



Airtel Africa plc

Stakeholder engagement policy



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Contents

03 Introduction

03 Scope and overview of the policy

04 Objectives and commitments

04 Objectives of our engagement with stakeholders

05 Our commitment to stakeholders

06 How we engage with our stakeholders

07 Stakeholder engagement plan

08 Our customers

09 Our people

10 Our communities

11 Partners and suppliers

12 Governments and regulators

13 Shareholders

14 Media

15 Non-governmental organisations (NGOs)

16 Monitoring and reporting

17 Appendix

17 Version control

Introduction

Stakeholder engagement policy

Airtel Africa recognises that ongoing engagement and active cooperation with our stakeholders is essential for the company's strong business performance, achieving and maintaining public trust and confidence in the organisation. The Board of directors puts stakeholder views at the heart of key decisions for Airtel Africa.

Scope and overview of the policy

The policy covers all our stakeholders: those with whom we interact, those likely to be impacted by our business operations and those who may have an interest in the business. It also outlines our overarching approach to – and the coordination of engagement with – our stakeholders.

The policy has been put in place to ensure that our engagement with stakeholders is applied consistently across all operations at the Group and OpCo* level. It sets out principles for engagement with our stakeholders and forms part of our operating philosophy, policies, standards and values.

The policy is founded on the principles of transparency, active listening and equitable treatment that supports consultative and collaborative engagement with all stakeholders. This forges relations based on trust.

Our Board of directors believes treating our stakeholders fairly starts with understanding the interests of each group. The Board receives information about our stakeholders through various channels, including direct engagement on matters requiring consultation - such as the introduction of an updated directors' remuneration policy – or by interacting in person at events such as the Annual General Meeting (AGM). The Board also receives information from reports and updates from our executive leadership team who engage regularly and directly with stakeholders. The Board is updated at every meeting with a paper which addresses stakeholder interests and includes a statement specifically outlining the action points related to these interests.

Our processes are designed to create a constant cycle of feedback and improvements through stakeholder engagement. They ensure that actions are taken following stakeholders' feedback to enhance the way our business operates, and that the process of engaging with stakeholders is continuously refined.

* Operating companies



Objectives and commitments

Objectives of our engagement with stakeholders

Seizing opportunities for shared value

Corporate and societal challenges are not solved by organisations alone – solutions require wider stakeholder consultation. Whether internal collaboration between our employees or partnering with external groups, the greatest rewards come from collaborating with stakeholders.

Our intention is to embed policies and operating practices that enhance the competitiveness of our company while advancing the economic and social conditions in the communities in which we operate. By actively engaging with all stakeholders, we continue to pursue opportunities for collaboration and new ways to broaden the value created through our business.

Maintaining a licence to operate

We have earned a licence to operate from our stakeholders. This comes not only from governments and regulators but also from our employees and the communities in the markets where we operate.

To ensure we maintain our social licence, we respect local considerations. By working with local people and organisations we can help shape business environments to maximise shared value creation for both the company and a broad base of stakeholders.

Manage our relations with stakeholders

We recognise stakeholder conflicts can occasionally arise from doing business. By maintaining effective open dialogue with all our stakeholders, we minimise the risk of unnecessary conflicts. And by dedicating time to understanding our stakeholders' interests and expectations, we can work proactively to:

- Limit the scope for conflict and manage areas of risk in a controlled and collaborative manner.
- Set out methods of engagement with stakeholders who impact and influence our long-term resilience.
- Develop and promote a good understanding of stakeholders' needs, interests and expectations.

- Identify the opportunities and threats arising from stakeholders' material issues.
- Assist with strategic, sustainable decision-making within our business.

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Our goal is to create a process that provides opportunities for stakeholders to express their views. This enables us to consider and respond to any concerns they may have.

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Our commitment to stakeholders

Our commitment

In recognition of our duty to all stakeholders we are committed to:

- Proactively keeping our stakeholders informed of business developments through their preferred means of communication and in a language which they understand.
- Rigorously upholding international standards for transparency, including through our financial and sustainability reporting.
- Continuously refining our understanding of our stakeholders' needs and expectations through effective two-way communication.
- Maintaining long-term constructive relationships with our stakeholders to identify opportunities for the creation of shared value.
- Ensuring stakeholder feedback is directed to the Board, the Executive Committee (ExCo) members and to the relevant functions to inform future decision-making.
- Constantly evaluating our engagement so it remains effective and translates into business actions that respect the responsibility we have towards our stakeholders.

