

# OUR APPROACH TO MATERIALITY

## Statement of Common Principles of Materiality of the Corporate Reporting Dialogue

*Material information is any information which is reasonably capable **of making a difference to the conclusions reasonable stakeholders may draw** when reviewing the related information. The definition of materiality focuses on the **material information needs of the primary stakeholders for the report** being issued.*

## The International Integrated Reporting Council (IIRC)

*A matter is material if it could substantively affect the **organization's ability to create value in the short, medium or long term***



# OUR APPROACH TO MATERIALITY

## Materiality

This report provides information on all those matters that we believe could substantively affect value creation at Vodacom.

## About this report



“The process of identifying and prioritising the material matters for inclusion in this report involved reviewing:

- Vodacom’s **business model** (pages 12 – 13)
- Our **interaction with the six capitals** (pages 14 – 15)
- Our **operating environment** (pages 16 – 17)
- The **interests of key stakeholders** as expressed during our normal engagements with them (pages 18 – 19).

This report presents the identified material information through a clearly structured narrative that:

- Reviews **who we are, what we do** and **how we create value**
- Identifies those **issues that have a significant impact on value**
- Outlines **our strategy, performance and governance practices** in ensuring long-term value creation

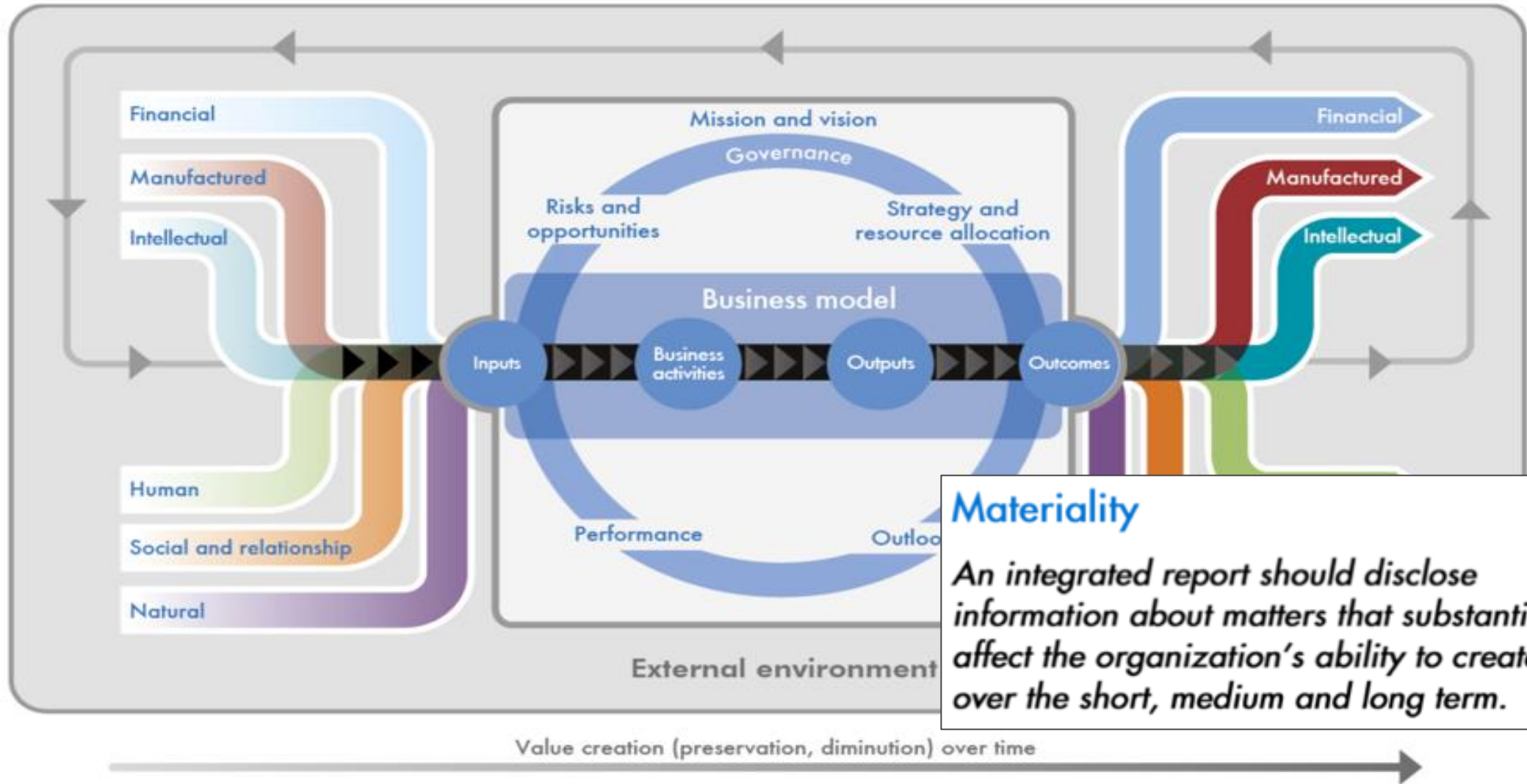
Information not material to this report, but of interest for other purposes, is provided in other reports”

