



**Airtel Africa plc**  
Sustainability  
Report 2025



# Transforming lives



## Airtel Africa plc

Airtel Africa is a leading provider of telecommunications and mobile money services, with operations in 14 countries in sub-Saharan Africa. We provide an integrated offer to our subscribers, including mobile voice and data services as well as mobile money services both nationally and internationally.

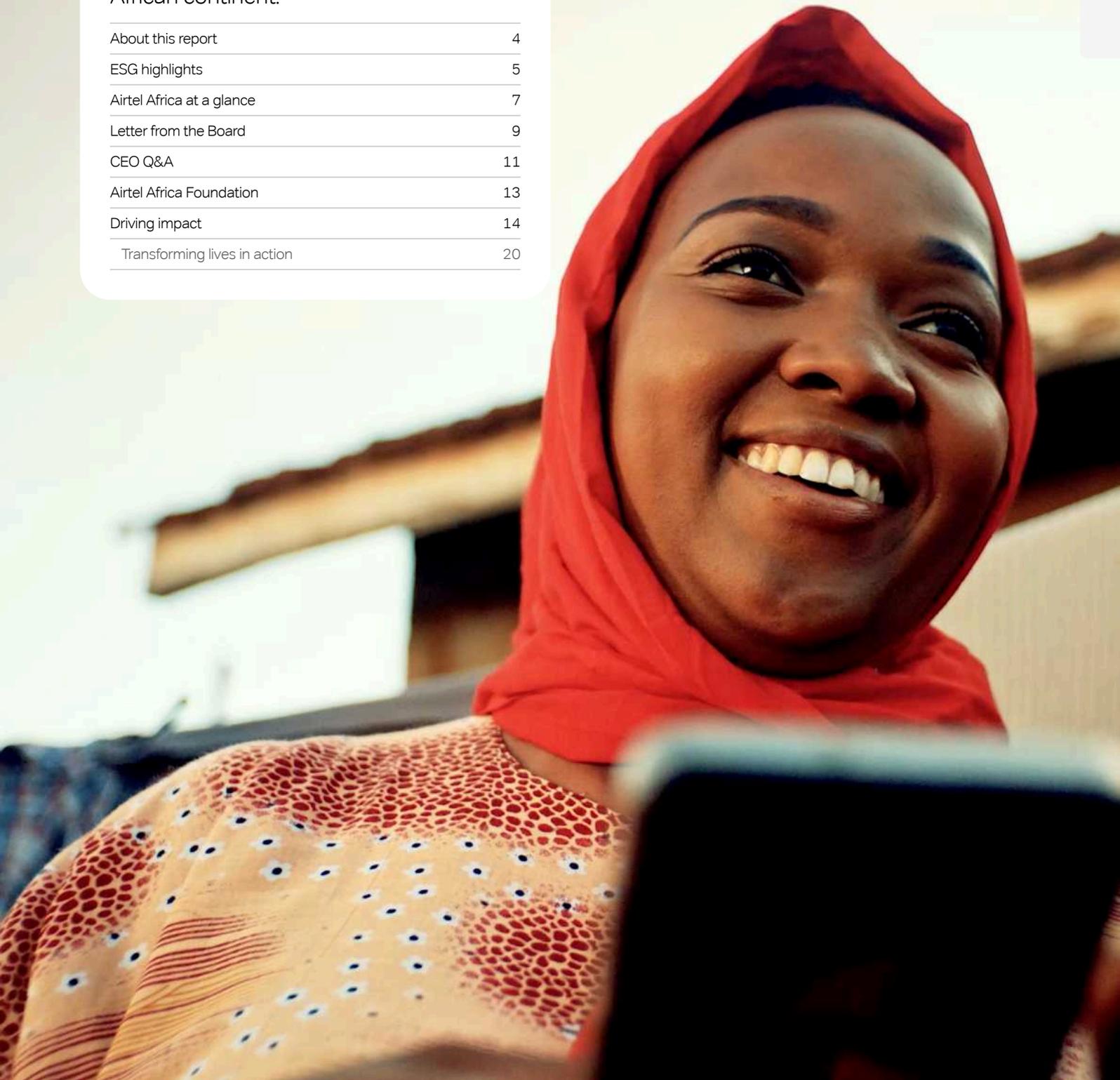
Our purpose of **transforming lives** is at the heart of everything we do.

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# Sustainability at Airtel Africa Transforming lives

We established our sustainability goals and commitments to minimise our impact on the environment and maximise the positive impact we bring to individuals, families and communities across the African continent.

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## About this report

Airtel Africa plc is pleased to present its Sustainability Report 2025, reflecting the company's commitment to environmental, social and governance (ESG) practices for the financial year 2024/25. This report provides an overview of our sustainability performance, highlighting our achievements, challenges and programmes that minimise impact on the environment and optimise the positive impact we have on the communities in which we operate.

The report has been prepared in alignment with the Global Reporting Initiative (GRI) framework, adhering to GRI's nine reporting principles of accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness, verifiability and stakeholder inclusiveness. We also align with GSMA's ESG recommendations for the telecommunications industry and the Task Force on Climate Related Financial Disclosures (TCFD). Alignment with these reporting frameworks ensures we maintain best practices in transparency and accountability.

### Scope and boundaries

This report covers Airtel Africa's operations across its 14 markets: Nigeria; Kenya, Malawi, Rwanda, Tanzania, Uganda and Zambia (East Africa); and Chad, the Democratic Republic of the Congo, Gabon, Madagascar, Niger, Republic of the Congo, the Seychelles (Francophone Africa). Where data is disclosed on a Group wide basis this is separately noted in the GRI disclosure index. Updates on certain activities may not be included due to lack of data availability and in these instances, we provide clear explanation in the GRI disclosures index. We'll continue to enhance our reporting and disclosures in future publications.

### Double materiality assessment and stakeholder engagement

The report details Airtel Africa's material topics (impacts) which were identified through a structured double materiality assessment in the previous reporting year. The assessment incorporated input from stakeholders, including employees, investors, customers and local communities. This rigorous approach to identifying our highest priority material topics ensured we focused on the most relevant ESG issues affecting our business and stakeholders in 2024/25. This report provides details of how we manage our high priority material topics.

### Data collection and assurance

We are committed to enhancing the integrity and transparency of our sustainability reporting and governance. In addition to the comfort that management obtains internally over this report, we are working towards obtaining independent assurance on sustainability KPIs in future reporting cycles, which reflects our ongoing efforts to strengthen data quality and governance.

### Our commitment to sustainability

We recognise our responsibility to reduce our greenhouse gas (GHG) emissions, and our responsibility towards environmental protection, corporate governance, human rights and community development. We report our progress towards the United Nations Sustainable Development Goals (UN SDGs) and remain committed to upholding the Ten Principles of the United Nations Global Compact (UNGC). We remain wholly committed to maintaining responsible business practices guided by appropriate internal governance, the Sustainability Committee (a Board sub-committee) and oversight from the Board of directors.

This Sustainability Report has been developed by the head of sustainability and approved by the Sustainability Committee, Executive Committee (ExCo) and the Board of directors.

- [See Annual Report and Accounts 2025 for more on the Task Force on Climate-related Financial Disclosures \(TCFD\)](#)
- [See more information on our contribution to UN SDGs \(p15\)](#)
- [See our GRI disclosures index \(p84\)](#)

## ESG highlights

# Airtel Africa is transforming lives across Africa

We reached more people than ever in 2024/25 with our voice, data and mobile money services – increasing financial and digital inclusion and providing an opportunity for better futures across our 14 markets.



Providing underserved communities with **access to reliable network and connectivity**

### Population coverage

**81.2%**

population covered by our network (80.4% in 2023/24)

We're connecting the unconnected and providing communities with the ability to access information and services. This drives economic opportunities and enhances emergency response.

### Network expansion

**36,159**

infrastructure sites on 4G (32,800 in 2023/24)

We continue to roll out new sites to provide an ever-increasing number of people across Africa with the ability to access digital services.

### Access to digital services in rural areas

**15,300+**

infrastructure sites in rural locations (+850 vs 2023/24)

In remote areas, more people than ever have access to voice, data and mobile money services stimulating local economic growth and improving access to essential services.

### Investment in our network

**\$670m**

annual capex (\$737m in 2023/24)

We are strengthening the quality and resilience of our network: our ongoing modernisation boosts speed, capacity and coverage while addressing demand for data.



### Bridging the **digital divide**, driving **financial inclusion** and addressing **gender inequality**

#### Bridging the digital divide

**73.4 million**

data customers  
(+14.1% vs 2023/24)

By enriching people's lives through technology, we're helping to create the digital economy of the future while addressing gender inequality and empowering communities and individuals.

#### Increasing financial inclusion

**44.6 million**

Airtel Money customers  
(+17.3% vs 2023/24)

With the provision of affordable financial products and services through Airtel Money, we're advancing financial inclusion by focusing on empowering communities, particularly women.

#### Bridging the digital gender divide

**44.2%**

Airtel Money customers are women  
(+6.2% vs 2023/24)

We're breaking down gender barriers to connectivity and accelerating female financial empowerment by providing digital technologies for all.



### Unlocking potential through **education and employment opportunities**

#### Access to digital education

**2,176**

schools connected to the internet free of charge  
(1,200 in 2023/24)

We're providing schoolchildren with free access to the internet and online educational resources so that they have the tools to reach their full potential.

#### Job opportunities

**1.7 million**

Airtel Money agents in our distribution network  
(+23.4% vs 2023/24)

By employing a large network of agents who deliver products and services to customers across our footprint, we strengthen our market presence.

#### Gender balance

**29.2%**

women in our workforce across the Group  
(28.3% in 2023/24)

We continue to create a working environment where every woman in our workforce can achieve their full potential.



### Minimising the impact of our operations on the environment

#### Optimising energy solutions

**500**

sites converted from off-grid to on-grid in 2024/25

We're converting off-grid sites to on-grid power supply to reduce reliance on diesel generators, lower operating costs and cut carbon emissions.

#### Promoting circular economy

**93%**

of our total generated waste is recycled  
(+3% vs 2023/24)

We continue to minimise our impact on the environment by recycling and reusing materials to reduce pollution and divert waste from landfills.

#### Improving energy efficiency

**1,411**

end-of-life batteries replaced with new lithium-ion batteries  
(3,022 in 2023/24)

Replacing end-of-life batteries with lithium-ion alternatives which enable the use of clean, renewable energy and reduce reliance on fossil fuel.

## Airtel Africa at a glance

# Connecting communities and accelerating progress

Africa is one of the fastest-growing regions in the world, both in terms of population and urbanisation. Across our 14 markets, a large and growing share of the population is under the age of 25. Yet, despite this demographic strength, the region still faces significant challenges, such as limited infrastructure and low levels of mobile and financial inclusion.

### Transforming lives

Our purpose is to transform the lives of millions of people living and working across Africa. We deliver this by providing connectivity which drives digital and financial inclusion and access to education. By offering affordable and accessible services, we empower individuals, businesses and communities, playing a crucial role in driving equality and fostering economic development.

166.1 million

total customers

73.4 million

data customers

44.6 million

Airtel Money customers



Footprint population: 662 million

(Source: UN world population prospectus 2024)

## Our services

We operate a vertically integrated telecommunications business, providing essential services in 14 vibrant sub-Saharan markets.



### Voice

Including pre- and post-paid wireless voice services, international roaming and fixed-line telephony services



### Data

Including 4G, 5G, home broadband, fibre and data centres



### Mobile money

Including digital wallet payment systems, microloans, merchant services, savings, insurance and international money transfers

## Our key markets

	2024/2025	2023/2024
<b>Nigeria</b>		
Population	229m	224m
GDP	\$188bn	\$375bn
Median age	18.1	17.9
Mobile customers*	165m	224m
Unique mobile penetration	50%	49%
Smartphone penetration	59%	59%
<b>Uganda</b>		
Population	50m	49m
GDP	\$56bn	\$52bn
Median age	16.9	16.7
Mobile customers	42m	37m
Mobile money users	32m	28m
Unique mobile penetration	45%	45%
Smartphone penetration	44%	40%
<b>DRC</b>		
Population	106m	102m
GDP	\$71bn	\$67bn
Median age	15.8	15.8
Mobile customers	64m	56m
Mobile money users	29m	22m
Unique mobile penetration	46%	45%
Smartphone penetration	41%	42%

	2024/2025	2023/2024
<b>Zambia</b>		
Population	21m	21m
GDP	\$26bn	\$28bn
Median age	17.9	17.7
Mobile customers	23m	21m
Mobile money users	12m	13m
Unique mobile penetration	58%	57%
Smartphone penetration	36%	36%
<b>Kenya</b>		
Population	56m	55m
GDP	\$121bn	\$109bn
Median age	20.0	19.8
Mobile customers	71m	67m
Mobile money users	42m	38m
Unique mobile penetration	68%	67%
Smartphone penetration	57%	49%
<b>Tanzania</b>		
Population	69m	67m
GDP	\$80bn	\$79bn
Median age	17.5	17.4
Mobile customers	87m	70m
Mobile money users	63m	53m
Unique mobile penetration	55%	54%
Smartphone penetration	34%	38%

\* Decline in 2025 mobile customers is partly contributed by NIN barring and partly due to data correction done by NCC in Glo and 9-mobile subscribers' reporting.

#### Data sources:

- Population and GDP: International Monetary Fund (IMF) and IMF World Economic Outlook (April 2025), respectively
- Median age: United Nations world population prospectus 2024
- Mobile customers and mobile money users: respective telecommunication regulatory authorities' published data
- Unique mobile and smartphone penetration: World Cellular Information Series (WCIS)

## Letter from the Board



“  
**Today, access to digital and financial services is not just an opportunity – it is a necessity, a gateway to everyday life in an increasingly connected world.**

”

**Annika Poutiainen**

Board member and Airtel Africa's sustainability champion

Digital infrastructure is not just about technology – it is about human connections, economic empowerment and resilience for the future. As Airtel Africa's sustainability champion, I am inspired by the impact the company's services have on communities across Africa. I am delighted to introduce the Sustainability Report 2025 and reflect on how Airtel Africa is transforming the lives of customers.

Today, access to digital and financial services is a necessity, a gateway to everyday life in an increasingly connected world. Yet, millions in developing markets remain excluded, deepening global inequality. Airtel Africa is addressing this through continuous investment in network infrastructure across its 14 sub-Saharan markets. As a result, in the past year alone, 13 million more people have gained access to reliable mobile and internet connectivity, enabling them to communicate, trade, bank and participate in the digital economy.

This investment, combined with Airtel Money services, boosts financial inclusion which, in turn, drives economic stability and independence. In remote areas – and particularly for women – it encourages entrepreneurship, savings and provides access to financial products, helping individuals, families and communities thrive. The fact that 44% of Airtel Money customers are women demonstrates Airtel Africa is making a sound contribution to bridging the digital gender divide in sub-Saharan Africa.

With adverse weather events increasing worldwide – and Africa facing a disproportionate risk – resilience is more important than ever. Airtel Africa's investment in robust, state-of-the-art infrastructure ensures that when crises occur, connectivity is a lifeline. Airtel Africa's network supports emergency response efforts, aid distribution and vital communication when it matters most. But resilience is also critical for everyday life. Customers depend on a secure and uninterrupted service and entrust the company with their personal and financial data. Airtel Africa takes the delivery of all its material topics very seriously – and resilience aligns with two of its highest priority material topics: data security and service quality.