Our stakeholders

We have identified our key stakeholders by applying the following considerations:

- The role of stakeholders in our ongoing business operations and at each stage of project development.
- Stakeholders who can potentially be affected during each phase of project development.
- Those who might be adversely affected by potential environmental and social impacts arising from our operations.

As a result of this process, we have identified the following groups as our key stakeholders:

1. Our customers
2. Our people
3. Our communities (including indigenous people)
4. Partners and suppliers
5. Governments and regulators
6. Shareholders
7. Media
8. Non-governmental organisations (NGOs)



How we engage with our stakeholders

We established a robust strategy and programmes to engage with our stakeholders.

Stakeholder engagement plan

Our stakeholder engagement is focused on building and maintaining constructive relationships over time. It is an ongoing process between Airtel Africa and our stakeholders that extends throughout our operations and the life of any project that we initiate. The process encompasses a range of activities and approaches, from information sharing and consultation, to participation, negotiation and partnerships. The nature and frequency of this engagement depends on the level of risk and impact as well as the stakeholders' interests or concerns.

The stakeholder engagement plan describes our strategy and programmes for engaging with stakeholders in a culturally appropriate manner. Our goal is to ensure the timely provision of relevant and understandable information and to create a process that provides opportunities for stakeholders to express their views and concerns. This enables us to consider the matters and respond to them.

The key principles

To ensure we provide meaningful information in a format and language that is understandable and tailored to the needs of the target stakeholder group(s), we:

- Provide information in advance of consultation activities and decision-making.

- Disseminate information in ways and locations that make it easy for stakeholders to access.
- Respect local traditions, languages, timeframes and decision-making processes.
- Maintain an open dialogue giving both sides the opportunity to exchange views and information, to listen and to have their respective concerns heard and addressed.
- Ensure a balanced representation of views by including women, vulnerable and/or minority groups (where applicable).
- Ensure our processes are free of intimidation or coercion.
- Have clear mechanisms for responding to stakeholders' concerns, suggestions and grievances.
- Incorporate feedback into project or programme design and report back to stakeholders.

Key social and environmental considerations

Our stakeholder engagement covers all our operations at the respective OpCos (both direct and indirect operations) by passive infrastructure service providers, such as telecommunication towers, fibre optic service providers, etc.

In our sustainability strategy we have already covered material topics that represent our most significant impacts on the economy, environment and communities. We also considered results from our previous stakeholder-focused activities which included disclosed information such as reports, posters, brochures, interviews as well as dates and locations of the meetings undertaken with our stakeholders.

The methods used to consult with each of the stakeholder groups is key to our engagement plan. These vary depending on the audience but generally include interviews with stakeholder representatives, surveys, polls and questionnaires, public meetings, workshops and/or focus groups. The methodology covers all groups, including sub-groups such as minorities, elderly, youth, etc.

A record of our stakeholder engagement is maintained and updated regularly. We publish our stakeholder engagement updates in the Annual Reports.

Stakeholder engagement process

Airtel Africa's engagement process with key stakeholder groups focuses on the topics intended for discussion as well as communication methods with them. While not exhaustive, the process is intended to illustrate the breadth and depth of Airtel Africa's stakeholder engagement.

Our customers

Areas of interest

- Our customers help us define the success of our products and services.
- The insights we gain are central for us to be able to make improvements to our customer experience and innovations to our products and services.
- Customers want to be able to use our products and services seamlessly and at times that are most convenient for them. Therefore, we aim for our data and mobile money platforms to be available 24/7, error-free, safe and secure.
- Network uptime is critical for our enterprise customers. They want quality products and services at competitive prices as well as scale.
- We also engage customers to understand their aspirations and needs for technology as well as for financial services. This allows us to provide appropriate advice, seek proactive solutions and offer value-added services.

Strategy and methodology

- To be able to meet and exceed our customers' needs, we proactively engage them across all touchpoints.
- Our customer service teams are in daily contact with customers through phone calls and electronic communication.

- We hold regular meetings to provide customers with an in-depth understanding of our products and services. We also engage through customer events, face-to-face meetings, marketing and advertising activities.
- Customers are engaged through different media channels, including both mainstream and social media.
- Interactions also take place through sales agents and shop outlets.
- Other key channels are mobile applications, SMS and other digital platforms.
- Formal written correspondence is also used from time to time.