# OUR REPORTING BOUNDARY



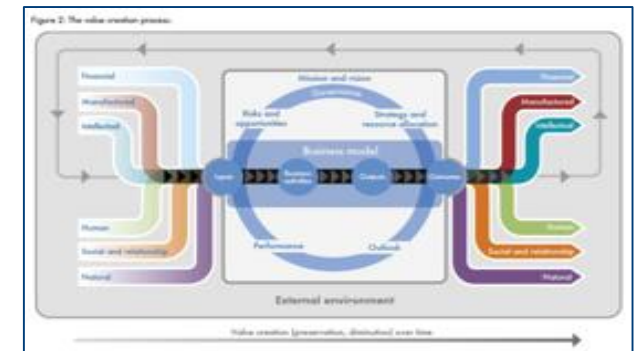
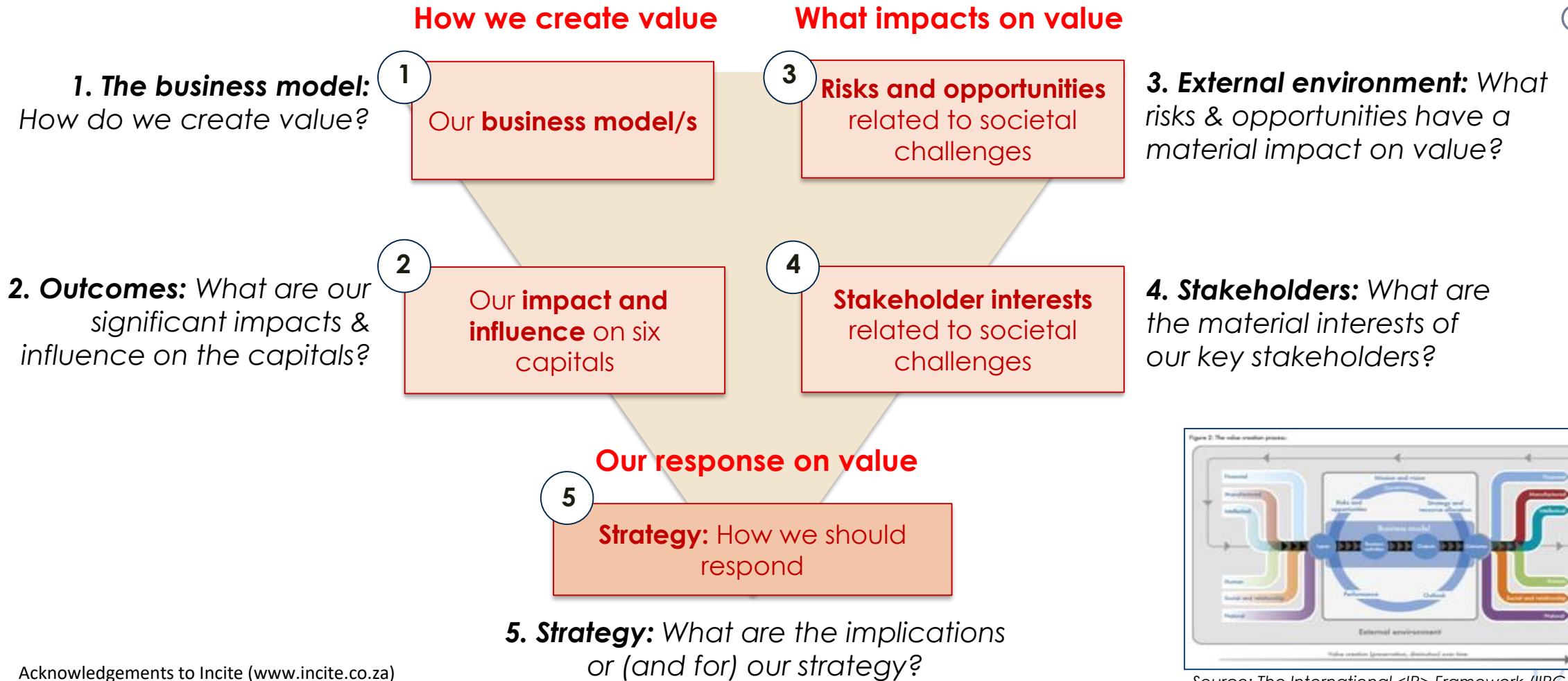
# IDENTIFYING MATERIAL MATTERS FOR THE IR

Figure 2: The value creation process:



# IDENTIFYING MATERIAL MATTERS FOR THE IR

## Five questions to identify the priority focus areas



Source: The International <IR> Framework (IIRC, 2013)

Acknowledgements to Incite ([www.incite.co.za](http://www.incite.co.za))

# OUR BUSINESS MODEL – HOW WE CREATE VALUE

Five questions to identify the priority focus areas

## How we create value

## What impacts on value

**1. The business model:**  
How do we create value?

1

Our **business model/s**

3

**Risks and opportunities**  
related to societal  
challenges

**3. External environment:**  
What risks & opportunities  
have a material impact on  
value?

**2. Outcomes:** What are our  
significant impacts &  
influence on the capitals?

2

Our **impact and  
influence** on six  
capitals

4

**Stakeholder interests**  
related to societal  
challenges

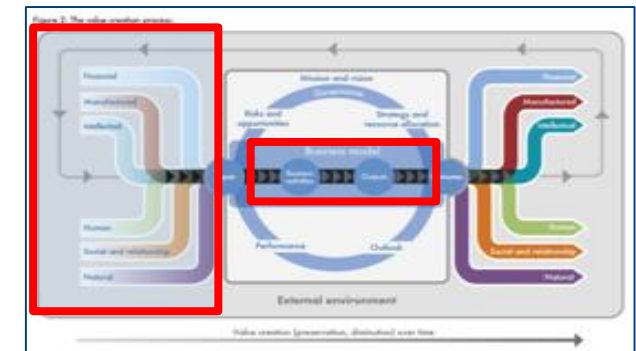
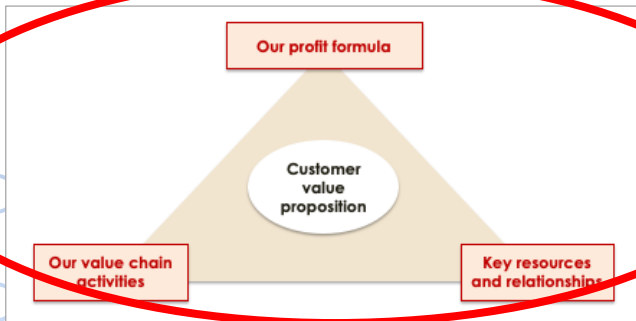
**4. Stakeholders:** What are  
the material interests of  
our key stakeholders?

## Our response on value

5

**Strategy:** How we should  
respond

**5. Strategy:** What are the implications  
or (and for) our strategy?



Source: The International <IR> Framework (IIRC, 2013)

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# OUR BUSINESS MODEL – HOW WE CREATE VALUE

## Our value chain activities

### Spectrum, network and IT infrastructure

Most of our communication services depend on accessing spectrum, which we strive to secure at a competitive price through proactive engagement with government and regulators. As part of our 2020 vision, we are building on our substantial investment in network infrastructure by expanding into fixed broadband assets (cable and fibre), and investing in IT services, Big Data and analytics, digital services, financial services, customer relationship capability, billing, and online resources. We leverage our IT infrastructure to become agile and smarter in deploying products and services, and to ensure customer care.



### Procurement activities

To manage our significant supplier landscape, we leverage off the global purchasing power and responsible procurement practices of the Vodafone Procurement Company, enabling the purchase of responsibly manufactured network equipment, handsets and other services on favourable terms. We balance the benefits of global purchasing with our commitment to promoting economic opportunities in our host countries and driving BEE in South Africa.



vodafone

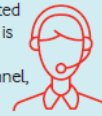
### Product and service development

We are constantly developing new products, services and pricing models, informed by our segmented customer approach that caters for each customer's needs, wants and behaviours in both the Consumer and Enterprise markets. We place a strong emphasis on protecting customer privacy, and mitigating the risk of data theft or loss. We are implementing the 'agile' methodology across various departments to ensure we respond faster in a constantly changing environment. We harness the power of Big Data to deliver personalised offers to our customers.



