average of the survey scores.



Y'ello From Jewe Daya, MTN HQ

Voice of our people continued

Our Sentimeter and Culture Audit Survey are important indicators to measure the impact and progress of our actions across the four pillars of our Live Inspired Value Promise. The voice of our people continues to lead the way in the progress we are making.



'Work with Meaning' is about the joy, empowerment and impact we make through our work.

2023 Avg.

Strategic Engagement: How our people experience their involvement, access and relatability to strategy, performance and priorities.	84%	+4pp since 2022
Agility and Collaboration: How our people experience empowerment, flexibility, agility and collaboration in their everyday work and outcomes.	83%	+3pp since 2022
Digital Work Enablement: How our people experience work enablers including best-in-class digital tools, platforms and related resources.	83%	+3pp since 2022



'Thrive in Positivity' is our promise to create a happy, healthy, safe, energised and inclusive environment.

2023 Avg.

Rewarded and Recognised: How our people experience the value of our rewards and recognition practices.	77%	+4pp since 2022
Workplace Flexibility: How our people experience the quality and impact of work-life balance to meet work, personal and family needs.	80%	+4pp since 2022
Inclusion and Belonging: How our people experience an authentic sense of belonging, identity, respect and inclusion.	86%	+4pp since 2022



'Connect to Develop' aims to activate the power of deep, value-accretive relationships that bolster impact at work.

2023 Avg.

Inspiring Leadership: How our people experience the value, care, inspiration and impact of their relationship with managers and leaders.	82%	+4pp since 2022
Equal Opportunity: How our people experience equity, opportunity and fairness from their managers and leaders.	80%	+5pp since 2022
Recommending Supervisor (eNPS): The level of confidence experienced by our people to recommend their managers to lead, guide and direct.	+45pp	+4pp since 2022



'Grow with Purpose' enables and empowers our people to fulfil professional and personal aspirations.

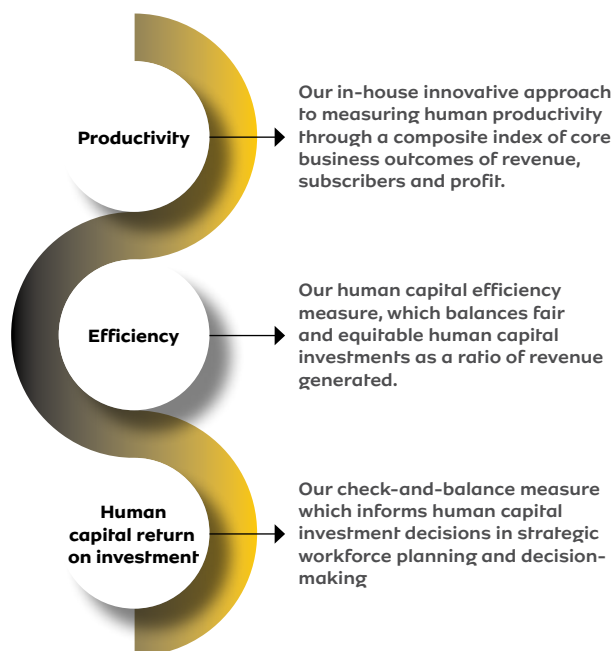
2023 Avg.

Learning, Career and Growth: How our people experience the quality and value of our holistic learning, development and career enablers and tools.	82%	+6pp since 2022
Digital Work Enablement: How our people experience work enablers including best-in-class digital tools, platforms and related resources.	83%	+3pp since 2022
Equal Opportunity: How our people experience equity, opportunity and fairness from their managers and leaders.	80%	+5pp since 2022

Live Inspired for organisational impact

Our Live Inspired Value Promise keeps our people at the very heart of all that we do. Our rich legacy has been built by extraordinary people who have carried us through the last 30 years and will forge our pathways for the future. Our inspired people have bolstered progress in myriad ways, creating value for our customers, communities, nation states, businesses and shareholders.

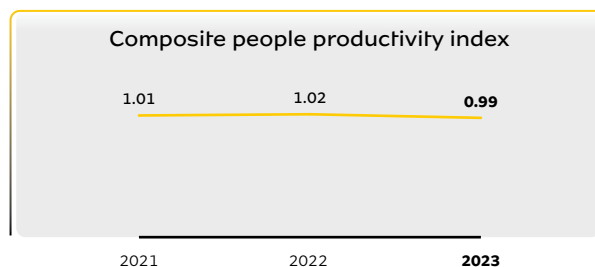
In our role as human capital custodians, we are responsible for ensuring a healthy balance between generating people experiences and business outcomes. To this end, while we worked towards creating a meaningful impact for our people, we also reimagined our core human capital value metrics to reflect the principles of our people-first mission.