Expanding Airtel Africa's network into remote areas presents a unique energy challenge, with many regions lacking reliable grid infrastructure. While this makes emissions reduction challenging, the company is deploying green energy solutions wherever practicable, improving efficiency and enhancing emissions monitoring across its footprint. Striking a balance between economic development and environmental stewardship is essential.

Of course, Airtel Africa's greatest asset is its people. I have witnessed its strong culture of inclusion, empowerment and continuous learning which are central to the company's sustainability ambitions. I'm a passionate advocate for women in business and I'm delighted that diversity and leadership development remain priorities, with programmes such as the global talent accelerator ensuring more women are ready to take senior roles in the telecoms sector.

Thinking of the next generation, I am particularly proud of the launch of the Airtel Africa Foundation which is positioned to operate as the philanthropic arm of the business moving forward and will oversee Airtel Africa's landmark \$57 million partnership with UNICEF. The Foundation will contribute to driving long-term socio-economic transformation on the continent, focusing on financial inclusion, education, environmental protection and digital inclusion.

Through continuous investments to drive digital and financial inclusion, resilient infrastructure and education, Airtel Africa is delivering on its promise to transform lives and confirming its commitment to the future of the continent. Africa's young, ambitious population is full of potential, and Airtel Africa is committed to unlocking it. It's a privilege to be part of this journey.

> [See more about the Airtel Africa Foundation \(p13\)](#)

## Board engagement and oversight in 2024/25

Our Board is committed to promoting the long-term, sustainable success of Airtel Africa while delivering value to all stakeholders. Among its core responsibilities are defining the company's business and sustainability strategies, setting risk management and ESG-related policies and monitoring progress against financial and sustainability targets – while remaining mindful of the interests of a broad and diverse stakeholder base.

In 2024/25, our non-executive directors visited several key markets – the Democratic Republic of the Congo, Gabon, Kenya, Madagascar, Republic of the Congo and Rwanda – to engage directly with employees and learn about operational challenges. These visits included tours of Airtel Africa shops and Airtel Money branches (AMBs) as well as distributors, agents and sites – the ecosystem through which we advance digital and financial inclusion. These engagements deepen the Board's understanding of local operations and foster a culture of trust and collaboration.

During the visits, Board members received updates on sustainability and corporate social responsibility initiatives, including programmes to connect schools to the internet, deliver disaster relief, support healthcare campaigns and other initiatives which are aligned with local needs and our broader sustainability commitments.

In September 2024, we launched the 'Employee connect' initiative enabling independent non-executive directors to engage virtually with employees on a regular basis. Through structured sessions and informal dialogue, employees share ideas, outline challenges and learn about the company's strategic direction.

These immersive engagements allow our Board to understand how our products and services are developed to meet real customer needs and how we're creating social and economic opportunities. Firsthand experiences offer valuable insight into rising data demand, customer service enhancements and our broader business model.

## Chief executive officer's Q&A



“  
**In a continent as dynamic and diverse as Africa, the needs are significant, but so is the potential. And it's our responsibility to ensure that as we grow, we're creating meaningful value for the people and communities we serve.**  
 ”

**Sunil Taldar**

Chief executive officer, Airtel Africa plc

With one of the youngest populations in the world and fast-growing demand for digital and financial services, Africa is entering a pivotal chapter in its development. Airtel Africa is uniquely placed to help shape this future – not only by providing critical infrastructure but by championing the aspirations of the continent's people.

Sunil Taldar, chief executive officer of Airtel Africa plc, reflects on the company's role in accelerating inclusive growth, building a customer-first culture, and delivering sustainable impact through our operations and the newly launched Airtel Africa Foundation.

**Q1.**

**Let's start with the big picture – what does 'transforming lives' mean to you personally?**

For me, 'transforming lives' goes beyond a strategic objective – it's the core of our purpose and the reason we exist as a business. In a continent as dynamic and diverse as Africa, the needs are significant, but so is the potential. And it's our responsibility to ensure that as we grow, we're creating meaningful value for the people and communities we serve.

Africa is home to one of the world's youngest populations, and that presents an immense opportunity – not just for business, but for societal progress. We know that the aspirations of Africa's youth are powerful. They want to learn, they want to build, they want to be part of the global digital economy. But in many areas, what holds people back isn't ambition – it's access. Access to reliable internet, to education, to digital tools and financial services.

This is the gap we're working to close. In 2024/25, we invested \$670m of capex (excluding licence renewals and spectrum acquisitions) to improve network capacity and quality, reinforce a future-ready network and protect our business from the global threat of cyber attacks. The investment in digital applications is also designed to enhance customer experience.

This year we rolled out 2,600 new sites and deployed 3,300 km of fibre. These investments enable rural schools to connect to the internet, small businesses to operate online and individuals to participate in the digital economy on their own terms.

We've also made progress on our environmental agenda, transitioning 500 sites from off-grid to on-grid energy and saving around 350,000 litres of fuel. This increased our operational efficiency while supporting sustainable, scalable growth.

Another example I'm particularly proud of is the partnership with UNICEF. Through this initiative, over 1.6 million students across 13 countries have been connected to digital learning platforms. For many, this is their first meaningful access to educational content online – and that opens up entirely new possibilities for their futures.

So, when we talk about transforming lives, we mean delivering infrastructure that empowers people, services that enable progress and partnerships that unlock opportunity – for communities, families and individuals.

## Q2. Customer experience is now at the heart of your strategy. Why does that matter so much?

Customer experience has always been important, but today it's the defining factor in how we differentiate and grow. In many of the markets where we operate, we're not just another service provider – we are often the primary gateway to digital inclusion. That makes the experience we offer both a commercial imperative and a moral obligation.

Our customers rely on us not just for voice and data, but for access to education, healthcare, financial services and business tools. With that, our services are essential and come with a high level of expectation. People want connectivity that is reliable, secure and easy to use.

We have competition in every one of our markets. But I believe it is how we treat our customers that truly sets us apart – how responsive we are, how easy it is to access our services, and how well we anticipate and meet evolving needs.

Upgrading from 2G to 4G is a good example. This transition is a pathway to participation: it means that a young entrepreneur can run a business from a phone or a student can stream a lesson without interruption. It's about enabling economic activity and social inclusion through better quality service.

Security is another critical area. We know that fraud and scams are a serious concern for customers, especially in rural and underserved areas. It's something I hear directly when I visit our markets. So, we're strengthening our data protection protocols, building customer awareness, and improving digital safety features across our platforms. People must feel confident and secure when they use our services – and we are committed to earning and maintaining that trust.

## Q3. Airtel Money has seen strong growth. What role does it play in transforming financial inclusion across Africa?

Airtel Money is a cornerstone of our ambition to drive financial inclusion. Large segments of the population across our markets remain unbanked or underbanked. Traditional financial infrastructure is limited or inaccessible – and Airtel Money is helping to close that gap.

The ability to store, transfer and manage money securely through a mobile device is genuinely transformative. It allows individuals to save money, to send school fees, to pay bills, and to transact with confidence – many for the first time. It also enables small businesses and micro-merchants to participate in the broader economy and opens up a pathway to more formal financial services.

We're seeing strong momentum in this space. In Zambia, for example, our Airtel Money customer base grew by more than 26% this year. And across our markets, customer numbers and transaction volume are both growing strongly. As smartphone adoption grows, we're expanding the range of digital use cases, from merchant payments to airtime lending, insurance, and beyond. Our B2B portal is now more robust and we've continued to enhance our compliance and governance, setting our Airtel Money business up for future evolution. These developments reflect the scale of the opportunity and the strength of the platform we've built.

But at its heart, this is about impact. Financial inclusion is a fundamental enabler of development. When people have access to mobile financial services, they have greater control over their lives. That is exactly the kind of transformation we're here to deliver.

## Q4. What's the role of the Airtel Africa Foundation – and how does it connect to your wider purpose?

The Airtel Africa Foundation is the company's philanthropic arm which builds on our purpose of transforming lives while delivering sustainable impact across our markets. It was launched in June 2024 to bring greater structure and scale to the work we were already doing. The Foundation is focused on four priorities – financial inclusion, education, environmental protection and digital empowerment. These areas are aligned with our sustainability strategy which underpins our business strategy, and are vital to sustainable development in Africa.

The Foundation will lead several flagship programmes, including our landmark \$57m partnership with UNICEF aimed at connecting schools to the internet across 13 countries and providing free access to online educational platforms. This partnership is enabling access to digital learning resources, teacher training and connectivity infrastructure – all at no cost to the schools or students. It's a powerful example of what can be achieved through collaboration.

The Foundation also strengthens Airtel Africa's internal culture. Our people take pride in knowing the work of the Foundation contributes to long-term social progress and that sense of purpose is a powerful motivator.

As we move forward, the Foundation will play an increasingly important role in helping deliver measurable impact for the societies we serve.

**Sunil Taldar**  
Chief executive officer

## Airtel Africa Foundation

# Empowering communities and transforming futures through sustainable impact

In June 2024, Airtel Africa established the Airtel Africa Foundation to scale its social impact. The Foundation is our dedicated philanthropic arm: it was created to formalise and expand Airtel Africa's commitment to transforming lives across its 14 markets in sub-Saharan Africa.

Chaired by former Airtel Africa CEO, Olusegun Ogunsanya, the Foundation has been set up to be a long-term driver of inclusive growth and social transformation. By focusing on strategic, scalable initiatives, the Foundation aligns its mission with Airtel Africa's sustainability strategy and the United Nations Sustainable Development Goals (UN SDGs).

### Focused on impact: four pillars of change

The Airtel Africa Foundation has set its sights on four objectives where it can deliver the greatest impact:

#### Increase financial literacy and access to digital financial services

By expanding internet access and promoting digital literacy, the Foundation aims to bridge the digital divide. It also supports initiatives that improve access to mobile financial services, helping underserved populations, especially women and small business owners, participate more fully in the economy.

#### Expand access to education

Education is central to the Foundation's vision of socio-economic empowerment. Through scholarships, partnerships and digital learning platforms, it seeks to equip future generations with the STEM<sup>1</sup> skills and opportunities, particularly among young women, to thrive in a digital world.

#### Promote sustainable environmental services

Climate change poses a growing threat across the continent. The Foundation is investing in community-based environmental programmes that foster sustainability – from protection of natural resources and renewable energy to climate education and resilience-building.

#### Enhance access to digital technologies

This is crucial for driving economic growth, improving education, healthcare and financial inclusion across underserved populations. Enhancing access to digital technologies also empowers individuals and businesses to participate in the global digital economy, reducing inequality and fostering innovation.

1. STEM is an umbrella term used to group together the distinct but related technical disciplines of science, technology, engineering and mathematics (STEM).

### Highlights in 2024/25

In its first nine months, the Airtel Africa Foundation has focused on empowering young people with the skills and support needed to thrive in a digital future.

In September 2024, the Foundation launched its first fellowship programme, an investment in the continent's next generation of technology leaders. It awarded four-year scholarships to support ten exceptional students – five men and five women – to pursue degrees in data science and artificial intelligence at the Indian Institute of Technology Madras in Zanzibar, Tanzania. With tuition and living expenses fully covered for up to \$500,000, these students represent the first cohort of what will become a growing network of African digital innovators equipped to shape the region's technological future.

Alongside this, the Foundation extended its support to grassroots technical education, funding the training of 25,000 young people through Nigeria's 'Three million technical talents' (3MTT) initiative. This government-led programme focuses on equipping youth with market-ready digital skills, opening doors to employment and entrepreneurship in one of Africa's most dynamic tech ecosystems.

Together, these early initiatives reflect the Foundation's commitment to unlocking potential – investing in the individuals and skills that will power Africa's digital transformation in the years ahead.



## Driving impact

# Airtel Africa is positively impacting Africa's future

At Airtel Africa, we believe that to transform lives we must continue to expand access to digital and financial services that empower people, build resilience and unlock economic opportunities across the continent.

Through our investments in digital connectivity, mobile money and education, we're helping to remove the barriers that prevent many people in Africa achieving their aspirations or reaching their full potential. And in doing so, we're enabling more people – especially young people, women and rural communities – to build better futures for themselves and their families.

We're focusing on four areas where we have the most meaningful and lasting impact:

**Contributing to inclusive economic growth**

**Bridging the digital divide**

**Driving financial inclusion**

**Supporting social development and environmental protection**

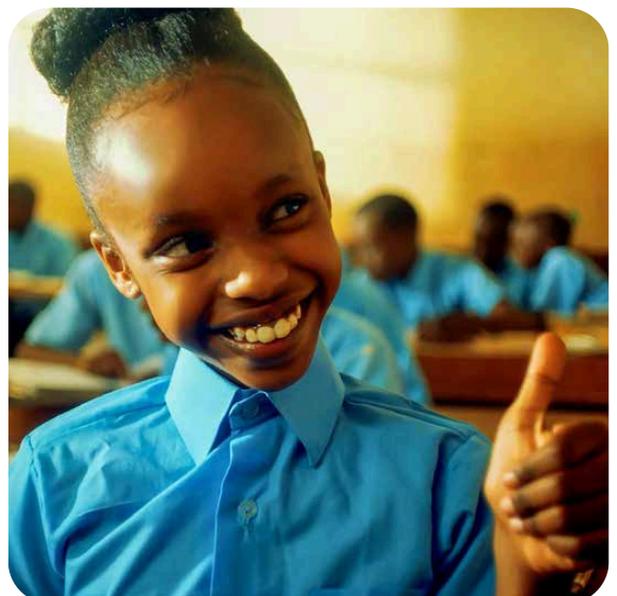
“

Connectivity, digitisation and financial inclusion are transforming lives across Africa – and our strategy reflects a deep, long-term commitment to creating meaningful, sustainable change.

”

**Sunil Taldar**

Chief executive officer, Airtel Africa plc



# Contributing to inclusive economic growth

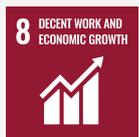
We believe that a connected society is a more resilient and prosperous one. Our investments in infrastructure, engagement with local supply chains and digital business ecosystems are creating opportunities for employment, entrepreneurship and innovation at every level.

In 2024/25, our total capex investment of \$670m enabled us to focus on strengthening service quality, reliability and reach. From the rollout of 5G and fibre to upgrading tower sites in the DRC, Kenya and Uganda, we're laying the groundwork for a truly inclusive digital economy.

This year, we supported approximately 1.7 million Airtel Money agents serving their communities. Our presence contributes to national economies, particularly in rural and hard-to-reach areas, where digital infrastructure is helping to reduce inequality and increase resilience.

We also contributed approximately \$1.7bn in tax revenues to support public services and economic recovery across our 14 markets. These fiscal contributions help governments deliver healthcare, education and local infrastructure – extending our impact far beyond telecommunications.

According to GSMA's Mobile Economy Report, mobile technologies contributed 7% of GDP in sub-Saharan Africa in 2023. Airtel Africa is proud to be helping power this transformation.



**SDG 8: Decent work and economic growth**



**SDG 9: Industry, innovation and infrastructure**

## Capex Investments

Annual capex investments

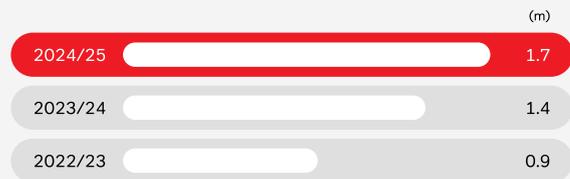
Aligned with: UN SDG8 Decent work and economic growth and UN SDG9 Industry, innovation and infrastructure



## Employment impact

Number of Airtel Money agents in our distribution ecosystem

Aligned with: UN SDG8 Decent work and economic growth



## Direct and indirect contribution

Total direct and indirect contribution (including taxes) by the Group in 14 markets

Aligned with: UN SDG8 Decent work and economic growth



# Bridging the digital divide

Many of the countries where we operate are among the world's least connected to mobile technology. With rapid population growth, millions of people across Africa still lack access to the digital tools. Bridging the digital divide means more than expanding coverage – it means addressing affordability and digital literacy so that everyone has the chance to participate.