### Customer service

Providing the best customer experience is a strategic priority and an important source of market differentiation. We are constantly deepening our understanding of customers and their needs to provide targeted product and service offerings. Our ambition is to provide exceptional customer service through a seamless, personalised, one-channel, digital customer experience.



### Sales and distribution

We use various sales and distribution channels including wholesale distributors, retailers, franchise stores, direct sales partners, street vendors, informal resellers and online channels. Our aftersales value chain of Vodacom repair centres and regional repair hubs has positioned us as market leaders in the aftersales community. Through container shops and informal traders, we provide important opportunities for small-scale entrepreneurial businesses.



### Managing our brand and reputation

We build a brand with purpose, developing and maintaining a reputation as a company that is 'connecting for a better future', and that shows leadership in promoting broad-based societal transformation. We communicate our service offerings and maintain our brand presence through our marketing and brand strategy. External Reputation surveys show that the Vodacom brand is consistently one of the most recognised and trusted brands across our footprint.

Connecting for a better  
**future**

## How we create value

### Our profit formula

We generate profit by efficiently utilising mobile and fixed line assets to provide our Consumer and Enterprise customers with voice, data, messaging and related services.

Our competitive differentiation lies in the quality of our network premised on strong investment, our strong distribution channels in each market, the nature of our products and services, the extent of our regional footprint, the quality of the relationships we have with key stakeholders, our proven ability to manage our cost base and the strength of our brand.

### Key revenue differentiators

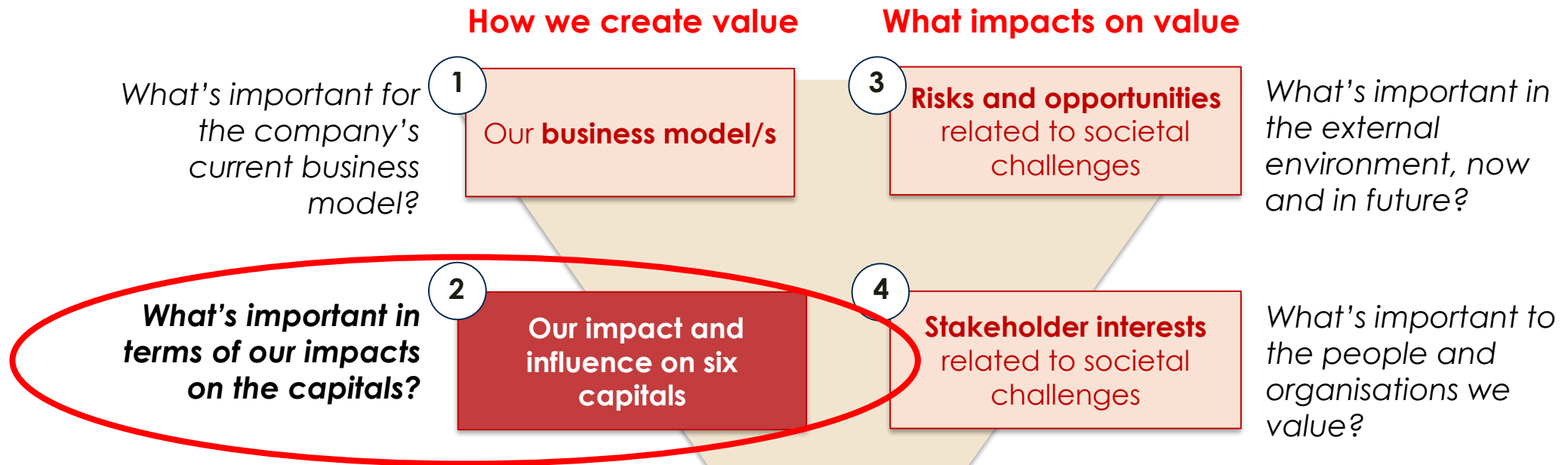
- ❖ Consistent investment in infrastructure resulting in being rated first in network quality in three of our five countries of operation.
- ❖ Industry-leading customer value management systems, people and processes.
- ❖ A diverse and widespread distribution network across all our operations.
- ❖ Effective use of Big Data for personalised offers to customers to better suit their needs and behaviours.
- ❖ Competitive and compelling product offerings targeted by segment
- ❖ Ability to offer solutions.
- ❖ M-Pesa, Africa platform.
- ❖ Leveraging of relationships delivery.
- ❖ Best-in-class systems.
- ❖ Ability to leverage Vodafone, drive performance.

### Key cost differentiators

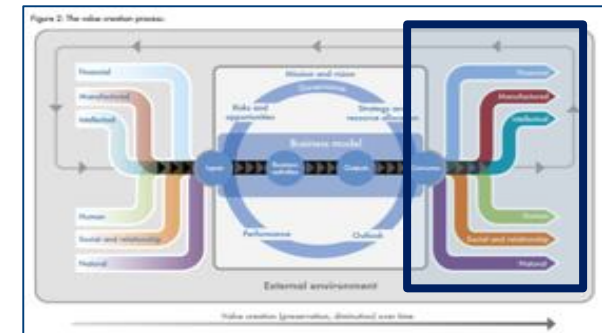
- ❖ Leveraging global best practice on cost optimisation through our 'Fit for growth' programme where we benefit from and share best practice with Vodafone.
- ❖ Leading in use of RPA, Big Data and AI to optimise costs.
- ❖ Benefiting from the purchasing power of Vodafone Procurement Company.
- ❖ Consistent investment in network, delivering continuous improvement in operating costs through more efficient technologies and network innovation.
- ❖ Robust governance processes for approving investments and reviewing product, cost and investment decisions.

# OUR IMPACT AND INFLUENCE ON THE CAPITALS

Five questions to identify the priority focus areas



Acknowledgements to Incite ([www.incite.co.za](http://www.incite.co.za))



Source: *The International <IR> Framework (IIRC, 2013)*



# OUR IMPACT AND INFLUENCE ON THE CAPITALS

## How we sustain value

Investing in the resources and relationships impacting value

PG 42

### People, culture and governance (Human and intellectual capital)

#### Key inputs

- 7 746 (2018: 7 554) employees.
- Experienced and diverse executive team and strong Board.
- An agile, performance-based, purpose-led company culture.
- Robust governance systems.
- Service providers delivering on agreed terms.