• **Productivity:** In our effort to move away from traditional productivity metrics, we developed a differentiated perspective that informs our workforce decisions while ensuring healthy and sustainable levels of standard and discretionary efforts by our people. The Composite People Productivity Index (CPPI) is a holistic human capital intensity-based model, built on three core people-to-business outcome metrics:

- > Revenue per employee
- > Profit per employee
- > Subscribers per employee

The three metrics are factored to a scale of 1 and assessed against budget (serving as competing leverage). With this, we derive a singular composite index. This helps to identify the optimal balance of value generated per person, in line with the budget.



To interpret this, a CPPI level of 1 indicates that productivity is balanced, healthy and in line with

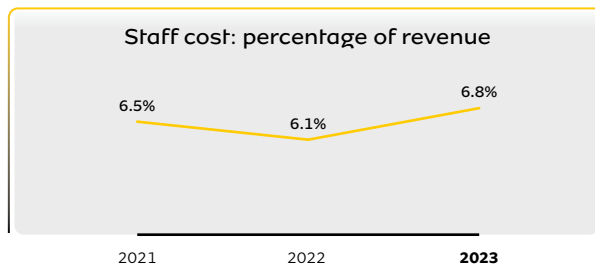
planned budgets. Levels below 1 indicate potential to better utilise the existing workforce. Levels greater than 1 indicate discretionary efforts being expended by our workforce to generate greater business outcomes. The CPPI provides well-rounded insights and informs our decisions for optimal, sustainable and effort-based workforce planning. It provides early indicators of measures to generate more value when productivity levels are below desired levels and proactive initiatives to ensure we maintain sustainable levels of discretionary effort when productivity levels are above desired levels.

Over the last few years, our CPPI has been maintained within a productivity range of 0.95 and 1.05. In 2023, it stood at 0.99, which was lower by 0.03 since 2022. This was due to economic challenges in some large markets, including currency devaluation, higher-than-normal inflation and related factors.

• **Efficiency:** Our primary metric to plan, measure and manage efficiency is through the staff cost-to-revenue ratio. Unlike traditional methods where straight-line staff cost reduction targets are enforced for efficiency, we apply a people-first philosophy. Our staff cost budgets and actuals are pegged within a standard percentage range of revenue. This ensures that regardless of revenue changes (whether positive or negative), an equitable percentage of investment is always expended on our people. We periodically review our standard percentage range to ensure it is reflective of macro and micro-economic conditions in our markets and in line with market trends.

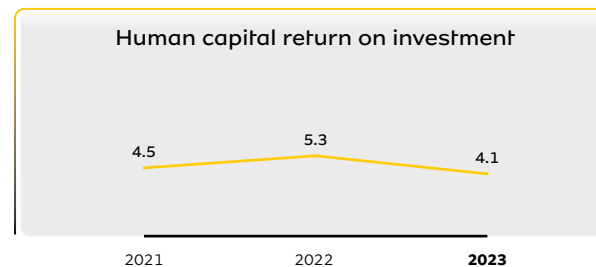
Live Inspired for organisational impact continued

Over the last two years, we have maintained our staff cost-to-revenue percentage at an average of 6.5% which is well within our standard percentage range. In 2023, our staff cost-to-revenue percentage increased to 6.8%, from 6.1% in 2022. This was primarily due to extraordinary circumstances warranting higher staff-cost spend including headcount growth for our new businesses, share payment provisions and others.



Human capital Rol: This measure serves as our checks and balances to ensure that efficiency, productivity and human capital strategies are well aligned and generating value. In measuring Rol, we can ensure that we place our human capital investments in value-accretive avenues such as in developing future-fit workforce capabilities and talent acquisition in growth businesses.

Over the last two years, we have experienced an average human capital Rol of 4.6%. In 2023, our human capital Rol stood at 4.1. As compared to 2022, we experienced a 23% decline, which was primarily on account of uncontrollable economic circumstances in some large markets which impacted our operating profits.



In conclusion, our differentiated approach to measuring organisational impact and the value of human capital has enabled us to be holistic, balanced, fair and equitable in our actions. By discovering more effective ways to measure and connect human performance to business outcomes, we are building a sustainable future.