We're also tackling affordability. Through handset financing schemes and tailored data bundles, we're making it easier for low-income users to get connected and stay connected. This focus is having a positive impact with data customer penetration up to 44.2% and smartphone penetration reaching 44.8% in 2024/25, both continuing an ongoing upward trend. For each of these impact metrics, every percentage point represents thousands of people gaining access to education, healthcare, information and community.

Our digital literacy campaigns are also helping close the gender gap in internet access. More women and girls are learning to use digital tools safely and confidently – enabling greater independence, economic participation and connection ensuring no one is left behind.



**SDG 9: Industry, innovation and infrastructure**



**SDG 10: Reduced inequalities**

## Network coverage

Percentage of population covered  
Aligned with: UN SDG9 Industry, innovation and infrastructure

### 2G/3G



### 4G



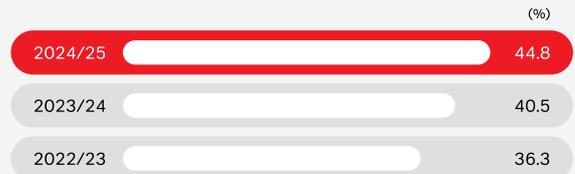
## Data customer penetration

Percentage of customers using data services  
Aligned with: UN SDG9 Industry, innovation and infrastructure



## Smartphone penetration

Percentage of customers using smartphones  
Aligned with: UN SDG10 Reduced inequalities



> [See our progress update on digital inclusion \(p57\)](#)

# Driving financial inclusion for all

Financial inclusion gives people agency, dignity and control. It provides them with the tools to invest in their future and support their communities. It's a core part of our strategy, and one of the most powerful tools we have for driving equitable development across Africa.

Across our markets, millions of people still lack access to formal banking services. Airtel Money is changing that. It provides a safe, affordable and accessible entry point to the financial system for everyone, including farmers, informal workers, women-led enterprises and small traders.

In 2024/25, we served 44.6 million Airtel Money customers – offering secure transactions, savings, credit and insurance services. Over the year, we processed more than 17 billion transactions, amounting to \$136bn in value. Our growing customer base demonstrates how quickly trust and adoption can flourish when services are developed around people's real needs.

We are particularly proud of the role Airtel Money plays in gender inclusion. In 2024/25, 44.2% of Airtel Money customers were women.



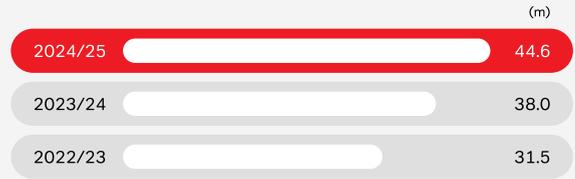
**SDG 5: Gender equality**



**SDG 10: Reduced inequalities**

## Airtel Money customers

Total number of registered and active users  
Aligned with: UN SDG10 Reduced inequalities



## Mobile money transactions

Transaction value in Airtel Money ecosystem  
Aligned with: UN SDG10 Reduced inequalities



## Airtel Money women customers

Percentage of Airtel Money women customers  
Aligned with: UN SDG10 Reduced inequalities



> [See our progress update on financial inclusion \(p60\)](#)

# Supporting social development and environmental protection

Through the Airtel Africa Foundation, we're building human capital and expanding access to digital education for young people. The landmark five-year \$57m partnership with UNICEF continues to connect schools and deliver digital literacy programmes across 13 markets. In 2024/25, 2,176 schools were connected to the internet, offering free data access and enabling thousands of students to participate in online learning.

Gender equity is also central to our social agenda. While the percentage of women in our workforce is growing and stands at 29.2% across the Group, and 28.5% of our OpCo Executive Committee (ExCo) roles are held by women, driving this forward is a key imperative for us. Programmes such as the global talent accelerator and the mobility programme help to build a more diverse and inclusive leadership pipeline, while cross-market assignments foster shared learning and professional growth.

As confirmed by GSMA's mobile for development platform, collaboration is key to long-term impact. That's why we work alongside governments, NGOs and private partners to deliver solutions that are scalable, sustainable and inclusive.

Our commitment to improved environmental performance is closely linked to our mission to connect and support communities. As we scale our operations across markets, we're determined to limit our impact on the environment.

We're candid about balancing our ambitious digital inclusion goals with the long-term environmental targets which require careful management. That's why we're deploying renewable energy solutions wherever feasible. In 2024/25, we continued to invest in solar-powered and hybrid network sites, intelligent cooling systems and moving off-grid sites to on-grid/hybrid energy solutions which reduce the costs of running these sites while minimising our impact on the environment.

We're also taking action on e-waste management and circularity. In 2024/25, we recycled 93% of our total wasted generated across our operations, promoting responsible consumption in line with UN SDG 12.

## Schools connected to the internet

Total number of schools with free internet access  
Aligned with: UN SDG4 Quality education and UN SDG9 Industry, innovation and infrastructure



## Gender balance

Percentage of women across the Group  
Aligned with: UN SDG5 Gender equality and UN SDG8 Decent work and economic growth



## Waste management

Percentage of total generated waste recycled  
Aligned with: UN SDG12 Responsible consumption and production



## Investment in solar and hybrid sites

Number of sites migrated from off-grid to on-grid/hybrid  
Aligned with: UN SDG12 Responsible consumption and production



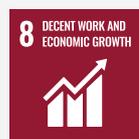
- » [See more about commitments to our people \(p48\)](#)
- » [See more about our environmental pillar \(p67\)](#)



SDG 4: Quality education



SDG 5: Gender equality



SDG 8: Decent work and economic growth



SDG 9: Industry, innovation and infrastructure



SDG 12: Responsible consumption and production

## Improving our sustainability profile with sustainability-linked loans

In 2024/25, we signed a sustainability-linked loan (SLL) with the International Finance Corporation (IFC) in two of our OpCos (the DRC and Rwanda) for a total of \$135m. The structure of the loan includes target interest margin incentives on the achievement of specific social KPIs related to digital inclusion, financial inclusion and gender balance. These KPIs are aligned with our long-term sustainability strategy which underpins our business strategy focused on developing the infrastructure and services that will drive digital and financial inclusion for people across Africa.

This loan is in addition to our agreement with Citibank, signed in 2022, for a sustainability-linked loan which included targets related to digital inclusion and gender balance which span several Group subsidiaries.

## Partnerships and collaborations

Aligned to the ethos of the UN Sustainable Development Goals (UN SDGs), we recognise that real impact comes through collaboration and partnership, with organisations working in unison to achieve the same goal.

We collaborate with governments, regulators, fintech providers, technology partners and local businesses to enhance connectivity, financial inclusion and sustainable development.

We work with more than 2,600 partners and suppliers across Africa, including mobile brands, IT companies and telecoms infrastructure providers – with the top 100 vendors and suppliers accounting for 87.2% of our procurement spend.

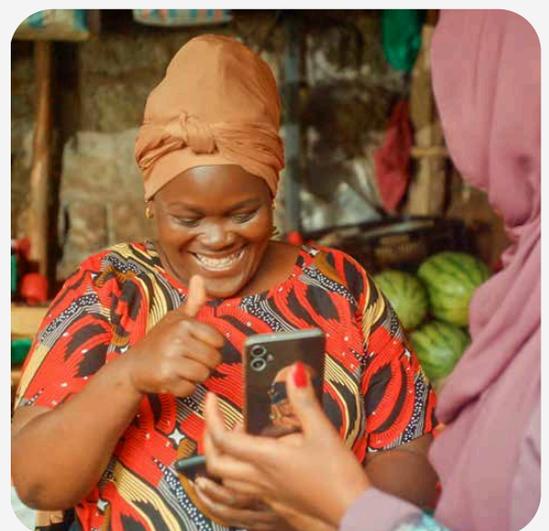
Airtel Africa has been a signatory of the UN Global Compact (UNGC) since April 2021 and we are committed to upholding its values and principles and using our participation as an opportunity to learn from other organisations. Similarly, we participate fully in our trade body, GSMA, to collaborate, share and learn from industry peers.

**Transforming lives** in action

# Transforming lives of individuals, families, communities and nations through mobile technology

At Airtel Africa, we're proud to work with 1.7 million Airtel Money agents who help to power progress across 14 countries. Through our unique and growing network of retail touchpoints – now more than 390,000 customer-activating outlets – and a digitalised approach, we bring mobile technology and financial services closer to underserved communities every day.

Meet two of our agents – one in Nigeria and one in Uganda – who, on a daily basis, witness how access to mobile data and financial services can genuinely transform the lives of customers. Their stories reflect how our investments in network expansion, distribution channels and local entrepreneurship are creating tangible impact, supporting a more inclusive and prosperous future for all.



**Transforming lives in action**

# Unlocking opportunity in Nigeria



## Digital inclusion through everyday connections

In Nigeria, as across all our markets, connectivity is a gateway to education, enterprise and inclusion. With the expansion of our 4G and 5G coverage and the growth of smartphone accessibility, more people than ever are using mobile data to learn, work and thrive.

One of those helping to power this transformation is **Gbolahan Salaudeen**, a 21-year-old Airtel agent based in Lagos. Since becoming an agent two years ago, Gbolahan has become a vital part of his community not just connecting people but helping them to unlock new possibilities. He serves a wide range of customers – traders, delivery workers, small business owners and even hotels – all relying on mobile internet for daily life. He’s seen how better connectivity has changed behaviours and opportunities.

“Before 4G and 5G, people didn’t really use the internet – 3G was slow and smartphones were expensive. Now, things are faster, easier and people are learning how to use digital tools.”

He sees how women in the community are using mobile internet to grow businesses and access new markets. One woman, who purchased a 4G device to support her hair business, now imports products and sells to customers across the city.

Gbolahan often helps customers configure their phones and learn how to use features like e-SIM or MyAirtel app. In doing so, he’s become a trusted figure in the community.

“My shop is where people come to solve real problems. From students trying to get online, to business owners running ads or tracking deliveries, I help them get connected. That’s what makes me proud”, Gbolahan says.

“Before, I was just doing my thing. Now people stop me on the street to ask for help with their internet. It’s a privilege.”

**Gbolahan Salaudeen**  
Airtel agent, Lagos, Nigeria



### Our impact in Nigeria

**53.3 million**

total customers  
(+4.7% vs 2023/24)

**29.1 million**

data customers  
(+6.3% vs 2023/24)

**49.6%**

smartphone penetration  
(+4.7% vs 2023/24)


**Transforming lives in action**
**Our impact in Uganda**

## 10.5 million

Airtel Money customers  
(+9.3% vs 2023/24)

## 334,000

Airtel Money agents  
(+37.9% vs 2023/24)

## 47.6%

Airtel Money women customers

# Driving financial inclusion in Uganda

Airtel Money provides safe, practical access to financial services – helping people manage money, avoid carrying cash and to run their businesses.

In Uganda, **Moreen Ampeire**, an Airtel Money agent in a rural trading centre, launched her business after spotting a gap in her community. She now serves farmers, traders and local businesses. One law firm she supports avoided a robbery after switching from carrying cash to using Airtel Money – Moreen deposits their funds securely each day.

“Before, when people needed items, they travelled to the city with cash.

Now they come to me – I make their deposits and transfers, and their goods are delivered. It's safer and faster”, Moreen says.

She's trained other women to become agents and start their own businesses. Today, she operates multiple outlets and participates in savings groups allowing her to better support her children.

“I used to have nothing. Now I've opened two more outlets. I've become a businesswoman.”

Her customers use Airtel Money to pay school fees, utilities and even repay online loans.



## “

People used to travel miles just to send money or pay a bill. Now, they do it in seconds.

## ”

**Moreen Ampeire**  
Airtel Money agent, Gayaza, Uganda

**Our strategic approach  
to sustainability**

# Connecting Africa and transforming lives

Our mission to transform lives drives our commitment to bridging the digital divide, expanding financial inclusion, supporting education, fostering a diverse and inclusive workforce and reducing our environmental impact.

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Sustainability KPIs	26
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## Sustainability strategy overview



# Our sustainability strategy

Since the launch of our sustainability strategy in 2021, we've remained focused on delivering meaningful and lasting impact. Our strategy is built around four pillars – ‘Our business’, ‘Our people’, ‘Our community’ and ‘Our environment’ – each supported by clear goals, targets and commitments that guide our actions.

This structured approach underpins and contributes to Airtel Africa's refreshed business strategy with exceptional focus on great customer experience. It enhances service quality, strengthens data security and improves supply chain management, ensuring we operate responsibly and ethically. We are committed to building an inclusive workplace, upholding ethical labour practices and prioritising employee health and safety.

Through our network expansion, we're empowering communities by driving digital and financial inclusion and increasing access to quality education. At the same time, we're actively working to limit our environmental impact and improve environmental stewardship to support a more sustainable future.

➤ See Our Strategy section in our [Annual Report and Accounts 2025](#)

## Alignment with the UN SDGs

We contribute to six of the United Nations Sustainable Development Goals (UN SDGs), addressing challenges such as gender equality, economic growth, industry, innovation and responsible consumption.

Our commitment is also reinforced through our alignment with the UN Global Compact's (UNGC) Ten Principles, which guide us in embedding human rights, labour standards, environmental responsibility and anti-corruption measures into our business practices.



**SDG 4: Quality education** – Through the provision of free internet access and supporting digital learning in schools, we're helping children build the literacy and digital skills they need to succeed. Our targeted support ensures that all students can access high quality educational resources.



**SDG 5: Gender equality** – Expanding our network into rural and underserved areas empowers more women to connect, learn and access financial tools that support independence and family security. Within our own business, we are committed to creating a fair and inclusive culture where everyone – regardless of gender – can develop their careers and achieve their full potential.



**SDG 8: Decent work and economic growth** – Our mobile and financial services drive entrepreneurship and enable informal and small businesses to flourish. Across our operations, we prioritise local hiring and skills development, offering meaningful employment opportunities and supporting economic progress in the communities we serve.



**SDG 9: Industry, innovation and infrastructure** – Our expanding infrastructure – including resilient mobile networks, fibre and fintech platforms – supports inclusive access to digital services allowing customers to communicate, learn, trade and access financial services. Combined with strong data security and service reliability, we're building the digital foundations for long-term socio-economic resilience.



**SDG 10: Reduced inequalities** – We aim for our services to be inclusive, affordable and widely accessible – ensuring that everyone within our coverage footprint, regardless of income, gender, age or ability, can benefit from the digital economy and participate fully in society.



**SDG 12: Responsible consumption and production** – We are committed to operating responsibly by reducing energy use, improving efficiency and managing electronic waste. Through investments in renewable energy and emissions monitoring, we're working to minimise our environmental impact as we grow.

## Our sustainability strategy



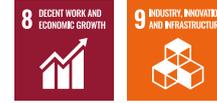
### Our business

We're building Africa's digital future. By delivering secure, high-quality and resilient telecoms and financial services, we're helping unlock economic opportunity, strengthen social infrastructure and support inclusive development across the continent.

#### Goals

- > [Data security \(p38\)](#)
- > [Service quality \(p41\)](#)
- > [Supply chain management \(p44\)](#)

#### SDG alignment



- > We describe progress of this pillar in 'Our business' (p37)



### Our people

Our people are the driving force behind our success, and we're building a workforce ready to shape Africa's digital future. We are committed to a diverse, inclusive and safe working environment that supports continuous learning and leadership development, especially for women.