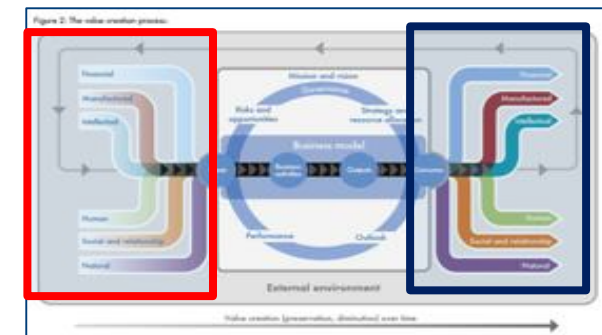
#### Activities to sustain value

- ❖ Competitive remuneration and personal development opportunities.
- ❖ R544 million (2018: R287 million) invested in employee training and leadership development, including upskilling employees for digital transformation.
- ❖ Implemented agile business processes across business units.
- ❖ Strong focus on diversity.
- ❖ Maintained drive on building our reputation as a quality employer.

#### Outcomes (2019)

- Maintained employee motivation, skills and diversity through:
- ✓ R6.1 billion (2018: R5.6 billion) invested in wages and benefits<sup>1</sup>.
  - ✓ 76% black and 43.4% female representation in the South African workforce.
- Evidence of staff satisfaction:
- ✓ Top Employer in all markets and leader in the ICT/Telecoms sector.
  - ✓ 8% voluntary staff turnover (2018: 9%).
  - ⇒ 78% staff Engagement index.
- Impacts on safety:
- ✗ One contractor fatality (2018: 3).
  - ✗ Underperformed on eNPS.
  - ⇒ Lost-time injury frequency rate 0.07.

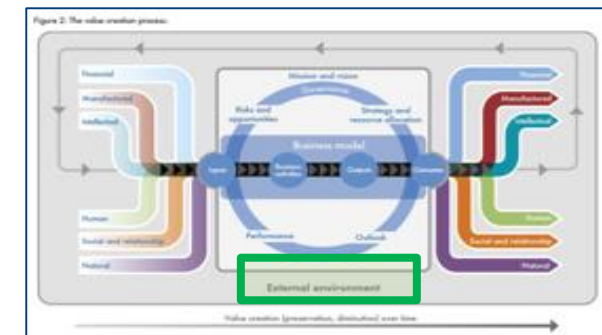
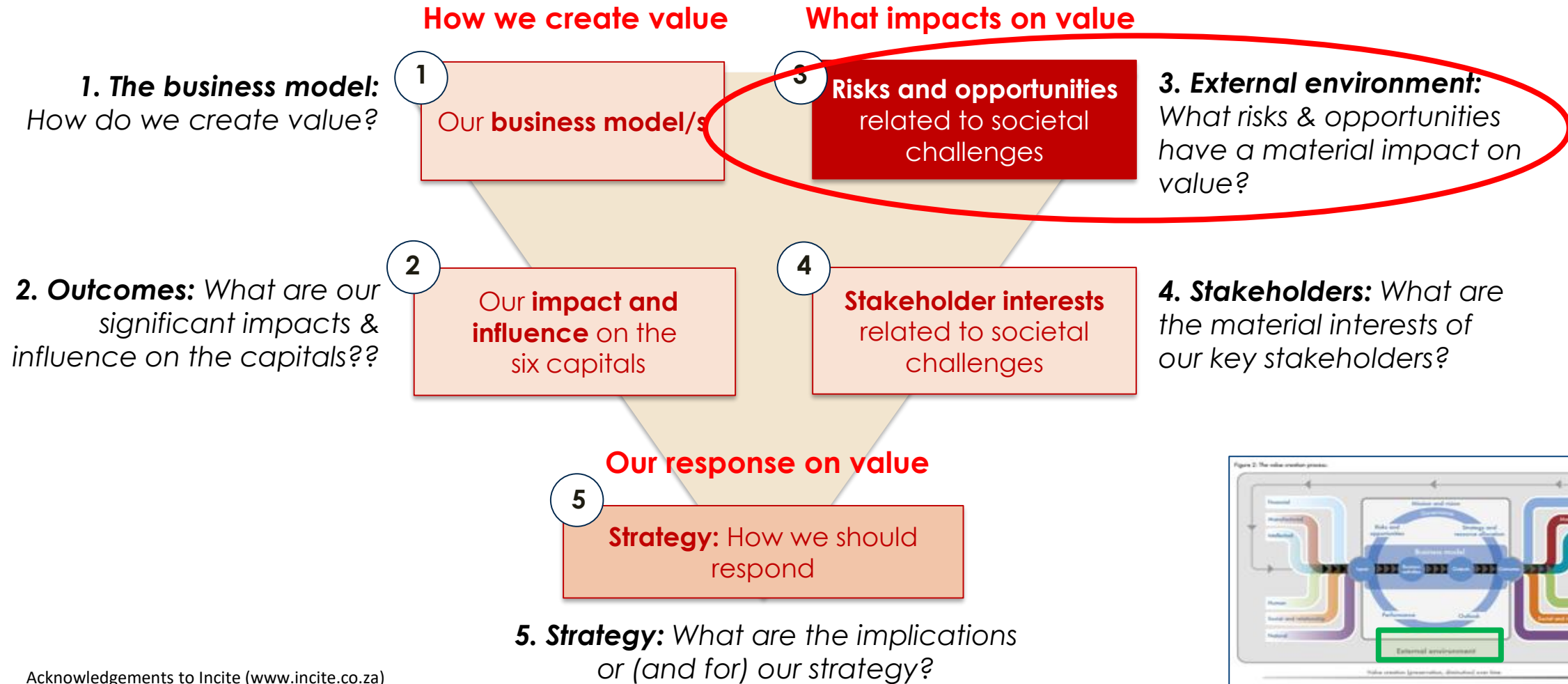
**Trade-offs:** Investing in attracting, retaining and developing the best talent is one of the most significant costs to our business, impacting short-term financial capital, but generating longer-term returns in all capital stocks. Our commitment to driving a digital company, and effectively harnessing the role of AI and Big Data, may result in pressure on some existing traditional job functions, with new opportunities in new roles.



Source: The International <IR> Framework (IIRC, 2013)

# THE EXTERNAL ENVIRONMENT

Five questions to identify the priority focus areas



Source: The International <IR> Framework (IIRC, 2013)

Acknowledgements to Incite ([www.incite.co.za](http://www.incite.co.za))

# OUR OPERATING ENVIRONMENT AND TOP TEN RISKS

Challenging macroeconomic context placing pressure on consumers

Digital innovation disrupting business models

An increasingly dynamic competitive landscape

Regulatory challenges

## Our operating environment

### Responding to a dynamic operating context

As an ICT company with operations and activities across emerging markets in Africa, we face a particularly dynamic operating context that presents some challenging risks as well as valuable opportunities. We have identified four broad trends over the year that have a material impact on our business model. Our Vision 2020 strategy has been developed to ensure that we are best positioned to seize the opportunities and mitigate the risks associated with each of these trends.