Responsibility and oversight

- Engagement with customers is overseen by the chief commercial officer (CCO). The CCO is also responsible for formulation and implementation of commercial strategies across all our markets.
- Our marketing, home broadband, sales, advertising, product, digital and customer experience teams also engage with our customers on a regular basis.



Our people

Areas of interest

- Our people expect safe and inclusive working conditions with fair treatment, pay and benefits. They want to feel part of a corporate environment in which their welfare is supported, their successes celebrated, and social activities encouraged.
- They care deeply about the company’s contribution to their local communities and environment.
- It is important for us to collect feedback from our people. This provides important insights into their satisfaction, flags potential issues and helps increase the efficiency of our operations.
- We also engage our people to provide them with strategic direction and keep them informed about company activities.

Strategy and methodology

Our executive leadership engages with employees in many ways, including:

- Quarterly CEO-led town halls conducted in English and French, where senior executives update employees on business performance and organisational changes and take open questions from attendees.
- Regular ExCo market visits where leaders interact with teams at all levels of the business.

- Chief human resources officer (CHRO) updating the Remuneration Committee on remuneration, people, culture, conduct and diversity.
- Regular Board presentations from the CHRO and one-to-one meetings, as necessary.
- Quarterly Board reports from the HR forum and Remuneration Committee’s chair focused on people, culture and wellbeing.
- The results of our employee engagement survey and regular updates are shared with the OpCos and at the OpCo-led town halls.
- One-to-one meetings between our ExCo members, country managing directors and other leaders to discuss employee-related matters.
- Regular and direct communication between managers, teams and individuals, functional online/face-to-face team meetings as well as e-mail communications.
- Our people can also raise concerns through their line manager or via a 24/7 whistleblowing hotline.

Responsibility and oversight

- The CHRO oversees engagement with our people. HR directors at OpCo level engage our people within their markets on human resources issues. Feedback is shared regularly with the Sustainability Committee.



Our communities

Areas of interest

- Communities and community organisations engage Airtel Africa on issues such as health, education and bridging the digital divide through financial inclusion. Other initiatives include environmental management, economic development, cultural activities and employment.
- They also expect us to respect the rights of the communities, community development initiatives and good community relations, including with indigenous people.
- For any significant new projects, our communities are also engaged through an environment and social assessment process.

Strategy and methodology

- Meetings and forums with local communities.
- Community participation through environment and social impact assessments for new projects.
- Use of the community grievance mechanism to address a range of issues. Our community grievance mechanism can be found on our website www.airtel.africa

- We also use our corporate social responsibility (CSR) programmes to address community needs, such as school connectivity programmes, provision of internet in schools and other community support programmes on water sustainability, conservation and waste management.

Responsibility and oversight

- The chief supply chain officer is responsible for community engagements pertaining to network rollout. The chief technology officer oversees matters related to technology, including EMF (electromagnetic frequency).
- Engagement with local communities is overseen by the vice president – corporate communications and CSR who coordinates local community support programmes. The outcome of these engagements is reported to the Sustainability Committee.
- At OpCo level, the country managing directors engage with local communities supported by the relevant departments.



Partners and suppliers

Areas of interest

- Regular engagement with our partners and suppliers is vital for Airtel Africa. This not only ensures we receive quality products and services, but also guarantees that the organisations with which we contract are aligned with our environmental, social and governance (ESG) standards.
- In turn, partners and suppliers benefit from our feedback to improve their product quality and strengthen their environment and social procedures for long-term sustainability.