Y'ello from Sbongile Moselane, MTN HQ



06

Supplementary info

Y'ello From
Akhona Ngqata, Bayobab and
Tanja Groenewald, MTN HQ

Abbreviations

AI	Artificial intelligence	HR	Human Resources
API	Application Programming Interface	HQ	Headquarters
BI	Business Intelligence	ISP	Internet service provider
CEO	Chief Executive Officer	IT	Information Technology
CEX	Customer Experience	iWAM	Inventory of Work Attitude and Motivation
CFO	Chief Financial Officer	KPI	Key performance indicators
CHRO	Chief Human Resources Officer	MOMO	Mobile Money
CPPI	Composite People Productivity Index	MTN SA	MTN South Africa
CSR	Corporate social responsibility	NPS	Net promoter score
CVM	Customer value management	Opco	Operating Company
DEI	Diversity, Equity & Inclusion	RFP	Request for proposal
EAP	Employee Assistance Programme	RoI	Return on Investment
EBITDA	Earnings before Interest, Tax, Depreciation and Amortisation	SABPP	South African Board of People Practices
eNPS	Employee net promoter score	SME	Small and Medium Enterprises
ERP	Enterprise Resource Planning	STEM	Science Technology Engineering and Mathematics
ESG	Environmental, Social and Governance	SWP	Strategic Workforce Planning
EVP	Employee Value Promise	TMQM	Team Management Quality Monitoring
E-SIM	Embedded SIM	UI	User interface
FY	Financial year	UX	User experience
GCA	Group Culture Audit	W@W	Women at (@) Work
GES	Gender Equality Standard	WeNet	Women Excel Network (MTN Rwanda)
GLG	Global Leadership Gathering	YoY	Year on year
GSM	Global System for Mobile Communications	YTD	Year to date
GSSC	Global Sourcing and Supply Chain	#pp	Percentage points
GUBA	Grow, Unite & Build Africa (Benin)		



Y'ello from Shaneel Ramanand, MTN HQ

Glossary

Metric/Abbreviation

Composite People Productivity Index (CPPI)

Critical capability position

Employee engagement

Employees/workforce/direct employees

Extended workforce

External hires

Human capital return on investment (HC RoI)

MENA

Professional third parties (PTP)

Professional full-time equivalents (PFTE)

Profit per employee

Revenue per employee

SEA

Span of control

Staff cost ratio (opex)

Staff cost ratio (revenue)

Standard full-time equivalent (SFTE)

Subscribers per employee

Turnover

Involuntary turnover

Voluntary turnover

Vacancy rate

WECA

Women exits

Women in leadership

Women in management

Women in workforce

Women new hires

Definitions and considerations

Composite people productivity index (CPPI)

- Revenue per PFTE (actual/budget)
- Profit per PFTE (actual/budget)
- Subscribers per PFTE (actual/budget)

These are positions that are responsible for delivery of critical areas for MTN aligned to **Ambition 2025** strategy.

Employee engagement is measured via employee surveys conducted across various dimensions including sustainable engagement, experience and several other organisation elements. Employee surveys are conducted through two distinct channels; our periodic rapid survey cycle 'Sentimeter' and our bi-annual Group Culture Audit survey supported by our independent survey partners.

Includes payroll-based staff. This is our direct staff complement working on business outcomes. It does not include the extended workforce.

Refers to all professional full-time equivalents which includes payroll-based staff and non-payroll-based personnel.

Number of external recruits hired from outside of MTN.

A measurement of the effectiveness of an organisation's human capital investments. HC RoI = [operating profit + staff cost expenses]/ staff cost.

Includes Middle East and North Africa markets.

Contract-based business performance labour.

All business performance labour (payroll based plus non-payroll based). PFTE is used when we report our overall workforce responsible for business outcomes.

Operating profit divided by PFTE.

Total revenue divided by PFTE.

Includes Southern and East Africa markets. Excludes South Africa.

Employees divided by manager/supervisor.

Staff cost as a percentage of total operating expenses.

Staff cost as a percentage of revenue.

Payroll-based business performance labour (excluding payroll temporary staff). SFTE is used for headcount planning, organisational design and exit reporting.

Total subscribers divided by PFTE.

Number of employees leaving MTN divided by average SFTE.

Number of employees involuntarily leaving MTN divided by total SFTE termination.

Number of employees voluntarily leaving MTN divided by total SFTE termination.

Number of vacant positions divided by budgeted headcount.

Includes West and Central Africa markets. Excludes Nigeria.

Percentage of voluntary and involuntary women exits from the organisation.

Percentage of women in workforce who in senior management level. This includes levels 4, 5 and 6.

Percentage of women in workforce who are in management level. This includes levels 3, 3H, 4, 5 and 6.

Percentage of women who are direct employees of the company.

Percentage of women who are external recruits who join our direct employee base.