#### Challenging macroeconomic context placing pressure on consumers

- South Africa**
- ▶ Lacklustre GDP growth and continuing rand/dollar volatility, with an uncertain investment outlook.
  - ▶ Load-shedding compounds concerns on the anticipated cost of bailing out state-owned enterprises.
  - ▶ Subdued business confidence, with uncertainty on elections and key government policy issues.
  - ▶ Consumer spending constrained by low wage growth, unemployment, fuel price increases and high debt.
- International operations**
- ▶ Generally subdued economic growth with most markets experiencing currency depreciation and inflation.
  - ▶ Mobile network operators (MNOs) continue to face increasing tax and regulatory pressure.
  - ▶ Political volatility remains a concern across much of the region.

#### Digital innovation disrupting business models

- ▶ The transition to the 'Fourth Industrial Revolution' – characterised by recent rapid developments in AI, Big Data analytics and blockchain technology, as well as the growth in the Internet of Things, connected homes and autonomous vehicles – is challenging many traditional business models, presenting significant risks and exciting opportunities, in particular for ICT companies.
- ▶ Digital connectivity and social media is changing consumer behaviour, and informing and enabling more activist, digitally savvy consumers.
- ▶ This is being accompanied by the increasing uptake of smart devices, improved networks (including 5G) and new digital content and services.

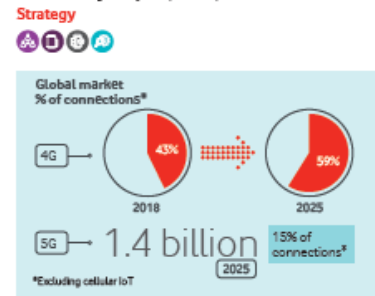
**Our strategic response**

- ▶ Driving digital inclusion through enhanced rural coverage, low-cost smartphones and affordable platforms (such as Siyakhula).
- ▶ Providing segmented products and services, with appropriate pricing strategies.
- ▶ Developing inclusive digital services such as M-Pesa mobile money.
- ▶ Maintaining a strong drive on cost efficiency and 'smart ops'.
- ▶ Targeted offers to give more value to customers, especially in low-income areas.

We are redefining the business as a leading digital company by:

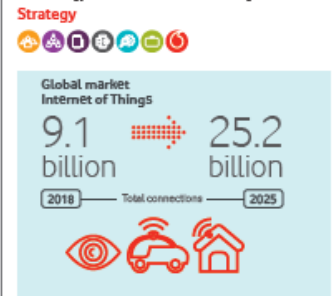
- ▶ Developing innovative digital services and enhanced customer platforms to increase engagement.
- ▶ Rethinking our future networks and technology.
- ▶ Fostering an agile digitally-driven company culture that attracts the best talent.
- ▶ Exploring opportunities to drive positive societal change in financial services, enterprise, education, healthcare and agriculture.

- Risk**
- ▶ Unstable economic and market conditions.
  - ▶ Adverse regulatory and political pressures.

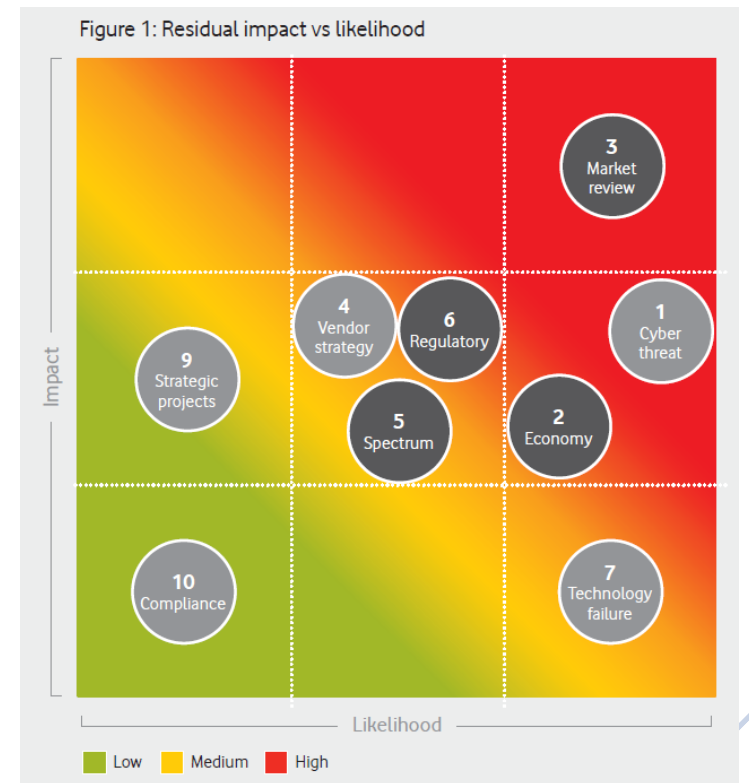


Source: GSMA Intelligence, The mobile economy 2018

- Risk**
- ▶ Market disruption.
  - ▶ Strategy execution in fibre and convergence.