#### Commitments

- > [Diversity and inclusion \(p50\)](#)
- > [Training and development \(p52\)](#)
- > [Healthy and safe work environment \(p54\)](#)
- > [Employee engagement \(p55\)](#)

#### SDG alignment



- > We describe progress of this pillar in 'Our people' (p48)



### Our community

We're closing the connectivity gap and creating real impact where it's needed most. By expanding access to mobile money, digital tools and education, we empower individuals and communities to participate fully in the digital economy while building resilience and taking control of their futures.

#### Goals

- > [Digital inclusion \(p57\)](#)
- > [Financial inclusion \(p60\)](#)
- > [Access to education \(p64\)](#)

#### SDG alignment



- > We describe progress of this pillar in 'Our community' (p56)



### Our environment

We recognise our responsibility to minimise environmental impact as we grow. Through our ambition to reduce emissions while adopting clean energy and improving circular economy practices, we ensure that our operations contribute to a more sustainable and climate-resilient Africa.

#### Goals

- > [Reduction of greenhouse gas \(GHG\) emissions \(p68\)](#)
- > [Environmental stewardship \(p72\)](#)

#### SDG alignment



- > We describe progress of this pillar in 'Our environment' (p67)

## Sustainability KPIs

We established our sustainability goals and targets **to manage our material risks and opportunities, to minimise our environmental impact and to maximise the positive change we create** for individuals, families and communities

Managing and measuring our performance is critical to ensuring that our efforts drive genuine, lasting impact and contribute to a more sustainable and inclusive future.



### Sustainability KPIs

Scope 1 and 2 emissions

134,021

tCO<sub>2</sub>e

(128,503 in 2023/24)

Total energy consumption

448,050,273

kWh (434,373,723\* in 2023/24)

Population covered by mobile network

81.2%

(80.4% in 2023/24)

Gender balance

29.2%

(28.3% in 2023/24)

\* During the year, the methodology for calculating our energy consumption was revised.

> For more information about operational and financial KPIs, see our [Annual Report and Accounts 2025](#)

“

We take our sustainability responsibility very seriously; it underpins our entire business. By embedding ESG principles across our operations, we’re delivering measurable impact and driving meaningful change in the communities we serve.

”

**Oladimeji Olaniyan**  
Head of sustainability

## Identifying and managing our material topics

We are committed to transparent and comprehensive ESG reporting, ensuring that **our approach reflects both our business priorities and broader sustainability responsibilities.**

Understanding our material topics is fundamental to shaping our sustainability strategy, managing risks and identifying opportunities to create positive impact.

### Advancing our materiality approach

In 2023/2024, given the evolving regulatory landscape and increasing expectations, we conducted a more in-depth, impact-based materiality assessment to ensure that our sustainability strategy remains relevant, forward-looking and aligned with best practices.

### Double materiality: a holistic perspective

Unlike traditional materiality assessments, a double materiality approach examines both:

1. Our impact on the environment and society – assessing how our operations influence external sustainability factors.
2. The impact of environmental and social issues on our financial and operational performance – ensuring we proactively manage ESG risks and opportunities that could affect our long-term business resilience.

This approach allows us to provide a more balanced and transparent account of our sustainability performance, demonstrating both our accountability and our strategic foresight.

### Stakeholder engagement

Before we engaged stakeholders, we identified a range of potential material topics for inclusion in our stakeholder consultation, which included those from our previous materiality assessment and those relating to industry standards. We provided representatives from all our stakeholder groups – customers, employees, communities, partners and suppliers, governments and regulators, shareholders, media and NGOs with whom we work – with the opportunity to share their views. The outcome of the double materiality assessment has helped us to identify our highest priority material topics which align with our business strategy and inform the implementation of our sustainability programmes based on impact in the near term.

- See our [Annual Report and Accounts 2025](#) for more on engagement with stakeholders

## New focus on our priority material topics

The insights from this assessment informed the creation of our new double materiality matrix, which was approved by the Sustainability Committee. These findings have informed our sustainability-related activities in 2024/25, reinforcing our commitment to sustainable growth, risk resilience and long-term value creation.

### Top three impacts

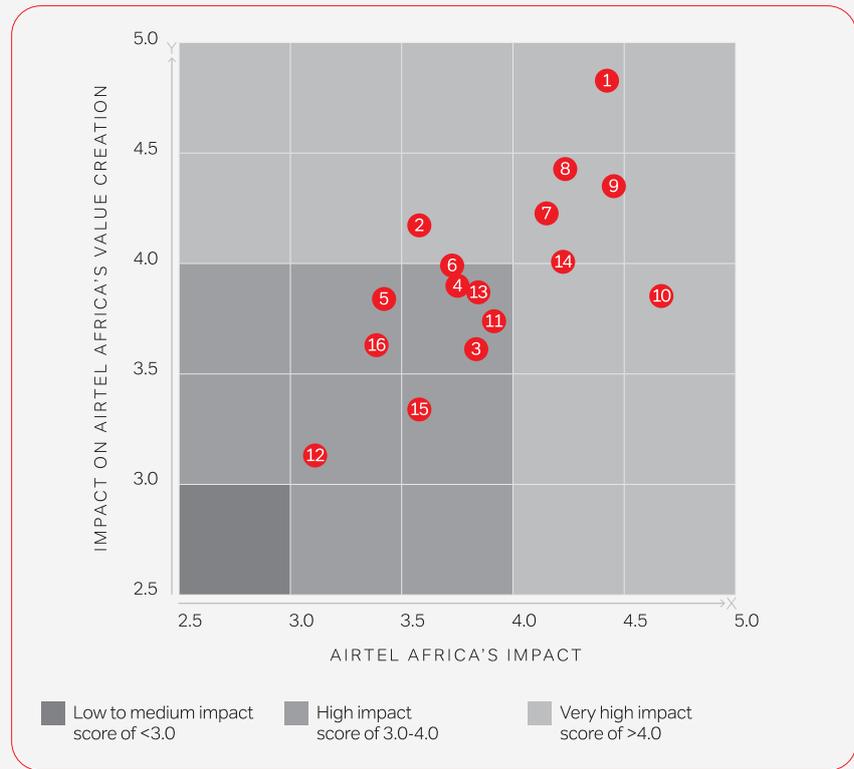
#### For business and financial value creation

- Data security
- Financial inclusion
- Service quality

#### For society and the environment

- Responsible supply chain management
- Service quality
- Data security

## Our double materiality matrix



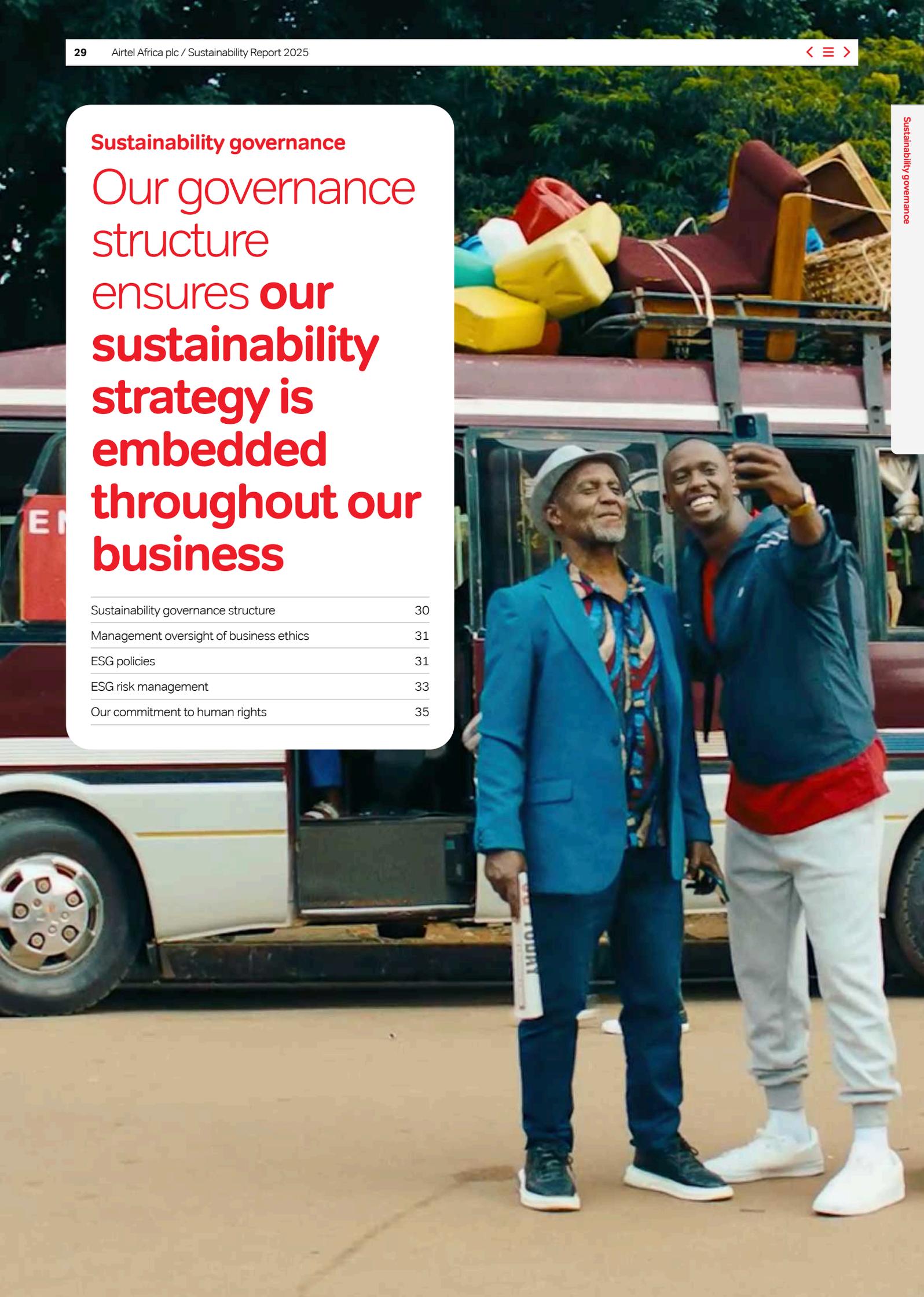
- |  |                                 |
|--|---------------------------------|
| 1. Data security                               | 9. Service quality              |
| 2. Corporate governance                        | 10. Supply chain management     |
| 3. Diversity and inclusion                     | 11. Impact on local communities |
| 4. Ethical business practices and human rights | 12. Biodiversity                |
| 5. Ethical labour management                   | 13. Health and safety           |
| 6. Education and digital literacy              | 14. Technological innovation    |
| 7. Digital inclusion                           | 15. Water and waste management  |
| 8. Financial inclusion                         | 16. Climate change              |

> [See Sustainability strategy for progress on our high priority material topics \(p36\)](#)

### Sustainability governance

Our governance structure ensures **our sustainability strategy is embedded throughout our business**

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Our commitment to human rights	35

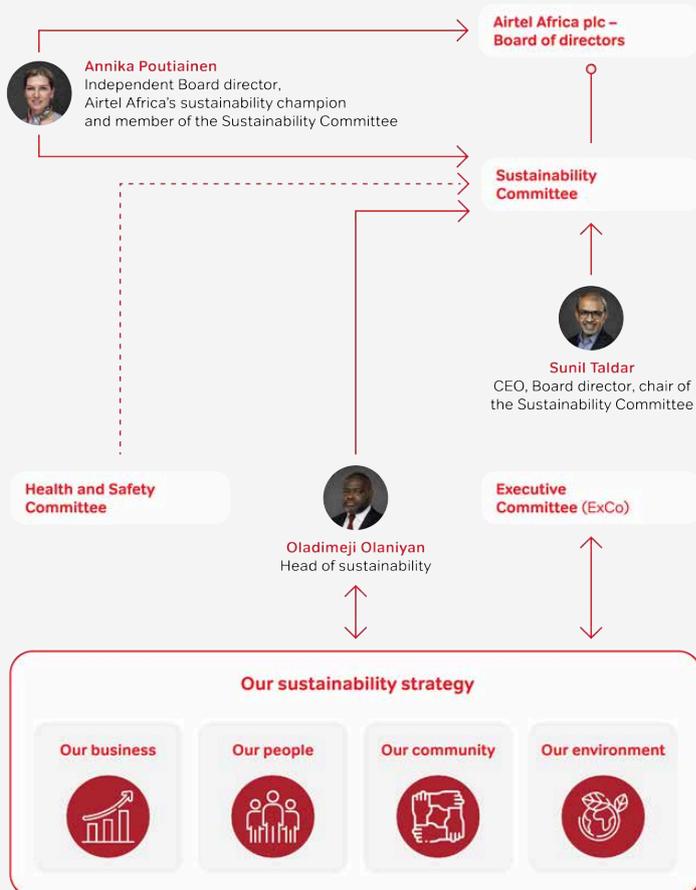


## Sustainability governance structure

A strong governance framework integrates our sustainability strategy into every aspect of our business, ensuring its long-term success and accountability

### Sustainability governance structure

Robust sustainability governance is vital for the business. It guarantees that the sustainability strategy is integral to our corporate strategy while providing oversight of the processes that deeply embed responsibility into all facets of our operations. It also helps to identify, monitor and mitigate ESG-related risks across our operations.



### The Board of directors

Our Board of directors has ultimate oversight of our sustainability strategy, its implementation across the business and the integration of related metrics into remuneration. The Board is updated on progress on a quarterly basis and approves actions as appropriate. The Board is also responsible for how we're managing climate-related risks and opportunities (CROs). It maintains this oversight through two of its committees: the Sustainability Committee which oversees the implementation of our sustainability strategy and the Audit and Risk Committee which oversees the management of our risks, including how we assess and mitigate CROs.

### Sustainability Committee

The committee is responsible for the overall delivery of our sustainability strategy, overseeing diversity and inclusion, employee and community engagement and environmental performance. It monitors our corporate culture supporting the Group's purpose and values. It reports to the Board. The Sustainability Committee also oversees the work of the Health and Safety Committee.

The committee is chaired by the CEO. Our CFO is a member and members of our Executive Committee (ExCo) attend regularly. It meets every two months.

### Executive Committee (ExCo)

ExCo is responsible for the implementation of our sustainability programmes and initiatives at the Group level. The ExCo is also in charge of implementing the strategy in our 14 markets and managing the workstreams which are tasked with the delivery of our targets.

### Head of sustainability

Our head of sustainability reports to the CEO and is responsible for integrating and embedding the sustainability strategy across our operations. This includes coordination of workstreams across functions and markets, collection and analysis of data and the overall delivery of our sustainability reports.

> See more about the Board of directors and Committees in our [Annual Report and Accounts 2025](#)

## Management oversight of business ethics

**Upholding business ethics is critically important.** This is led by our chief compliance officer, who is responsible for ethics and embedding a culture of compliance, with the full oversight of the Board and the Audit and Risk Committee.

We conduct ethical risk assessments – including anti-bribery risk assessments – across our entire operations. Our disciplinary and consequence management policy ensures adequate measures are used to address any violation of the Group's Code of Conduct or Code of Business Ethics for partners and suppliers.

We have an independently managed whistleblowing process which provides employees, suppliers and partners with a channel to anonymously report any violation of the Group's policies or requirements. This allows the company to investigate and take corrective actions. The Audit and Risk Committee receives quarterly reports of all complaints received and investigated through this whistleblowing channel.