Disclaimer and key notes

- MTN assumes no obligation to update any information or forward-looking statements contained herein, except for any information required to be disclosed by law.
- The data reported generally refers to the calendar year 2023 with a reporting end date of 31 December 2023. Where such data is reported outside of the calendar year, it is specifically stated and referenced accordingly.
- Some values, where appropriate to do so, are rounded up and as such totals may differ slightly. Annual averages are used to form ratios.
- Key notes to gender pay computations:
 - › The scope of gender pay gap computations include:
 - All respective markets and businesses, and excludes Irancell, MTN Afghanistan, ISP operator and ayoba.
 - All permanent and payroll-based staff across all levels of work
 - › Our gender pay gap computations are based on the key principles derived from the UK Pay Gap Methodology and other globally accepted methods.
 - › Gender pay is based on actual gross pay received by eligible employees (active on payroll as at 31 December) during the period 1 January to 31 December of each year.
 - › For the purpose of consolidated Group-wide gender pay gap reporting, local currencies are baselined to the South African rand as the common base currency, applying monthly exchange rates.
 - › As such, computations may be subject to a 1% to 2% minor margin of difference.
- › The 2023 reported gender pay gap percentages were independently reviewed by independent external parties as part of Agreed Upon Procedure guidance engagements.
- › 'Mean' and 'median' are two different calculations. To calculate the mean, the values (e.g. monthly pay or variable pay) are added together and divided by the number of employees. The median is the number in the middle of all values when arranged from lowest to highest.
- Third parties and external references stated in this report, if any, are strictly for contextual purposes only.



Y'ello from Matsie Molohe, MTN HQ

Administration

MTN GROUP LIMITED

Incorporated in the Republic of South Africa

Company registration number:

1994/009584/06

ISIN: ZAE000042164

Share code: MTN

Board of directors

MH Jonas[^]

KDK Mokhele[^]

RT Mupita¹

TBL Molefe¹

NP Gosa[^]

S Kheradpir^{2^}

SN Mabaso-Koyana[^]

SP Miller^{3^}

CWN Molope[^]

N Newton-King[^]

T Pennington^{4^}

NL Sowazi[^]

SLA Sanusi^{5^}

VM Rague^{6^}

¹ Executive

² American

³ Belgian

⁴ British

⁵ Nigerian

⁶ Kenyan

[^] Independent non-executive director

[#] Non-executive director

Group Company Secretary

PT Sishuba-Bonoyi

Private Bag X9955, Cresta, 2118

Registered office

216 – 14th Avenue

Fairland

Gauteng, 2195

American depository receipt (ADR) programme

Cusip No. 62474M108

ADR to ordinary share 1:1

Depository:

The Bank of New York Mellon

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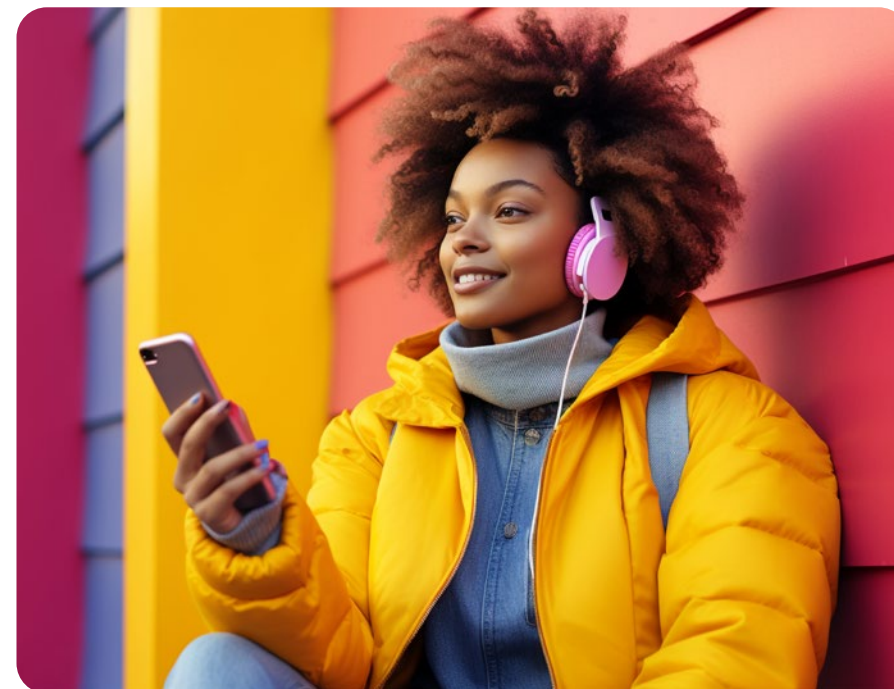
Website: <http://www.mtn.com>

Date of release: 22 July 2024

Forward-looking information

Any forward-looking financial information disclosed in this report has not been reviewed or audited or otherwise reported on by our external auditor. Opinions and forward-looking statements expressed in this report represent those of the company at the time. Undue reliance should not be placed on such statements and opinions because by nature, they are subjective to known and unknown risk and uncertainties and can be affected by other factors that could cause actual results and company plans and objectives to differ materially from those expressed or implied in the forward-looking statements.

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