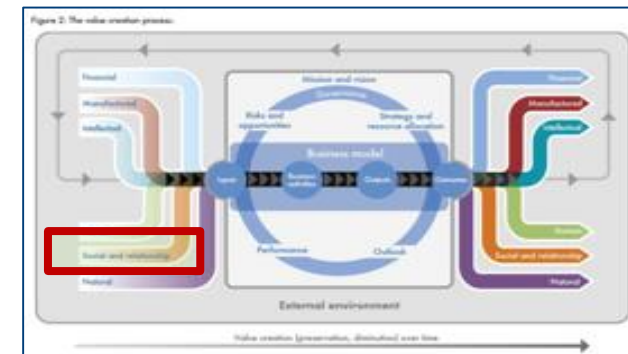
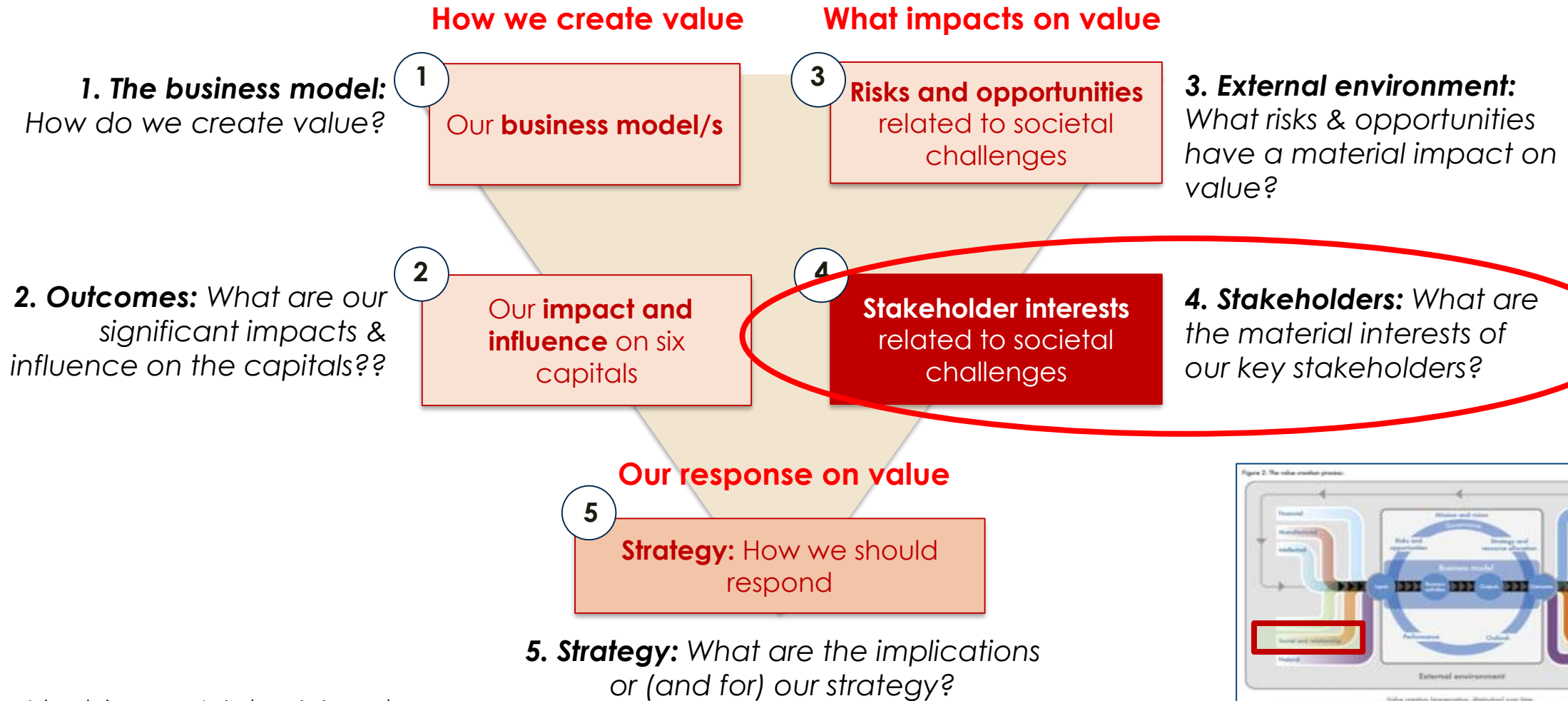


Source: GSMA Intelligence, The mobile economy 2018



# IDENTIFYING MATERIAL INTERESTS OF STAKEHOLDERS

Five questions to identify the priority focus areas



Source: The International <IR> Framework (IIRC, 2013)

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# RESPONDING TO STAKEHOLDER 'HOT ISSUES'

## Responding to stakeholder 'hot issues'

Being sufficiently responsive to relevant stakeholders' interests is essential to maintaining positive stakeholder relationships. In many instances, those issues which our stakeholders feel most passionate about cut across different stakeholder groups, sometimes with very different perspectives. While there are always many different stakeholder interests that we have to deal with, we have prioritised this financial year's four most visible 'hot issues' which we believe have a material bearing on our ability to create value.



### Cost of data

— regulatory and political priority

#### The Issue

In South Africa, consumers, policy makers and the media have been voicing concerns relating to the cost of ICT services in general and digital data in particular. In South Africa, the Competition Commission and ICASA have both launched processes on the cost and nature of data services, and regulations have recently been introduced to manage data usage notification and control out-of-bundle billing.

#### Our response

In the context of our commitment to drive digital inclusion, and given the tough consumer environment, we recognize the imperative to further lower data prices in some of our markets, while ensuring that this does not compromise our ability to make the investments in network and IT infrastructure needed to broaden service delivery and maintain high quality offerings. Our initiatives to reduce data costs and encourage customers to optimise data usage include:

- ▶ Introducing new in-bundle and out-of-bundle smart notifications, and further reducing out-of-bundle rates, in line with the recent amendment to the End-User and Subscriber Service Charter Regulations, providing customers with options to transfer and roll over data, and further reducing out-of-bundle rates by 50%.
- ▶ Providing customers with bundles for varying periods of validity at affordable pricing, down to 12 cents per MB for a one-hour, 1Gb package at R12.
- ▶ Making data more affordable through various propositions that lower the data entry barrier, such as Facebook Flex and Vodacom Biyekha.
- ▶ Running consumer campaigns to increase awareness on optimising data usage.
- ▶ Renewed calls for the Government in South Africa to release much needed spectrum at a reasonable price to reduce the cost to carry data.
- ▶ Introducing personalized bundles that target lower-income towns and groups.

#### Stakeholders

- Customers
- Government
- Regulators
- Media
- Investors

### Consumer privacy

— protecting personal information

#### The Issue

Individual consumers are becoming increasingly connected through smartphones and other personal devices, spending more time on social media platforms and more frequently engaging in e-commerce transactions and digital financial services. As the ability to track and analyse 'connected consumers' becomes more sophisticated, the need to manage and protect personal information becomes more critical. Trust in big tech companies has recently been falling, with consumers and regulators increasingly concerned about the security of personal data and how it is being used.

#### Our response

Respecting our customers' right to privacy, and protecting devices, networks, data and apps, is a top priority for us and integral to our Code of Conduct.

- ▶ As part of the Vodafone Group, we benefit from its approach to ensuring compliance with the EU's General Data Protection Regulation (GDPR), the global 'gold standard' on data protection and privacy.
- ▶ In South Africa, we have systems in place to ensure compliance with the recently approved regulations of the Protection of Personal Information Act (POPI) once these come into effect.
- ▶ All legally-entitled requests from security and enforcement agencies for customer information are managed in accordance with Vodafone policies and procedures, and with applicable local laws and regulations; we contribute annually to Vodafone's industry-leading law enforcement disclosure report, which provides a detailed insight regarding demands from law enforcement agencies in 28 countries.