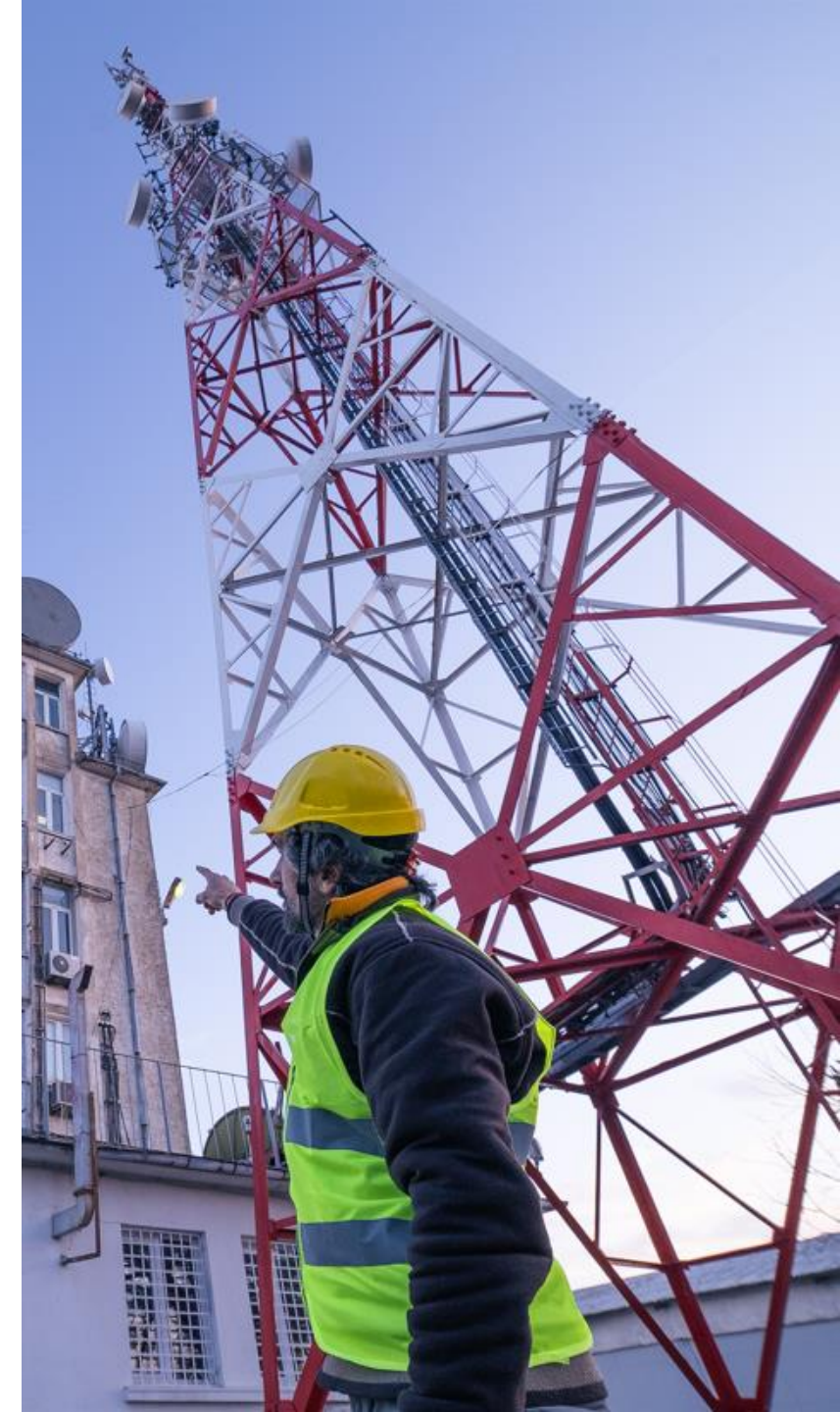
Strategy and methodology

- Engagement with suppliers is facilitated through an online open tender process followed by in-depth meetings.
- Due diligence for new partners and suppliers is conducted before any contracts are signed with regular reviews once onboarded. This ensures suppliers can deliver quality products or services and comply with our environment and social standards.
- The company also maintains constant communication through meetings and emails to receive feedback from suppliers and resolve any ongoing queries.

- Airtel Africa conducts regular audits to ensure suppliers comply with the company's expectations.
- Our annual online ESG self-assessment questionnaire assesses the sustainability practices of suppliers.

Responsibility and oversight

- Engagement with suppliers is overseen by the chief supply chain officer. Our supply chain management function engages with suppliers, obtains their feedback and shares good industry practices. Feedback from this engagement is shared with relevant teams and the Sustainability Committee.
- The chief internal auditor is responsible for supplier audits.



Governments and regulators

Areas of interest

- A priority for Airtel Africa is to ensure that we comply fully with local environmental, social, technical and financial laws and regulations.
- In addition, government and regulators benefit from understanding the role the company can play in supporting socio-economic development of the countries in which we operate. This includes specific areas such as spectrum, data security, taxation, education, health, renewable energy transition, local cultural activities and biodiversity management.
- Our regulators include central banks, communications authorities, competition authorities and environment regulators.

Strategy and methodology

- The Board of directors has a productive and open dialogue with regulatory bodies and policymakers and sets high standards of governance across our business.
- We have a special advisor to the chair and the Board who provides advice on political, legal and regulatory issues regarding our strategy in Africa.