## ESG policies

Our ESG policies are developed to **support the efficient management of our priority material topics**, ensuring that we address our most significant environmental, social and governance risks and opportunities relevant to our operations.

Our Sustainability Committee and the Board of directors are responsible for overseeing the development, review and implementation of these policies. We conduct regular assessments to ensure our approach remains aligned with evolving regulatory requirements, industry best practices and the expectations of our stakeholders. This governance framework allows us to integrate ESG considerations into decision-making and risk management processes across the organisation.

To drive continuous improvement, we've established structured monitoring and reporting mechanisms that track our performance against our sustainability goals and targets. This ensures that we maintain transparency, accountability and measurable progress in our ESG commitments. Additionally, we review our policies periodically to enhance their effectiveness and adaptability in an evolving operating environment. We've included details of the relevant policies that underpin our approach in each section of our progress updates later in this report.

- > For more information about our ESG-related policies, visit [www.airtel.africa](http://www.airtel.africa). These policies are also available for our employees to access on our internal portal.
- > For more information about Code of Conduct, visit [www.airtel.africa](http://www.airtel.africa)

Policy and scope	Critical areas of focus	Responsibility
<b>Anti-bribery and corruption policy</b>		
Ensuring the company operates to the highest ethical standards and is legally compliant	Our zero tolerance approach to all forms of bribery, payment to government officials and political donations, and our policy for dealing with gifts, meals and entertainment, third parties and charitable donations.	Chief compliance officer
<b>Code of Business Ethics for partners and suppliers</b>		
The standards we require of our partners and suppliers to maintain a productive, ethical and responsible partnership	Legislation, ethical conduct, anti-corruption and bribery, intellectual property, fair business practice, labour and human rights, prohibition of child and forced labour, discrimination, health and safety, electromagnetic field (EMF) safety, fair remuneration, living and working conditions, working hours, freedom of association, responsible sourcing, environmental responsibility, data privacy and information security, tax evasion, and sanctions and trade control.	Chief supply chain officer
<b>Community grievance mechanism</b>		
The processes to capture, assess and respond to any community concerns arising from our operations	Managing complaints and grievances, enhancing conflict resolution, transparency and accountability, and emerging environmental and social grievances in project areas.	Head, corporate communications and CSR
<b>Data protection and privacy policy statement</b>		
Ethical and legal aspects of how personal data is handled and privacy rights of data subjects	Customer privacy, including losses of customer data and breaches of customer privacy, compliance with existing laws, regulations and/or other voluntary standards regarding the protection of customer privacy.	Chief compliance officer
<b>Environmental policy</b>		
Our commitments to environmental protection and to minimising any negative environmental impact	Network, supply chain, reduction of GHG emissions, environmental stewardship, protection of natural resources and prevention of biodiversity loss.	Head of sustainability
<b>Human rights policy</b>		
Our commitment to observing, protecting and promoting human rights	Discrimination and harassment prevention, inclusivity, workplace safety, freedom of association, freedom of expression, fair and equitable compensation, forced labour prohibition and opposition to the exploitation of children.	Chief compliance officer
<b>Responsible marketing policy</b>		
Ensuring our marketing, communications and advertising are not misleading	Compliance with laws and regulations, transparency, approval processes, respect for stakeholders, non-discrimination and ethical attitudes.	Chief marketing and sales officer
<b>Modern slavery policy statement</b>		
Upholding human rights and denouncing slavery, child labour, forced labour, inhuman treatment or dangerous or inhumane working conditions	Human rights, ethical business practices, ethical labour management, responsible supply chain management, zero tolerance to modern slavery, human trafficking, forced labour and child labour.	Chief compliance officer
<b>Occupational health and safety policy statement</b>		
How we manage and optimise occupational health and safety in our business to prevent personal injury or any loss of human life	Occupational health and safety management system, hazard identification, risk assessment, incident investigation, access to healthcare and prevention of injury.	Chief human resources officer
<b>Stakeholder engagement policy</b>		
Ensuring we understand stakeholder views and expectations	Community development plans and goals, partnerships, environmental and social impact, and anti-discrimination.	Group company secretary
<b>Whistleblowing policy</b>		
Upholding high standards of transparency and integrity	Workplace and sexual harassment, health and safety concerns, unethical business practice and conflict of interest.	Chief compliance officer

## ESG risk management

At Airtel Africa, we have structured ESG risk identification and management processes in place. **ESG risks are integrated into our corporate decision-making.**

### Our ESG risk assessment process

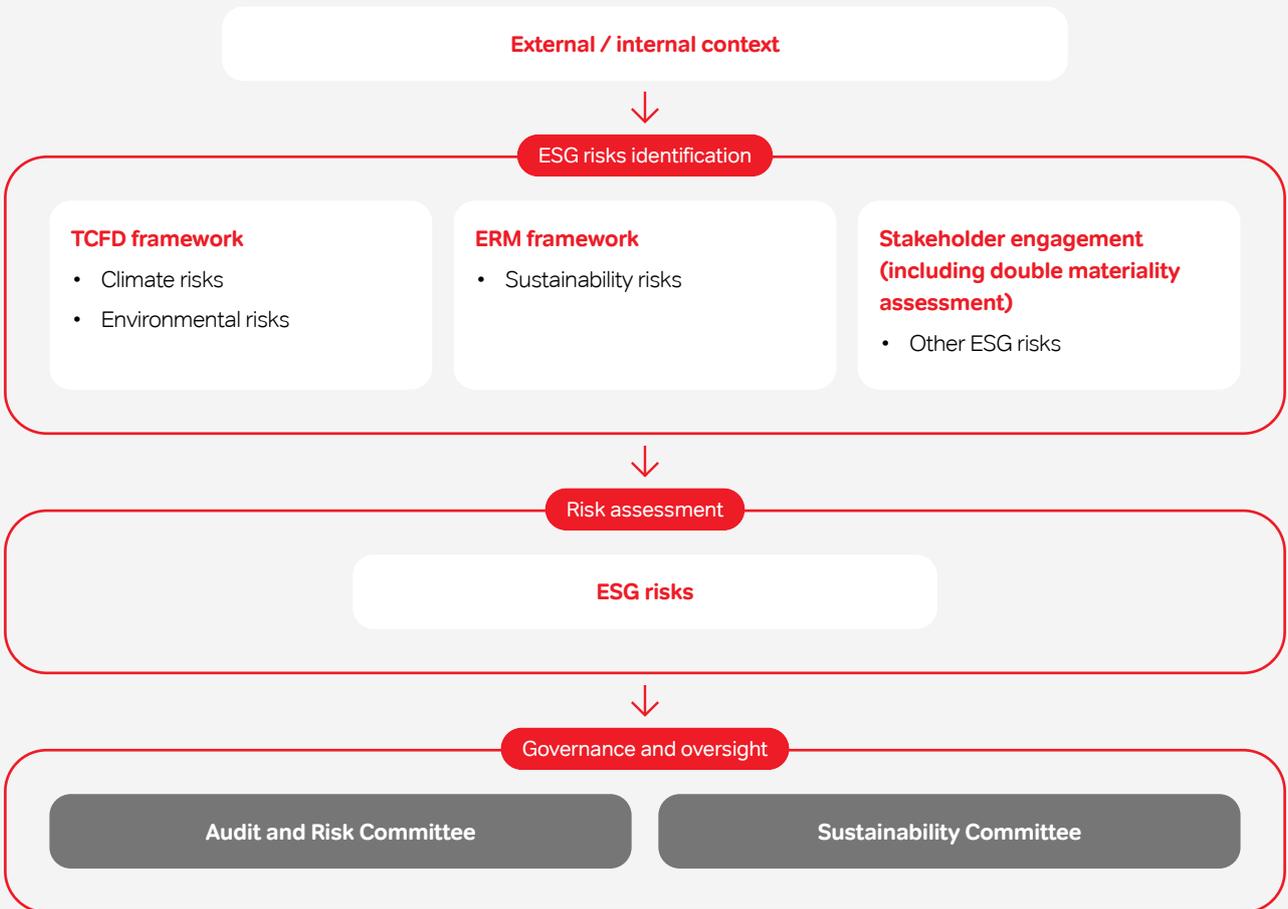
Our process for ESG risk identification and assessment aligns with the Group’s enterprise risk management (ERM) framework, which is uniformly applied across all our operating subsidiaries. The Board holds overall responsibility for managing ESG risks and maintains oversight through two of its committees: the Audit and Risk Committee (ARC) and the Sustainability Committee. The ARC oversees our risk management processes, including the assessment and mitigation of ESG risks, while the Sustainability Committee is responsible for implementing our sustainability strategy and various programmes and initiatives aimed at mitigating identified ESG risks.

Environmental and climate-related risk identification and assessments are conducted using the Task Force on Climate-related Financial Disclosures (TCFD) framework. To ensure our ESG risk identification and assessments align with stakeholder expectations, we regularly conduct materiality assessments to evaluate ESG risks deemed material by our stakeholder groups.

The integration of risks identified through our internal risk assessment and those surfaced through external stakeholder engagement ensures our ESG risk management process is robust. This, in turn, provides valuable input that shapes our overall sustainability strategy and approach.

➤ See more about Task Force on Climate-Related Financial Disclosures (TCFD) in our [Annual Report and Accounts 2025](#)

### ESG risks identification and assessment process



## Our transition and physical risks

Category	Risk type	Nature of impact
<b>Transition risks</b>	Customer pressure	Change in customer expectations regarding the Group's climate action leading to a decrease in sales negatively affecting revenues.
	New regulations	Introduction of carbon taxes in the Group's operating markets adversely impacting profitability.
	New regulations	Lack of a credible action on climate change could result in increased stakeholder advocacy negatively impacting our operations, and in turn revenues.
	New regulations	Increase in energy prices for use in logistics, own sites and leased assets in the event carbon taxes are imposed leading to an increase in cost.
	Shareholder/stakeholder advocacy	Increasing requirements for mandatory disclosures of climate performance and climate risks with possible inaction leading to negative sentiments from customers, suppliers and lenders leading to decreased revenues and/or increased cost.
	Reputation	Damage to brand reputation arising from a perceived lack of action on climate initiatives.
<b>Physical risks</b>	Flooding	Increase in frequency and severity of flooding attributed to rising sea level and/or increases in rainfall could damage our infrastructure, such as data centres, office buildings and tower sites.
	Extreme weather events	Increase in frequency and severity of extreme weather events, such as tropical storms, cyclones and typhoons, could result in damage to our infrastructure.
	Heat	Increase in in temperatures and the duration of high temperatures may result in increased cooling requirements for data centres and, consequently, increased operating costs in some of our markets.
	Business disruptions	Loss of revenue and productivity due to business disruptions attributed to climate-related physical events, such as cyclones, coastal and river flooding.

Category	Risk type	Nature of impact
<b>Opportunities</b>	Enhanced market valuation	Improved ESG performance will have a positive effect on share price performance and investor perception.
	Access to capital	Increased access to, and lower cost of, sustainable financing options.
	Cost efficiency	Adopting renewable energy sources, such as solar and other environmentally friendly solutions, will enhance business processes.
	Reputation	Improved company reputation will help us to attract and retain customers and employees, reducing customer acquisition and HR-related costs.

## Other ESG risks

Risk name	Description	Key actions
<b>Data privacy and information security</b>	Protecting the personal data of our customers, suppliers and employees is important in building and maintaining the trust of our stakeholders. This includes implementing robust information and cybersecurity controls to mitigate the risks of unauthorised or unlawful access to personal data. Cyber and information security threat is one of the Group's principal risks and is closely monitored by our Board of directors and executive management.	<ul style="list-style-type: none"> <li>Strengthening of our privacy management controls across our operating markets in line with local legislation.</li> <li>Regular cybersecurity awareness and phishing exercises for all employees as part of our first line security defence.</li> <li>Continued enhancement to our defence-in-depth strategy through strengthening and governance review of key controls.</li> <li>Annual surveillance certification for ISO 27001 and ISO 22301 for the Group.</li> </ul>
<b>Responsible supply chain</b>	<p>We uphold integrity and transparency in all our business practices, guided by strong ethical values and a commitment to sustainability. Our partners and suppliers play a crucial role in supporting these principles.</p> <p>Our Code of Business Ethics for partners and suppliers outlines the standards to which we hold ourselves accountable, as well as our expectations for the partners who do business with us. We cannot do business with partners who do not share our values of responsible supply chain practices, which are essential not only for business growth but also for the wellbeing of our stakeholders and the environment.</p>	<ul style="list-style-type: none"> <li>Member of the Joint Alliance for CSR (JAC), an industry group focused on carrying out assurance reviews of ESG practices for common suppliers of member organisations.</li> <li>Ongoing due diligence screening of third parties and suppliers as part of the onboarding process.</li> <li>Annual recertification to our Code of Conduct and anti-bribery and corruption (ABAC) policy from our top 100 suppliers constituting 87.2% of our total spend.</li> </ul>

## Our commitment to human rights

### Ethical business practices and human rights are material topics

At Airtel Africa, respect for human rights is fundamental to how we operate. Across our business, we are committed to upholding the rights, dignity and wellbeing of our employees, partners, customers and the communities we serve. From data privacy and supply chain responsibility to workplace ethics and environmental stewardship, we integrate human rights principles into every aspect of our operations. Through strong policies, rigorous compliance and continuous engagement, we strive to create an environment where fairness, inclusion and safety are not just priorities, but the foundation of our success.

### Data privacy

As part of our daily operations, we process and manage customer data, and we are committed to handling this responsibly. It is our duty to ensure that all our actions remain fair, lawful and transparent.

- We fully acknowledge our responsibility in safeguarding our customers' personal data
- We employ industry-leading security systems to maintain the highest standards of data protection
- We proactively monitor emerging cyber threats, continuously strengthening our security framework through cutting-edge technologies, staff training and automated risk management processes.

### Supply chain

We collaborate with a network of over 2,600 partners and suppliers and are committed to maintaining the highest standards of integrity, reliability and ethical business practices. Ensuring that our values and vision are reflected across our supply chain is fundamental to how we operate.

- To show our commitment to upholding human rights within our supply chain, we have a human rights clause as part of the contract signed by vendors and suppliers
- Our partners are obligated to follow our commitment to human rights and employment rights
- We conduct thorough due diligence before entering into contractual relationships with our vendors and suppliers
- Alignment with our Code of Conduct – including our stance on diversity and inclusion, non-discrimination, freedom of association and collective bargaining with zero tolerance to child or forced labour – is a fundamental requirement for all our contracts.

### Our people

With a workforce of over 4,250 full-time employees, we are committed to upholding and promoting human rights across all aspects of our operations. We prioritise fair treatment, inclusivity and a safe working environment.

- We adhere to the labour laws in the countries where we operate
- We prioritise safe and conducive working conditions for our people
- We oppose slavery in any form, including a zero tolerance of forced labour or child labour
- Compliance with our Code of Conduct and related annual training is mandatory for all employees. All new hires must also complete online training, including our training on human rights
- We treat our employees with care, and we respect their right to freedom of voice and association
- We're an equal opportunity employer opposed to discrimination of any kind
- We recognise our employees' rights to collective bargaining and freedom of association.

### Health and safety

The health, safety and wellbeing of everyone we work with remains our highest priority. We are fully committed to maintaining a safe and secure working environment, ensuring that rigorous health and safety standards are upheld across all our operations.

- We seek to operate in full compliance with all legislation pertaining to health and safety
- We've developed and implemented policies, procedures and training to ensure the highest standards of health and safety – for both our employees and contractors
- We ensure that our business sites are equipped with tailored health and safety management systems, and we continually identify and analyse potential hazards and risks
- We prioritise both the psychological and physical wellbeing of our people.