#### Stakeholders

- Customers
- Government
- Regulators
- Media
- Investors

### 'Please Call Me' protests

#### The Issue

In our South African market, Vodacom has been subject to substantial press and social media attention, as well as a public protest outside our head office, relating to a long-standing litigation process with a former Vodacom employee, Mr Nkosane Makate. The matter was eventually heard on appeal by the Constitutional Court. The Court ruled that there was an agreement between Vodacom and Mr Makate, but noted that the price to be paid for Mr Makate's idea still had to be negotiated. The Court instructed Vodacom and Mr Makate to enter into negotiations, in good faith, to agree the 'reasonable compensation' payable to Mr Makate. Mr Makate rejected the CEO's determination and in February 2019 indicated his intention to take the matter under judicial review. We are awaiting communication from Mr Makate on this matter.

#### Our response

Vodacom has complied fully with the Order of the Constitutional Court.

- ▶ Following the failure of the negotiating teams to reach agreement on the quantum of compensation, the Vodacom Group CEO, in his role as a deadlock-breaking mechanism, was required to determine the amount of reasonable compensation to be paid. CEO Shameel Joosub recused himself from all internal meetings on this matter, in order to remain independent and impartial.
- ▶ We believe we have followed the Order of the Constitutional Court to the letter and that we have demonstrated good faith throughout the negotiations.
- ▶ Vodacom is ready and willing to pay the amount set by the Group CEO as reasonable compensation, in accordance with the Constitutional Court Order.
- ▶ In our negotiations with Mr Makate, we have acknowledged that Vodacom could and should have handled this matter better from the beginning; in those instances where we did not get things right, we have tendered our apologies. We have taken some important lessons from this matter.

#### Stakeholders

- Customers
- Government
- Regulators
- Suppliers
- Investors

### Network quality and coverage

#### The Issue

Maintaining network quality and coverage is a key source of competitive differentiation. Expectation in terms of 'Quality of Service' (QoS) and disruptions in network performance, network quality and availability, is a sentiment which can be rapidly spread. In South Africa we have faced network quality issues following extended load-shedding which placed pressure on battery

#### Our response

To cater for the growth in data usage, we have invested R13 billion to widen our voice quality and increase data speeds.

- ▶ Given the potential for further growth, we have invested in additional battery life for our South African network.
- ▶ In South Africa, our 3G coverage population and 4G coverage, transmission extended to 94%.
- ▶ Our international mobile operations include 6 629 3G sites, 1 695 4G sites, transmission extended to 91% in Lesotho.
- ▶ We continue to engage actively with regulators on accessing spectrum. This remains a key focus for improving network quality and coverage.

## Bulls and bears: our investors' perceptions

### The Bulls – Seeing the upside

- ▶ Strong management team with good track record of execution.
- ▶ Strong balance sheet capacity and cash flow generation, to support both dividend and future mergers and acquisitions.
- ▶ A diversifying portfolio with faster growth potential in International operations, positive earnings contribution from Safaricom.
- ▶ Excitement about new growth opportunities in digital services, including Financial services, Enterprise and IoT innovations.
- ▶ Benefits of Telkom roaming deal, filling the gap from the loss of Cell C.
- ▶ Recent positive regulatory and policy developments in South Africa, with anticipated progress on spectrum allocation.

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#### The Bears – Identifying areas of concern

- ▶ Continuing macroeconomic pressure negatively impacting consumer spend.
- ▶ Perceived regulatory and competitive issues placing further pressure on data pricing.
- ▶ EBITDA margin softness in South Africa from Vodacom roaming on the Rain mobile network.

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# WHAT ARE THE IMPLICATIONS FOR OUR STRATEGY

Five questions to identify the priority focus areas

**How we create value**

**What impacts on value**

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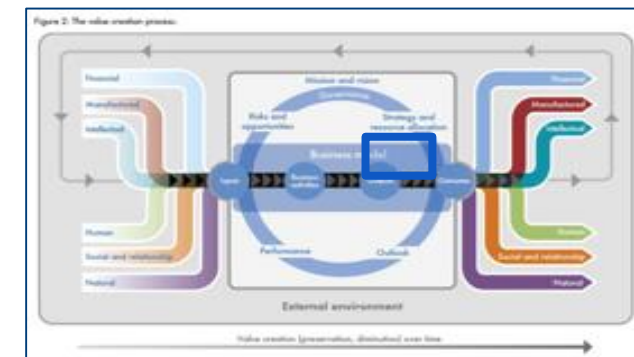


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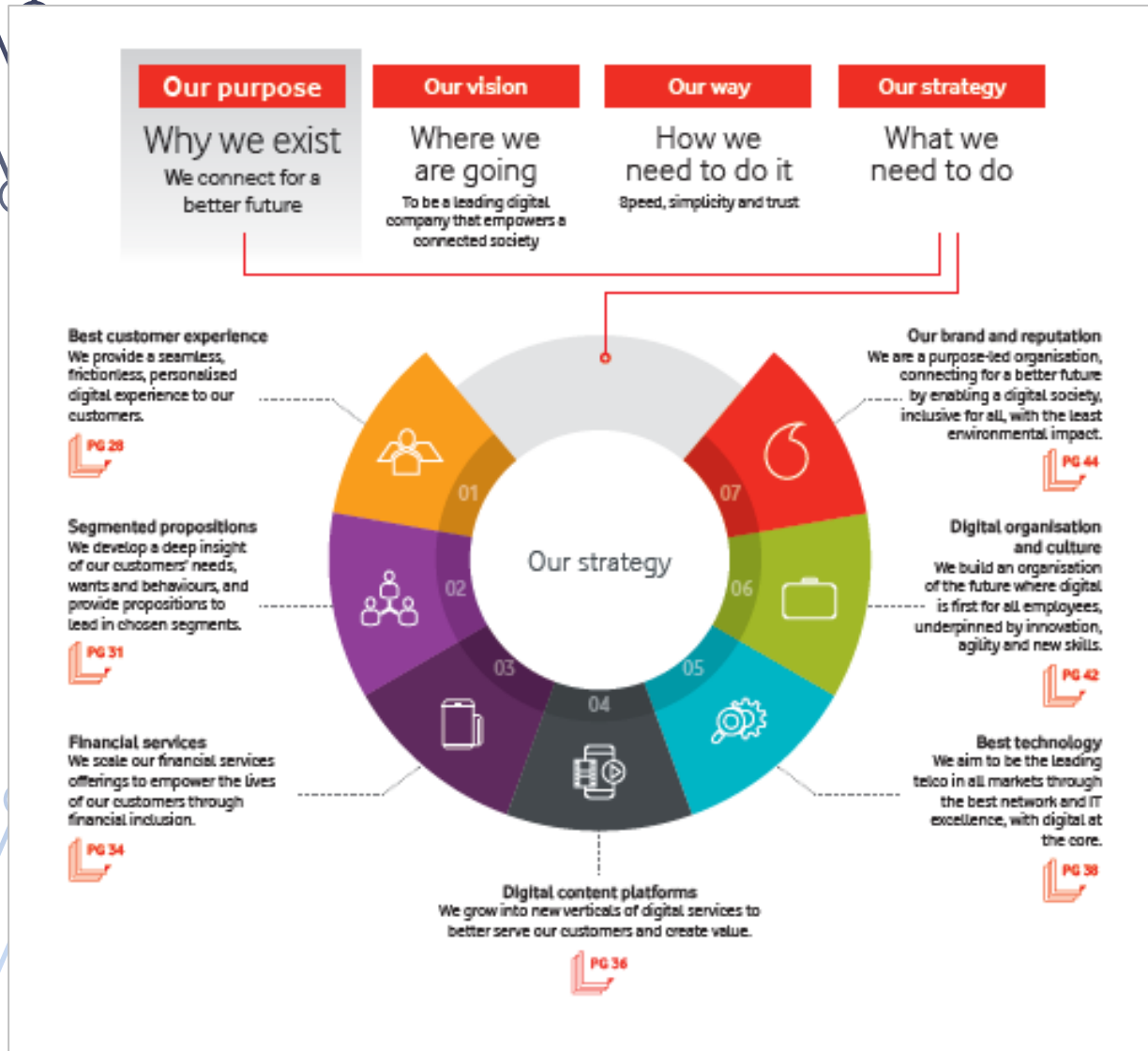
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# OUR STRATEGY