- The Board has empowered managing directors and directors of legal and regulatory affairs to represent them at country-level (OpCo) engagements with governments and regulators.
- Senior country-level management also informs the Board of directors about regulatory developments in the markets each month.
- Audits are carried out regularly to verify our levels of regulatory compliance.
- The issues on which we engage with governments include potential changes to licensing frameworks, market and competition structures, new government policy initiatives and new laws affecting our business.

Responsibility and oversight

- Engagement with governments and regulators is overseen by the chief regulatory officer. This includes engagement with national governments, regulators and local/county government.
- At OpCo level, the respective directors of legal and regulatory affairs supported by the managing directors are responsible for engagement with the government. Any matters that arise are reported to the Board of directors.



Shareholders

Areas of interest

- Through their investments, our shareholders enable us to deliver our strategy and create long-term value and ongoing business success.
- Our investors focus on our business performance. They expect to see sustainable and profitable growth, free cash flow and dividends as well as sustained high standards of governance.
- They also seek a deep understanding of our current performance, strategy and ESG activities.

Strategy and methodology

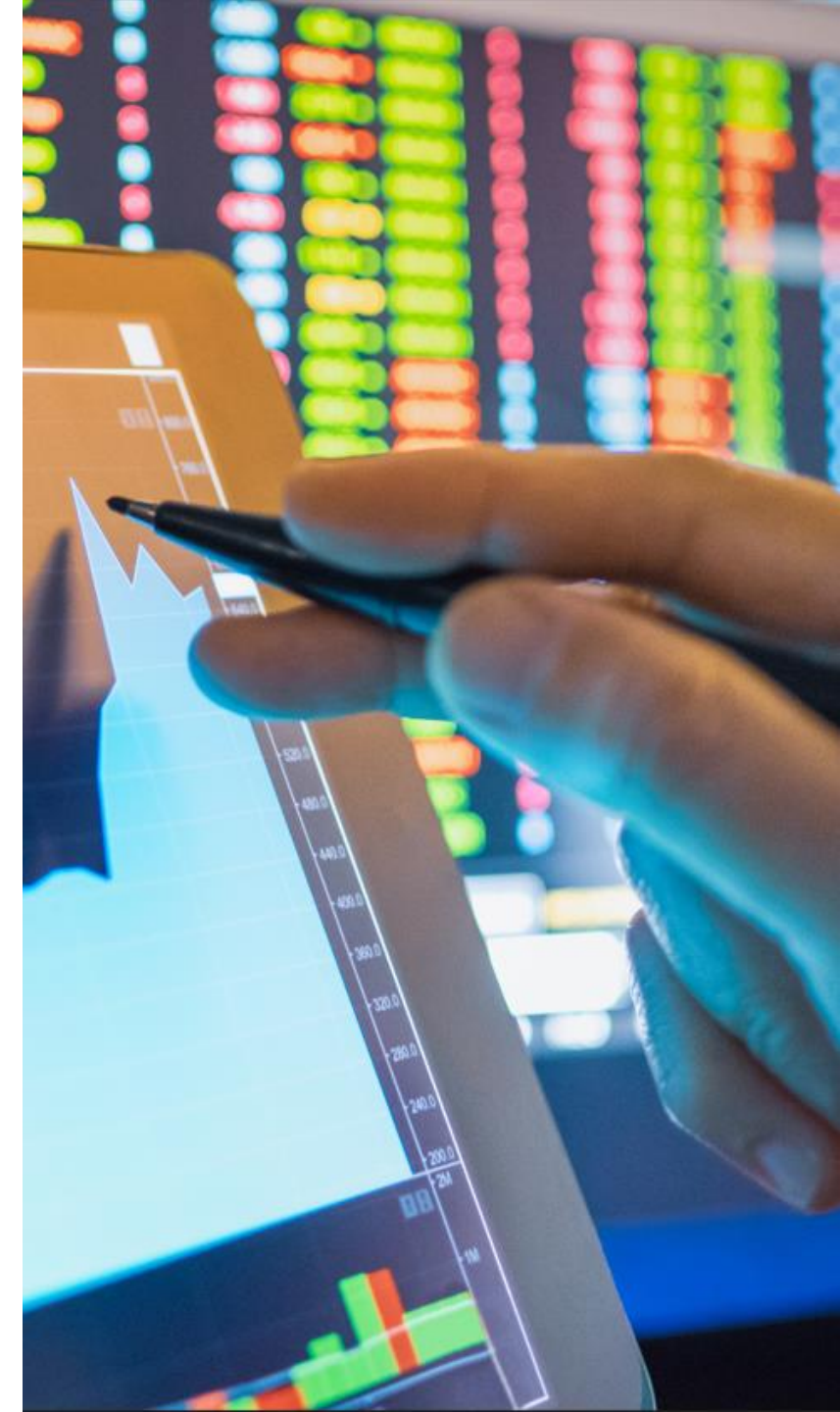
Through our investor relations team we engage with investors regularly via emails, phone calls, video calls and meetings to provide the latest information on the company's performance and answer any queries.