### Care for our local community and the environment

Protecting our local communities, including its residents and natural resources, is vital for Airtel Africa. We recognise the importance of people and the environment, ensuring that the natural ecosystems in which our employees and customers live are protected and preserved.

- Our activities do not infringe on the rights of people in the local communities in which we operate or negatively affect our communities
- We've developed a decarbonisation strategy aimed at reducing our carbon footprint and ensure we meaningfully contribute to addressing climate change
- We continually explore and implement measures to manage the impact of our waste
- We're conscious of – and respect – the natural resources we use in our business operations and day-to-day activities.

## Progress against our sustainability strategy

# Transforming lives is **at the heart of our sustainability strategy**

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## Our business



We are committed to providing **safe, reliable and resilient telecommunications services** that drive economic growth and development across Africa

Our ambition is to enhance digital inclusion by expanding and strengthening our network infrastructure. This empowers individuals, families and businesses to actively participate in the digital economy – fostering growth, stability and long-term prosperity across the continent. By embedding sustainability at the core of our business strategy, we're building a trusted and future-ready network that supports Africa's digital transformation while driving economic and social progress.

Through our focus on data security, service quality and responsible supply chain management, we ensure our network remains robust, secure and capable of delivering seamless connectivity. This commitment enables inclusive access to digital services, education, healthcare and financial tools – bolstering economic resilience for communities across Africa.

### Addressing our high priority material topics

#### Data security

We safeguard customer data and privacy to strengthen consumer trust.

➤ [See Data security \(p38\)](#)

#### Service quality

We continue to enhance network resilience and reliability to provide uninterrupted connectivity.

➤ [See Service quality \(p41\)](#)

#### Supply chain management

We are committed to upholding a responsible supply chain by ensuring ethical sourcing and the monitoring of ESG practices across our diverse base of vendors and suppliers.

➤ [See Supply chain management \(p44\)](#)

### Supporting the UN SDGs



**SDG 8: Decent work and economic growth** – We provide data and mobile money services that empower entrepreneurs and small businesses, creating new opportunities for economic mobility. Through our operations, we prioritise local recruitment, offering rewarding employment and career development opportunities in the markets where we operate.



**SDG 9: Industry, innovation and infrastructure** – Our network infrastructure and commitment to data security and service quality enable digital and financial inclusion, facilitate access to education and healthcare, and enhance economic resilience across communities.

 Data security is a high priority material topic



## Data security

# Data security is the **foundation of trust** in a **digital world**

As cyber threats evolve, protecting our customers' information is our highest priority. We invest in cutting-edge security solutions, expert talent and rigorous governance to safeguard sensitive data while ensuring network resilience and full compliance with local laws to drive customer confidence across our 14 markets.

## Our focus areas

### Confidentiality

Protecting information from exposure to an unauthorised party and keeping sensitive information private as well as introducing encryption services to protect stored data and data in transit.

### Integrity

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

### Availability

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

### GRI framework

**GRI 418-1** Substantiated complaints concerning breaches of customer privacy and losses of customer data

## Our approach to managing data security

At Airtel Africa, data security is fundamental to our business and essential to maintaining the trust of our customers – and we remain vigilant in protecting our digital ecosystem.

To counter cyber threats, we deploy industry-leading security technologies:

- Web application firewalls and anti-DDoS solutions to safeguard our infrastructure
- Network detection and response to proactively identify threats
- Endpoint detection and response for enhanced device security
- 24/7 security incident response, supported by specialised partners, ensuring real-time action
- Brand protection and takedown services to combat fraudulent activities.

We continuously monitor the cyber threat landscape, including the dark web, to stay ahead of emerging threats. We employ advanced data loss prevention (DLP) technology to protect sensitive information across our network and engage external security experts to respond to incidents rapidly and build resilience.

We track performance against KPIs which are reviewed regularly by our chief information security officer (CISO). Any deviations trigger immediate corrective action plans.

“

**Our commitment to data security and privacy establishes us as a trusted leader, proactively anticipating and mitigating risks to uphold the highest standards of information security for customers, partners and regulators.**

”

**Prashant Nair**

Chief information security officer

## Risk management

Risk management is a key aspect of our approach to data security. We conduct information security risk assessments at multiple levels, including:

- Continuous evaluation of critical external-facing assets
- Ongoing threat identification through vulnerability and penetration testing, prioritised by asset criticality
- Application security assessments conducted before code implementation
- Annual Group-wide security assessments
- Our risk assessment procedure evaluates risks by classifying assets based on confidentiality, integrity, availability and privacy. Threats are assessed and rated by likelihood, ranging from very low to very high
- Threat hunting and intelligence tools help us detect vulnerabilities before they escalate.

Key risk indicators are assessed monthly and reported to the chief information officer (CIO). Compliance with ISO 27001 and ISO 22301 frameworks provides additional security.

This year, we enhanced our multi-layer security framework, achieving significant improvements in our security priorities. Our adherence to global best practices is reflected in the following certifications:

- **ISO 27001** for Group, including GSM and Airtel Money
- **ISO 22301** for Group, including GSM and Airtel Money
- **ISO 27001** for SmartCash PSB (Nigeria)
- **ISO 22301** for SmartCash PSB (Nigeria)
- **PCI DSS** certification for SmartCash PSB (Nigeria)

## Training

We ensure a robust data security culture through employee training, including phishing simulations across all OpCos. Employees who fail simulations undergo mandatory security training, reinforcing our commitment to data protection.

To extend our security awareness initiatives beyond internal teams, we also introduced specialised security training mailers for our Board of directors at selected OpCos, tailored to meet regulatory requirements. Additionally, in July 2024, we launched a security awareness programme for key partners and vendors, reinforcing security best practices across our wider ecosystem.

## Governance

Data security is a standing agenda item at quarterly Executive Risk Committee (ERC) meetings, where the CISO presents the state of information security, emerging threats and mitigation strategies. The CISO also reports quarterly to the Audit and Risk Committee on outstanding audit issues and material security risks. In addition, the CIO, CISO and OpCo IT directors review data security matters monthly. The information security team includes specialists from various cybersecurity domains and a dedicated security expert from a trusted third-party provider.

We've also established comprehensive information security (IS) and business continuity (BC) governance structures, comprising two main governing channels.

### Group-level governance

The Group-level information security team, led by the CIO and supported by the CISO, is responsible for strategic decision-making, governance, overall implementation and monitoring of data security controls across 14 OpCos.

This governing body includes:

- Chief information officer (CIO) – chair
- Chief technology officer (CTO)
- Chief compliance officer (CCO)
- Chief information security officer (CISO)
- OpCo representatives and, as and when required, domain specialists in application security, vulnerability management, third-party risk, network security, endpoint security, security operations, identity and access governance, threat intelligence and risk compliance.

### OpCo-level governance

At OpCo level, governance is managed by a dedicated information security and business continuity working group comprising the country managing director, information security manager, functional head, technical team leaders and representatives from multiple departments who are responsible for implementation of information security controls in each OpCo. This working group is chaired by the CISO.

These governance bodies work closely with the Group information security team, ensuring alignment and compliance with Group-wide security strategy.

### Policies and frameworks

Our data security framework is guided by key internal policies, including:

- Group information security policy
- Data protection and privacy policy
- Third-party risk management framework
- Ransomware protection policy

These policies ensure a structured, proactive approach to safeguarding data across Airtel Africa.

## Key performance indicators (KPIs)

1,478

external penetration tests  
(2,993 in 2023/24)

30

ISO certifications across 14 OpCos  
(30 in 2023/24)

44%

increase in number of security  
applications and platforms  
(25% in 2023/24)

0

successful breaches of our security  
platforms  
(0 in 2023/24)

## Progress update against our targets in 2024/25

Over the past year, we've made significant progress in enhancing our cybersecurity capabilities, focusing on advancements in technology, talent development, software security and Group-wide awareness initiatives.

### Enhancing network and endpoint security

In August 2024, we implemented a distributed denial of service (DDoS) prevention solution which has significantly reduced our exposure to DDoS attacks, protecting our IT systems and ensuring continuity of service. We reinforced endpoint security by replacing legacy laptops and desktop computers with more secure devices. We also introduced automated patching solutions and enhanced vulnerability scanning processes to detect and mitigate potential risks.

### Investing in talent and expertise

Retaining highly qualified experts remains a priority as the cybersecurity landscape evolves. In April 2024, we strengthened our endpoint security governance by appointing an experienced senior manager to oversee this critical area. In November 2024, we expanded our security assurance team with the addition of a specialist responsible for vulnerability management and application security. These hires bring additional expertise to our security operations, ensuring we remain resilient against emerging threats.

### Advancing software security

We continue to improve our software security, with a focus on detecting vulnerabilities early in the development cycle. Over the past 12 months, we introduced and embedded a vulnerability detection and remediation platform, increasing the accountability of infrastructure asset owners for security patching compliance. In addition, we fully integrated a secure code review platform, which identifies security flaws in application source code as developers write it. Introduced in 2023, this platform has matured during the past year, improving software security and reducing the risk of exploitable vulnerabilities in applications which are developed internally.

### Enhancing a culture of security awareness

Building a strong security culture across Airtel Africa continues to be a key focus. We conducted a series of targeted awareness campaigns, including security briefings for OpCo Boards, as well as training sessions for the Group. We also shared our security awareness campaign's materials with partners and suppliers. In October 2024, we held our second annual Group-wide information security awareness month. In addition, we launched an information privacy month in January 2025, strengthening the knowledge of our employees on privacy rights, security responsibilities and protective measures.



Data security in action

## Strengthening cybersecurity resilience and vigilance across our workforce

Cybersecurity training remains fundamental to our approach. We've embedded a structured training programme across the Group, ensuring all employees understand their role in safeguarding digital assets. Mandatory annual training covers areas such as information security, data privacy and business continuity, and in 2024/25, 100% of our workforce completed these training modules. To complement these efforts, in October 2024, we launched a cybersecurity awareness month engaging all OpCos in a programme designed to strengthen employees' understanding of cybersecurity threats and best practices. It featured expert-led training sessions and educational materials.

To test employees' ability to recognise cyber threats, we conducted six phishing simulations between April and December 2024, targeting users across multiple OpCos. Learning from this Group-wide exercise, we undertook further measures to reinforce understanding of social engineering threats across our workforce.

🔍 Service quality is a high priority material topic



## Service quality

# Reliable and high-quality network connectivity is essential for digital inclusion and economic growth

As one of Africa's leading telecommunications providers, we're committed to enhancing service quality to transform lives. We invest in infrastructure, technology and resilient systems to expand coverage, improve network performance and ensure seamless connectivity for individuals and businesses across our 14 markets.

## Our focus areas

### Accessibility

Rolling out new sites and modernising existing sites in our markets to increase the percentage of the population to at least 88% who have seamless access to our services by 2030.

### Delivery

Extending our latest technology services and products to all customers, improving the quality of the network services and enhancing customer experience.

### Reliability

Increasing fibre connections to sites and establishing disaster recovery plans to guarantee reliable connectivity and high bandwidth capacity for our customers.



**We're actively enhancing service quality, deploying innovative solutions and expanding our network coverage to better serve our customers. Every step we take today is designed to build a more connected and empowered tomorrow.**



**Razvan Ungureanu**  
Chief technology officer

## Our approach to managing service quality

In 2024/25, we continued to strengthen our network infrastructure and maintain consistent service quality across our markets. We're investing in network modernisation, predictive maintenance and customer feedback mechanisms to enhance reliability and performance.

During this financial year, we made significant investments in technology, including proactive network monitoring and expansion of fibre connectivity. We also upskilled our workforce in service quality and sustainability. We responded to severe weather events, such as heavy rains, flooding and earthquakes in some regions, with resilience strategies, reinforcing sites in high-risk areas and implementing disaster recovery measures to sustain connectivity.

We've established a robust service quality assurance framework to monitor and enhance network performance. Routine internal assessments evaluate the effectiveness of our processes, ensuring any deviations from quality standards are promptly addressed. Our network operations centre also provides 24/7 oversight, proactively addressing service disruptions.

A key element of our service quality management is engagement with customers. They play a crucial role in shaping our network improvements through call centre feedback, digital surveys and sentiment analysis from social media channels. Using predictive and data-driven analytics, market research and customer feedback, we're able to assess service quality risks and plan accordingly.

### Partnerships

In June 2024, we established a strategic partnership with Alcatel Submarine Networks to switch on the 2Africa underwater cable, greatly improving internet connectivity across the continent. This partnership is designed to enhance network performance and ensure faster and more reliable services for customers in Kenya, Tanzania and beyond.

In November 2024, we also extended our tower lease agreement with American Tower Corporation (ATC) across Kenya, Niger, Nigeria and Uganda for a further 12 years. This reinforces our commitment to enhanced network capacity and reliability, enabling our ambition to offer best-in-class network experience.

## Governance

Our chief technology officer (CTO) oversees service quality and network performance, supported by network directors across our 14 OpCos. Our governance structure ensures clear accountability and strategic alignment:

- **Executive leadership** sets service quality targets and aligns them with the Group's business objectives
- **Group information network team** covers network rollout, planning and optimisation, quality assurance, core services, enterprise connectivity and security
- **Network Monitoring Committee** reviews KPIs monthly, quarterly and annually, assessing risks and recommending improvements

- **Operational teams** conduct continuous real-time monitoring using advanced analytics to predict and resolve network issues
- **Structured reporting and reviews** take place to review service quality performance internally and externally to maintain transparency and drive improvements
- **Independent audits and customer feedback** reinforce our commitment to high service quality and regulatory compliance via independent audits and stakeholder consultations.

This governance model ensures we remain agile, customer-focused and responsive to evolving industry developments.

### Key performance indicators (KPIs)

## 81.2%

total population covered by network  
(+0.8% vs 2023/24)

## 74.4%

4G coverage  
(+3.7% vs 2023/24)

## 37,117

infrastructure sites  
(+2,583 sites since 2023/24)

## 25.0%

sites connected to fibre network  
(+2.7% vs 2023/24)

## 79.8%

data centres connected to fibre network  
(80% in 2023/24)

## Progress update against our targets in 2024/25

Over the past year, we've made significant progress in enhancing our network infrastructure and expanding our coverage to bring reliable connectivity to more people. By 31 March 2025, more than 81.2% of the population in our markets had access to our network, with 74.4% enjoying 4G connectivity. Our total number of infrastructure sites grew to 37,117, ensuring broader reach, particularly in underserved areas.

We continued to introduce cutting-edge innovations designed to elevate the customer experience and improve network efficiency. One of the most notable developments has been our 5G rollout. By securing 5G spectrum in five markets, we laid the groundwork for faster speeds and greater data capacity. As of 31 March 2025, we've deployed 1,466 5G sites, an increase of 432 on the previous year, enhancing network resilience and reducing service disruptions. 80% of our data centres are now connected to our fibre network.

Customer experience is important to us. Last year, we achieved voice call setup success rates of 99.1%. Through monitoring and preventive maintenance, we've reduced network downtime and improved service reliability, reinforcing our commitment to consistent, high-quality connectivity.

### Network expansion and futureproofing

Our investment in improving network capacity and reliability ensures we stay ahead of customer needs. Maximising network capacity, we can meet current demand and anticipate future growth and technological advancements. Our 2G>3G>4G>5G rollout roadmap remains on track.

### Service reliability enhancements and innovative service offerings

We strengthened our infrastructure resilience through more advanced backup power solutions and redundant transmission links, improving disaster recovery mechanisms and reducing service disruptions due to natural calamities or network failures.