## Delivering on our strategy

### Vision 2020: Our strategy

We have been implementing the five pillars of our Vision 2020 strategy since 1 April 2017. This year we added two new pillars, separating our Digital content platform and Financial Services commitments as we see these areas requiring particular focus in delivering on our goal of being a leading digital company.

### Our vision is to be a leading digital company that empowers a connected society

We will disrupt through technology while delivering world-class digital solutions. We will remove barriers to access as we evolve to the gigabit society, while transforming education, healthcare, financial services and agriculture.

### Empowering the digital lives of our customers

Connecting everybody to live a better today and build a better tomorrow

Strategy	How we measure success	Goal to 31 March 2020	Performance at 31 March 2018	Performance at 31 March 2019
Best customer experience	Net promoter score (NPS)	#1 in all markets	#1 in all markets	#1 in all markets except Mozambique
	Digital NPS	#1 in all markets	not yet measured	#1 in all markets, not yet measured in International
Segmented propositions	Group service revenue growth rate (%)	Mid-single digit	3.4%	5.0%
Financial services	Group customers using financial services <sup>1</sup>	>52 million customers	not yet measured	45.8 million customers
Digital content platforms	Group service revenue contribution (%) from digital services (IoT, Infotainment and advertising)	5%	3.2%	2.8%
Best technology	Network NPS	#1 in all markets	#1 in all markets	#1 in all markets except #2 in Tanzania #2 in Mozambique
Digital organisation and culture	Employee Engagement index (%)	80%	78%	78%
	Employee Digital index (%)	80%	77%	75%
Our brand and reputation	Brand Leadership	#1 in South Africa	#1 in South Africa	#1 in South Africa
	Reputation survey	#1 in all markets	#1 in all markets	#1 in all markets

1. Including Safaricom.

■ Achieved target

■ Partially achieved

# ALL OF THIS INFORMATION IS "MATERIAL"

The collage features several key sections from the report:

- Chairman's statement**: Shameel Aziz Joosub.
- CEO's statement**: This has been a pleasurable year, supported mainly by a good set of financial solid growth rates...
- CFO's statement**: The Group performed a strong year, supported mainly by strong growth in the International operations...
- Where we operate**: A world map showing Vodacom's international presence across various countries.
- Our business model**: Explains the company's revenue streams and cost structure.
- Who leads us**: Executive Committee members including Shameel Aziz Joosub, Jorgelino, and others.
- Our operating environment**: Discusses the ICT industry landscape and regulatory challenges.
- Responding to stakeholder 'hot issues'**: Lists issues like 'Cost of data' and 'Tax and our contribution to public finances'.
- Tax and our contribution to public finances**: Details the company's tax strategy and its commitment to social responsibility.
- Board governance at a glance**: Overview of the Board of Directors and committees.
- Remuneration report**: Letter from the outgoing Chairman and the new Chairman of the Remuneration Committee.

**Statement of Common Principles of Materiality of the Corporate Reporting Dialogue**

*Material information is any information which is reasonably capable of making a difference to the conclusions reasonable stakeholders may draw when reviewing the related information. The definition of materiality focuses on the material information needs of the primary stakeholders for the report being issued.*



# THANK YOU



## Contents

- 01 About this report
- 02 The value we impacted
- 04 25 years of empowering a connected society

### Our business

- 06 Where we operate
- 07 What we offer
- 08 Chairman's statement
- 10 CEO's statement
- 12 Our business model
- 14 How we sustain value
- 16 Our operating environment
- 18 Our key relationships
- 20 Responding to stakeholder "hot issues"
- 22 Our principal risks

### Our strategy

- 26 Delivering on our strategy
- 48 Q&A with the Head of Strategy

### Our performance

- 50 CFO's statement
- 52 Tax and our contribution to public finance
- 53 Condensed consolidated financials statements
- 58 Our segment performance

### Our governance

- 64 Who governs us
- 65 Who leads us
- 66 Board governance at a glance
- 68 Remuneration report

### Administration

- 80 Share information
- 82 Disclaimer
- 83 Glossary
- 84 Corporate information

Vodacom's 2019 integrated reporting suite

**Our 2019 integrated reporting process comprises the following reports:**

- ✦ Integrated report 2019
- ✦ Consolidated annual financial statements 2019
- ✦ Sustainability report 2019
- ✦ Operational reports

These are all available at [www.vodacom.com](http://www.vodacom.com)

### Delivering societal value through our core purpose

Vodacom's core purpose is 'connecting for a better future'. The United Nations Sustainable Development Goals (UN SDGs) provide the best articulation of what that 'better future' looks like, setting a clear long-term agenda to end poverty, protect the planet and ensure prosperity for all by 2030. Vodacom is committed to playing its role, as a private sector company, in the attainment of these goals, supporting governments, communities, businesses and individuals to build a better future. Through our core business of providing increased access to reliable and accessible voice and data services, we are making an enormous contribution to national and global developmental objectives.

Vodacom has identified and prioritised the following eight Sustainable Development Goals, where we believe we can have the most meaningful impact. Our approach to delivering on these goals is reviewed in our suite of integrated reports, with the most detail provided in our Sustainability report 2019.