Methods of engagement also include:

- The Annual General Meeting (AGM)
- Extraordinary General Meetings (as and when called for)
- Investor briefings for year-end and/or interim results announcements and roadshows
- Regular investor group meetings
- Individual meetings with financial media, shareholders and analysts.

Responsibility and oversight

- Engagement with shareholders and other related stakeholders – such as ESG rating agencies, stock exchanges, financial analysts, market regulators and business service providers – is facilitated by the company secretary and investor relations teams.
- The CFO reviews stakeholder engagement in capital markets each quarter at the Board meetings, providing an overview of activities and outcomes for the period.



Media

Areas of interest

- The media is key to telling our story in an impactful way. We work with the media to share our business and corporate citizenship stories with stakeholders.
- Collaborating with the media informs and educates different stakeholder groups about environment and social issues. They support us in empowering the audiences to contribute to debates on any emerging environment and social matters, highlight and explain important matters and share our story when needed.
- We also communicate through the media to reach relevant stakeholders and the broader public to encourage attitudes and behaviour that will lead to desired business results as well as to protect and manage our reputation.

Strategy and methodology

Our objective is to empower our audiences to make informed financial decisions. We achieve this through:

- Announcements and media campaigns to raise awareness of our products and services.
- Interviews with key business media outlets on relevant matters.
- Ongoing telephone and email interaction in response to media enquiries.

Responsibility and oversight

- Engagement with the media is overseen by the vice president – corporate communications and CSR. Feedback from this engagement is shared with relevant teams and the Sustainability Committee for information or further action as appropriate.



Non-governmental organisations (NGOs)

Areas of interest

- Focus areas for NGOs include our environmental and social performance.
- They are interested in our support for different socio-economic programmes such as environmental protection and education.
- NGOs are also instrumental in community engagement, especially on the environmental and social impacts of our projects.

Strategy and methodology

- For general communications and relationship building the company uses official forums and conferences to engage with this group.
- Airtel Africa provides extensive disclosures to NGOs by reporting annually on our sustainability performance and on our alignment with the United Nations' Sustainable Development Goals (UN SDGs). These reports are complemented by regular updates to the 'Responsibility' section on our website www.airtel.africa.
- Furthermore, feedback on our sustainability reporting is sought directly from key NGOs through specially organised sessions, where the company can provide further clarity on its approach to sustainable development.

- To coordinate action and communicate information on specific focus areas, we arrange for calls and meetings directly with NGO representatives.

Responsibility and oversight

- Engagement with NGOs is overseen by the vice president – corporate communications and CSR. The head of strategy and sustainability supports the creation of partnerships with the NGOs and responds to any sustainability matters that may arise.
- Feedback from this engagement is shared with relevant teams and the Sustainability Committee.

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We provide extensive disclosures by reporting annually on our sustainability performance and on our alignment with the UN SDGs.

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Monitoring and reporting

Our engagement with stakeholders is monitored closely and followed up at all levels. At OpCo level, managing directors ensure that those with assigned responsibility for stakeholder engagement follow up any issues until closure. The internal audit team reviews the engagement process and report on any gaps and areas of improvement.

Outcomes from stakeholder engagements are reported back to the affected communities and interested parties using various channels, including:

- Environmental and social impact assessment reports
- Annual Reports
- Sustainability Reports
- Annual monitoring report (AMR) to the International Finance Corporation (IFC)
- Correspondence to specific stakeholders

The Sustainability Committee is updated regularly on any issues that require attention, support or decision.

Communication of the stakeholder engagement plan

The stakeholder engagement plan is communicated to our people and external stakeholders through:

- training sessions with our people and/or target stakeholder representatives
- Hive (Airtel Africa intranet)



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Version	Revisions	Approved by	Date	Policy code
1.0	This is the first standalone stakeholder engagement policy of Airtel Africa plc.	Audit and Risk Committee and the Board of directors.	March 2024	AAL/COR/PO/068





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