Our work to improve service quality also included the application of innovative solutions that enhance both security and customer trust. We introduced a SPAM detection service across all OpCos to protect customers from fraudulent communications, ensuring a safer user experience.

Additionally, we continued to enhance our VoLTE (voice over LTE) services, expanding them in the DRC, Rwanda, Uganda and Zambia. This has significantly improved voice call quality and efficiency across these markets.

We remain committed to advancing our technology, expanding our coverage and improving service reliability to connect more people across Africa.

## Progress update against our targets in 2024/25 (continued)

### Expansion of coverage

	Total sites	Sites on 4G	Sites on 5G
2024/25	37,117	36,159	1,466
2023/24	34,534	32,800	1,034
2022/23	31,546	28,476	n/a

### Population coverage

	(%)
2024/25	81.2
2023/24	80.4
2022/23	79.5

#### Target timeline



### Percentage of 4G coverage

	(%)
2024/25	74.4
2023/24	70.7
2022/23	65.9

#### Target timeline



### Rollout of fibre connectivity to our sites

	(%)
2024/25	25.0
2023/24	22.3
2022/23	19.1

#### Target timeline



### Rollout of dual-path fibre connectivity to our data centers

	(%)
2024/25	79.8
2023/24	80.3
2022/23	75.3

#### Target timeline



## Service quality in action

### Expanding our network to increase digital inclusion in Zambia

Digital connectivity has become an integral part of everyday life across Africa. This calls for an affordable, reliable and accessible network that keeps people connected to each other and to opportunities, wherever they are.

In March 2025, Airtel Zambia took a significant step towards bridging the digital divide by partnering with IHS Towers to roll out 152 new telecom towers across the country. With a \$14m investment, this infrastructure project is part of a wider effort to improve network quality and expand population coverage from 91.6% to 93% by 2026 – and to 96% within two years.

This is more than just a connectivity upgrade. For remote and underserved communities, each tower represents access to education, markets, health information and financial services.

As of 2023, internet penetration in Zambia stood at just 31.2%, according to ITU. We are committed to increasing connectivity, improving digital literacy, and supporting the Zambian government's ambition to increase internet usage to 80% by 2026.

Supply chain management is a high priority material topic



## Supply chain management

A responsible and resilient supply chain is **essential to ensuring operational efficiency, ethical sourcing, and sustainability** across our markets.

We're strengthening due diligence, enhancing ESG compliance, fostering transparency among our suppliers and embedding environmental and social standards that align with our commitment to responsible business practices and long-term growth.

### Our focus areas

#### Enhanced due diligence

Continuously increasing the disclosures that we require of potential vendors throughout the onboarding process and before we award contracts.

#### Ongoing ESG compliance

We expect all suppliers to meet the standards set out in our Code of Conduct and complete mandatory certifications. In addition, as part of our ongoing partners and suppliers' engagement programme (PSEP), we monitor the ESG standards, policies and controls that are in place across our supply chain.

#### GRI framework

**GRI 204-1** Proportion of spending on local suppliers

**GRI 308-1** New suppliers that were screened using environmental criteria

**GRI 414-1** New suppliers that were screened using social criteria

**GRI 407-1** Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk

**GRI 408-1** Operations and suppliers at significant risk for incidents of child labour

**GRI 409-1** Operations and suppliers at significant risk for incidents of forced or compulsory labour

**GRI 412-3** Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening

#### Membership of the Joint Alliance for CSR (JAC)

Airtel Africa is a member of the Joint Alliance for CSR (JAC) – a global alliance of telecommunications operators committed to improving ESG standards across the international supply chains.

JAC coordinates independent, on-the-ground audits of manufacturers and key suppliers, focusing on labour practices, environmental performance, occupational health and safety as well as governance policies. Members share results and collaborate on remediation, where needed, and boosting collective impact.

- Seven of the audits were completed by JAC members covered our current suppliers. These audits included joint partners and suppliers which account for 19% of our total procurement spend.
- The audits' findings provided us with further insight into our suppliers' ESG risks and performance, enabling remediation plans to be developed, where necessary.
- We use these insights to continuously improve oversight of our suppliers and vendors' ESG practices.

Our JAC membership reinforces our commitment to ethical sourcing and transparency.



**Our commitment to responsible procurement ensures that our suppliers meet high standards in human rights, environmental performance and ethical business practices.**



**Ramakrishna Lella**  
Chief supply chain officer

## Our approach to supply chain management

Airtel Africa's supply chain is vital to the delivery of our services, underpinning network performance, infrastructure and customer experience. We work with over 2,600 partners and suppliers across Africa, including original equipment manufacturers (OEMs), telecom infrastructure providers (towercos), IT service providers, logistics partners and handset suppliers. Our top 100 vendors account for 87.2% of total procurement spend, reflecting the strategic importance of these relationships.

We are committed to creating long-term, inclusive economic value across our markets. In line with this, 70% of our suppliers are local, reflecting our strong focus on empowering local business, supporting job creation and strengthening national economies. By prioritising local sourcing, we reduce our environmental footprint through shorter supply chains and contribute to building resilient and sustainable communities in Africa.

We operate a hybrid procurement model, with both Group-level and the OpCo level teams. The Group-level supply chain function is responsible for policy and governance, strategic procurement, ESG compliance and performance monitoring across our operations. Meanwhile, local supply chain teams manage day-to-day supplier engagement and contract execution in the OpCos. We also use supplier segmentation to tailor our management approaches and monitor contract KPIs via internal dashboards. Performance across delivery, cost, ESG adherence and incident reporting is also reviewed regularly.

Our supplier onboarding follows a structured due diligence process, including background checks, performance history and alignment with our Code of Business Ethics for partners and suppliers. Suppliers are onboarded via a procurement portal and are required to complete registration forms that are periodically updated. Suppliers must sign declarations of compliance with our Code of Conduct and anti-bribery and corruption (ABAC) policy every year.

As part of our firm commitment to ethical business practices, we require all suppliers to include a dedicated human rights clause into the contracts during the onboarding process. This clause outlines clear expectations regarding the respect for – and protection of – human rights across our supply chain, including prohibitions of forced labour, child labour, discrimination and unsafe working conditions. By embedding these standards into our supplier contracts, we ensure that human rights compliance is not optional but a core requirement of doing business with Airtel Africa – reinforcing our zero tolerance approach to human rights violations.

In addition to regular calls and in-person meetings, we use industry events, such as the Mobile World Congress (MWC) Barcelona and Capacity (Middle East), the largest event in the Middle East for the wider digital infrastructure community, to enhance our engagement with suppliers. This supplements our annual ESG roundtables, visits to suppliers' sites and regular audits.

## Governance

Supply chain management is overseen at the Group level by the chief supply chain officer (CSCO), who reports directly to the CEO and is a member of the Executive Committee (ExCo). The CSCO provides updates to the Board of directors – at least annually – and reports regularly to the Audit and Risk Committee (ARC). The CSCO also attends the Sustainability Committee which takes place every two months.

This structure ensures alignment with our sustainability strategy and approach to risk management. Governance is anchored in a robust suite of policies, including the Code of Conduct, the Code of Business Ethics for partners and suppliers, ABAC policy, human rights policy and modern slavery statement. ESG compliance is monitored through our annual self-assessment questionnaire (SAQ) and third-party audits via our membership of the Joint Alliance for CSR (JAC).

By embedding resilience, sustainability and governance into our supply chain strategy, we're ensuring that our operations – and those of our suppliers – remain future-ready, ethical and sustainable. Our work to enhance ESG compliance, strengthen due diligence and foster industry collaboration will remain central to our approach in the coming year.

➤ For more information about our policies and to download the Code of Conduct, the Code of Business Ethics for partners and suppliers, visit [www.airtel.africa/supply-chain](http://www.airtel.africa/supply-chain)

## Advancing ESG compliance and supplier engagement

This year's ESG SAQ revealed that more suppliers are now tracking greenhouse gas (GHG) emissions and setting emissions reduction targets. However, only 23% have published formal decarbonisation strategies. Additionally, 59% of respondents confirmed that they conduct on-site energy audits and monitor energy consumption, an encouraging step towards efficiency improvements.

In terms of social responsibility, we saw improvements in workplace policies, with an increase in anti-discrimination measures and health and safety audits, which rose from 86% in 2023/24 to 89% in 2024/25. Nearly all respondents (96%) confirmed they have formal corporate policies outlining their commitment to labour, health and safety standards.

Governance structures among our suppliers have also matured, with 50% now publishing ESG reports (up from 35% in 2023/24). In addition, 54% of respondents reported having systems in place to monitor ESG performance across their supply chain, reflecting a growing commitment to responsible business practices.

## Key performance indicators (KPIs)

0

breaches identified through whistleblowing mechanism  
(0 in 2023/24)

75%

ESG survey response rate from the top 100 suppliers demonstrates active engagement and ongoing collaboration to improve ESG practices across our supply chain  
(62% in 2023/24)

## Progress update against our targets in 2024/25

We've made significant progress in strengthening our supply chain by enhancing due diligence, embedding environmental and social governance (ESG) compliance measures and increasing supplier accountability. Our commitment to responsible procurement ensures that suppliers meet high standards in human rights, environmental performance and ethical business practices.

To improve supplier transparency, we've introduced structured measures within our supplier engagement process, incorporating environmental and social criteria to align with our sustainability goals. Our third annual ESG SAQ, conducted in early 2025, gave over 100 of our top vendors and suppliers the opportunity to share their progress and insights with us. This assessment, comprising 60 questions across four key ESG areas, has helped identify both strengths and gaps in suppliers' sustainability practices. We had a 75% engagement rate, allowing us to better understand ESG compliance and practices across our supply chain.

### Annual ESG roundtable with our top-tier partners

In February 2025, we hosted our second annual ESG roundtable with our top tier partners, focusing on decarbonisation initiatives, health and safety and the findings from our ESG SAQ. Industry leaders, including IHS Towers and America Tower Corporation (ATC), shared information

about their carbon reduction strategies, while Helios Towers presented best practices in health and safety management. These knowledge-sharing sessions are instrumental in driving collective progress across our supply chain.

### Enhancing supply chain resilience

Economic pressures, including currency volatility and inflation, continue to impact global supply chains. Despite these challenges, we continued to prioritise targeted capital expenditure to ensure sustained network expansion and distribution channels while optimising operational efficiency. Furthermore, we continued to increase our local procurements which now stand at 70% as of 31 March 2025, to provide us with more capacity and flexibility to continue serving customers in our challenging markets.

We've partnered with ATC, Helios Towers and Minara to drive solar-powered and grid-connected sites, reinforcing both sustainability and cost efficiency across our infrastructure. We also continued replacing end-of-life batteries with more advanced lithium-ion solutions, both in owned sites and in partnerships with towercos which has helped to reduce diesel dependency and lower our environmental impact.

➤ [See more on our environmental initiatives and targets \(p67\)](#)



### Supply chain management in action

## Partnering with ATC to deploy renewable energy solutions to towers

In November 2024, we renewed our lease agreement with American Tower Corporation (ATC), which covers 7,100 sites across Nigeria, Niger, Kenya and Uganda. This partnership isn't just about enhancing our network – it's about powering that growth sustainably. It supports national energy transition programmes while also demonstrating how our sustainability strategy underpins our business strategy.

Through this 12-year agreement, we'll continue to work with ATC to roll out renewable energy solutions, particularly in Nigeria, to reduce diesel dependency and operational costs. This programme supports our environmental goals and improves uptime for our customers, especially in rural areas, where reliable connectivity is vital for digital inclusion.

As of 31 March 2025, together we deployed 'green' solutions on 1,458 infrastructure sites.



“

ATC is united with Airtel Africa in our commitment to sustainable growth. As we expand our digital reach across the African continent, we strive to reduce GHG emissions while driving sustainable growth.

”

**Marek Busfy**  
SVP and CEO of ATC Africa

## ESG self-assessment questionnaire (SAQ) results in 2024/25

### General sustainability commitments and policies

**90%**

have an ESG framework or policy

**96%**

have a Code of Conduct or a Code of Ethics

**69%**

have publicly committed to sustainability through their policies or sustainability reporting

### Environmental

**77%**

have recycling schemes and waste reduction initiatives

**59%**

track energy consumption and conduct on-site energy audits

**45%**

measure scope 1, 2 and/or 3 GHG emissions

**23%**

have developed and published a decarbonisation strategy or a roadmap to net zero

### Social

**98%**

provide health and safety training to employees

**98%**

have policies that prohibit workplace harassment

**96%**

have written policies or statements of commitment on labour, health and safety standards

**96%**

have policies that prohibit child labour

**89%**

conduct annual health and safety audits

**73%**

invest in community development projects

**50%**

have a grievance mechanism for local communities in place

### Governance

**98%**

have anti-bribery and corruption policies and procedures

**93%**

have data and cybersecurity systems

**93%**

conduct regular stakeholder engagement

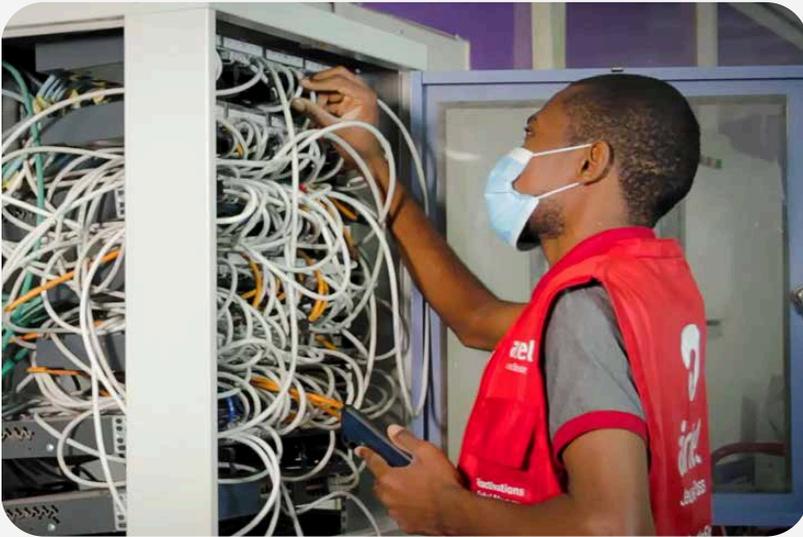
**54%**

monitor the ESG performance of their suppliers

**36%**

require suppliers to publicly disclose ESG data

## Our people



## Our people are the driving force behind our progress

At Airtel Africa, our people are at the centre of everything we do. We're building an inclusive, empowering culture that values every voice and supports ambition. By nurturing talent and promoting equality, we're creating a workforce equipped to lead our sustainability journey across the continent.

### Our approach to human resources management

Our human resources management strategy is built on strong governance, employee engagement and continuous investment in the development of our people. It's underpinned by comprehensive internal and external policies that uphold fairness, safety and respect. This ensures our workforce remains motivated, diverse and aligned with our sustainability commitments.

Our ongoing dialogue with worker and union representatives supports fair labour practices and ensures our employees have a voice. We monitor workplace concerns through incident reporting and resolution tracking.

We implement 360-degree feedback to drive accountability. We invest in employee development through training and leadership programmes.

We have rigorous health and safety processes and programmes. These are supported by our welfare initiatives which include comprehensive medical benefits and wellbeing programmes covering a broad range of topics related to a healthy and balanced lifestyle.

In 2024/25 our voluntary attrition rate was 10.4%, which is 0.4% higher than the previous reporting year.

### Supporting the UN SDGs

Our people strategy is focused on building a fair, diverse and inclusive workplace. We empower colleagues to grow, develop and lead while ensuring their rights, safety and wellbeing are respected across all our operations.



#### SDG 5: Gender equality

– Expanding our network into rural and underserved areas empowers more women to connect, learn and access financial tools that support independence and family security. Within our own business, we are committed to creating a fair and inclusive culture where everyone – regardless of gender – can develop their careers and achieve their full potential.



#### SDG 8: Decent work and economic growth

– Our mobile and financial services drive entrepreneurship and enable informal and small businesses to flourish. Across our operations, we prioritise local hiring and skills development, offering meaningful employment opportunities and supporting economic progress in the communities we serve.

### GRI framework

**GRI 2-7** Employees

**GRI 2-25** Processes to remediate negative impact

**GRI 2-26** Mechanisms for seeking advice and raising concerns

**GRI 2-30** Collective bargaining agreements

**GRI 401-1** New employees hires and employee turnover

**GRI 401-3** Parental leave

**GRI 407-1** Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk

**Ethical labour management is a material topic**

We uphold the highest ethical labour management standards, ensuring fair treatment, competitive compensation and a safe work environment for all our people. In addition to transparent hiring and promotion policies, grievance and whistleblowing mechanisms and an 'open door' culture, we adhere to all national and international labour regulations.

**Governance**

Strong governance is central to our HR management ensuring accountability at all levels. The HR Committee, operating at both Group and OpCo level, meets quarterly to review policies, employee engagement and talent management. The Sustainability Committee provides additional oversight and the bi-annual talent council focuses on leadership development and succession planning.

It is mandatory for all employees to undergo annual ethical standards training, including anti-bribery and corruption (ABAC) and our Code of Conduct (CoC) to strengthen compliance and workplace integrity.

“We've built a high performance culture that nurtures continuous growth, trust and innovation. Through employee-led initiatives that prioritise career development and wellbeing, we continue to develop an environment where our people can thrive. When we invest in our people, we invest in the future of our company.”



**Rogany Ramiah**  
Chief human resources officer



Our employee satisfaction surveys are conducted by Willis Towers Watson. Our open-door leadership policy and anonymous feedback platforms, such as our whistleblowing process, undergo regular internal and external audits led by the chief internal auditor.

To improve expertise, our people participate in continuous learning through various professional development courses and our internal online training platform, Percipio.

We measure our performance through key metrics, including gender balance, investment in training and development, engagement survey scores and health and safety indicators. This reinforces our commitment to building an inclusive, high-performing and well-supported workforce. In 2024/25, we enhanced our KPI for gender balance to include Group HQ as well as 14 OpCos, in line with Remuneration Committee recommendations.

**Remediating potential negative impact**

We are committed to fostering a transparent, accountable and ethical workplace through a robust internal grievance resolution process that enables employees to raise concerns confidentially or anonymously through an ombudsman hotline and email (ombudsperson@airtel.com). We guarantee confidentiality and strictly prohibit retaliation against anyone who reports a grievance.

All concerns are acknowledged within 48 hours, and investigations are conducted discreetly by HR, internal audit, finance and other relevant teams. We regularly review and amend policies, implement preventive measures such as health and safety systems, and offer employee assistance programmes for professional support with work-related issues.

We measure the effectiveness of our grievance mechanisms through our 'open door' policy and employee engagement surveys and through analysis of all whistleblowing and grievance reports.

Policy	Internal/external	Objective
<b>Equal opportunity statement</b>	Internal and external	Reinforcing our commitment to diversity and inclusion.
<b>Diversity and inclusion policy</b>	Internal	Ensuring we are an employer of choice with a diverse and inclusive working environment and a culture of high performance, wellbeing, skills enhancement and coaching.
<b>Recruitment and selection policy</b>	Internal	Ensuring a fair and merit-based hiring process.
<b>Occupational health and safety policy statement</b>	External	Demonstrating our commitment to maintaining safety in the workplace.
<b>Health and safety policy</b>	Internal	Promoting workplace wellbeing and risk prevention.
<b>Sexual harassment policy</b>	Internal	Creating a safe working environment, free from harassment for all.
<b>Grievance mechanism</b>	Internal	Providing a structured approach to addressing employees' concerns.

**Key performance indicators (KPIs)**

**28.5%**

gender balance in our leadership in 14 OpCos (28.5% in 2023/24)

**25%\***

gender balance of our Board members (27% in 2023/24)

**\$1.86m**

total investment into training and development programmes (\$1.2m in 2023/24)

**426,393**

total learning hours in 2024/25 (+28.8% vs 2023/24)

**40**

nationalities in our workforce (43 in 2023/24)

**0.53**

total recordable injury frequency rate (TRIFR) (0.79 in 2023/24)

\* Cynthia Gordon joined the Board on 1 April 2025. If included the gender balance metric would be 30.8% women and 69.2% men

Diversity inclusion is a material topic



## Diversity and inclusion

# Diversity and inclusion are fundamental to our culture

We ensure equal opportunities for all our people and a workforce that reflects the diverse communities we serve. Through gender diversity, cultural representation and inclusivity, we continue to strengthen our talent pipeline, drive innovation and create a dynamic and respectful work environment.

### Our priorities

#### Talent acquisition

We're focused on talent acquisition, retention and growth to enhance performance and create a vibrant and welcoming workplace for all.

#### Gender balance

We're building a diverse workforce, deepening inclusivity within the Airtel Africa culture.

#### Career opportunities

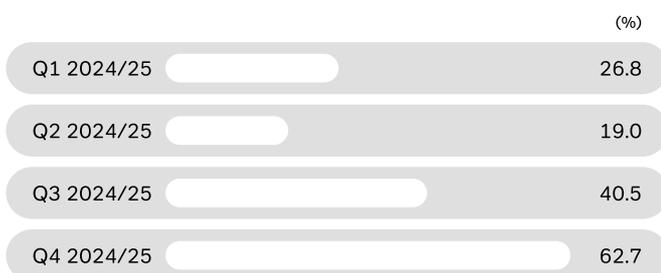
We continue to support women into senior positions through various programmes which nurture female talent and underscore our broader commitment to gender equality.

#### GRI framework

GRI 405-1 Diversity of governance bodies and employees

### Senior female appointments

Throughout 2024/25, we have steadily increased senior female appointments:



### Advancing gender balance

We recognise that every person at Airtel Africa has the potential to make a unique contribution and we're developing a culture which respects and celebrates diversity in all its forms. Gender diversity allows us to create a more balanced workplace and strengthen our leadership pipeline. It also helps us develop a future-ready workforce across all business functions.

Our chief human resources officer regularly updates the Board of directors on the progress of diversity and inclusion, talent acquisition and retention as well as other matters pertaining to HR management. Despite our progress over the past year, this remains a key focus for our Executive Committee (ExCo) and Board of directors who agree there is more to do to achieve true gender balance.

We drive gender balance through a focus on recruitment and internal promotions.

We are committed to equal representation of men and women in our talent acquisition process. This year, we've continued to focus on senior women appointments at OpCo and HQ level and made steady progress every quarter. In total, 83 women were appointed into senior positions.

Recognising the leadership potential of our women employees ensures we're able to provide them with support and opportunities to develop their skills and reach their full potential. As a result, 28.5% of our OpCo ExCo roles are held by women.

By 31 March 2025, we're pleased to report that our overall gender balance increased to 29.2%, a clear indication that we're building a more inclusive culture and workplace for women.

### Fostering inclusion through mobility

To further embed diversity and inclusion within our workforce, we continue to develop our Group-wide initiatives, such as our talent exchange programme which enables employees from 14 OpCos to gain cross-market experience, transfer skills and contribute to business growth. As of 31 March 2025, 24 exchanges have taken place, reinforcing knowledge-sharing and professional development.

### Cultural and national diversity

We're proud that 40 nationalities are represented within our workforce demonstrating that Airtel Africa's culture and employment opportunities are globally competitive and inclusive.

**Diversity and inclusion** in action

## International Women's Day

On International Women's Day 2025, we reaffirmed our commitment to empowering women as catalysts of economic growth across the continent and key drivers of the future of the business. We continue to take deliberate steps to support and spotlight women's contributions through targeted action.

Aligned to the global theme of 'accelerate action', we scaled initiatives such as the global accelerator and mentorship schemes, while advancing in-market programmes. These included 'Girls4Girls' in Kenya – mentorship network pairing senior women leaders with young professionals to build leadership skills – and 'Airtel Divas Zambia' which is a programme to identify, recognise and develop high-performing women across commercial teams.

Investing in women-led programmes and education is vital. When we acknowledge and empower women's initiatives, we build diversity into our business for the long-term. But more than that, we also improve job security, enhance income opportunities, and create a ripple effect that benefits families, communities and entire economies.



## Provision of best practice training and development



### Training and development

We're dedicated to delivering best practice training and development opportunities for all our people. As we continue to develop our products and services, we focus on building skills and capabilities across our business, with special attention to leadership development and functional capability enhancement. Through upskilling and reskilling programmes, we provide our people with the skills needed to develop their careers and navigate rapidly evolving commercial and economic environments.

We also provide ongoing functional training in key areas, including fintech, engineering and network skills. We ensure leadership growth through our executive development programme and, through training and opportunity, we actively promote greater participation of women in the technology and engineering sectors.

In 2024/25, our people completed a total of 250,249 courses which is a 4.9% increase from the previous year.

#### GRI framework

**GRI 404-1** Average hours of training per year per employee

**GRI 404-2** Programmes for upgrading employee skills and transition assistance programmes

**GRI 404-3** Percentage of employees receiving regular performance and career development reviews

### Our learning and development initiatives in 2024/25

#### Global talent accelerator programme

Launched in January 2025, this six-month programme accelerates leadership capabilities through project-based assignments in collaboration with senior leaders from Bharti Airtel Limited. Participants focus on strategic areas, such as customer lifecycle management, network-led marketing and global connectivity growth.

#### Commercial masterclass programme

Launched in September 2024, this specialised masterclass training strengthened technical and leadership skills of our people by enhancing a deep understanding of our network products and driving efficiencies for our 'go-to-market' business strategy at the OpCo level.



#### Training and development in action

### Accelerating global talent

This Africa-India talent programme commenced in January 2025. It's a six-month programme designed to accelerate talent development and provide a global mobility solution aligned with Airtel Africa's current business needs.

The key objective is to strengthen the teams' technical and leadership capabilities through project-based assignments under the coaching of senior business leaders from Bharti Airtel Limited in India.

Five participants were selected from sales, marketing and Airtel Business functions from across Africa. They're undertaking a thorough programme designed around their future roles and development needs in an increasingly integrated telecoms landscape. Each participant is assigned tailored projects and is mentored by senior leaders from Bharti Airtel Limited. This programme supports our ongoing commitment to continuously strengthen our people's capability through robust 'on the job' coaching and exposure to larger markets and challenges.



**This isn't just a career opportunity – it's a challenge to think globally, act locally and lead with impact.**



**Prisca Murigi**  
Marketing director, Airtel Kenya

**Training and development** in action

## Empowering frontline excellence across 14 markets

Launched in September 2024, the commercial masterclass was a strategic initiative led by CEO Sunil Taldar to strengthen the capabilities of frontline sales teams across 14 markets. Designed to meet the evolving demands of the competitive telecoms landscape, the programme focused on sharpening the execution, leadership and customer-centric skills of our regional and territory sales managers.

This immersive two-day programme, which was developed in-house and delivered by our Group leaders, balanced consistent best practices with local market relevance. It focused on three core areas:

- Customer excellence
- Service quality for network
- Leadership and coaching

With over 1,440 frontline commercial leaders and 115 senior leaders trained, this programme has driven notable improvements in customer engagement, route-to-market execution and team productivity. More than training, the commercial masterclass is a catalyst for building a high-performance culture centered on customer satisfaction and sustainable growth.

**September 2024****115**

managing directors and OpCo directors trained

**October 2024****1,440+**

regional and territory sales managers trained across the OpCos

Health and safety is a material topic



## Healthy and safe work environment

# Maintaining a healthy and safe work environment for all our people is critical for us and a fundamental right for all employees

We remain focused on ensuring that our facilities meet the highest health and safety standards. We support the wellbeing of our employees and contractors through our best practice social, health and safety management system, enhanced policies and full adherence to all applicable laws and regulations.

### Key activities

- **Comprehensive fire drills and emergency training** across our operations enhance our preparedness for, and response to, emergencies.
- **Medical roadshows** offer wellness check-ups and follow-up consultations with licensed medical professionals.
- **Enhanced medical and life insurance** across our OpCos ensures our employees have access to best-in-class and competitive benefits.

### GRI framework

- GRI 403-1 Occupational health and safety management system
- GRI 403-2 Hazard identification, risk assessment and incident investigation
- GRI 403-3 Occupational health services
- GRI 403-4 Worker participation, consultation and communication on occupational health and safety
- GRI 403-5 Worker training on occupational health and safety
- GRI 403-6 Promotion of workers' health
- GRI 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships
- GRI 403-8 Workers covered by occupational health and safety management system
- GRI 403-9 Work-related injuries

### Health and safety management system

We are committed to maintaining the highest standards of occupational health and safety across all operations. Our health and safety management system is built on a strong foundation of local regulations in each of our markets as well as international best practices, including the IFC Performance Standards and World Bank's environmental and social framework.

We identify, assess and mitigate workplace hazards through regular inspections, risk assessments and audits to prevent occupational accidents and enhance employee wellbeing. We proactively manage risks through systematic identification and mitigation of ergonomic, physical, psychosocial, safety, biological and chemical hazards. Following an initial assessment, we introduce control measures and review these continuously to ensure effectiveness.

Regular reporting on health and safety allows the Board, Executive Committee (ExCo) and the Sustainability Committee to monitor incidents and implement remedies to foster a safer workplace.

We provide regular training to build our employees' awareness of safety. This includes emergency response drills, first aid and the ability to spot and manage potential hazards. We also strongly encourage anyone to report safety concerns through a range of available channels, including the anonymous whistleblowing mechanism, to ensure all risks are promptly documented in our risk register, effectively addressed and tracked.

Our occupational health and safety policy applies to both on-roll and off-roll employees, ensuring broad and inclusive protection. This year, we strengthened our approach by developing dedicated contractor health and safety management procedures, increasing frequency of site inspections and actively engaging contractors to drive a culture of safety. To reinforce our transparency and accountability, we also published our occupational health and safety policy statement on our website for external stakeholders.

- For information about our occupational health and safety policy statement, visit [www.airtel.africa/health-and-safety](http://www.airtel.africa/health-and-safety)



## Employee engagement

### Engagement with our employees

Meaningful employee engagement is the foundation of a motivated and high-performing workforce. We continue to celebrate our people, connecting with them through open communication, recognising achievements, and providing platforms for collaboration and feedback. During this year, we undertook several initiatives to enhance employee engagement across our operations.

#### Key employee engagement initiatives:

- **Leadership visits to OpCos** incorporate one-on-one sessions and townhalls to address concerns and drive business alignment.
- **Leadership participation in employee-led initiatives**, which may be corporate social responsibility (CSR) activities or informal gatherings, help to build rapport and encourage knowledge-sharing in all OpCos.

#### Launch of 'Employee connect', a direct engagement with our people

In September 2024, we introduced our new 'Employee connect' initiative which provides an opportunity for our independent non-executive directors to meet regularly with our people via virtual channels. This initiative fosters transparency, strengthens leadership-employee relationships and ensures that employee voices are heard at the highest levels within the organisation. Through structured sessions and informal interactions, employees have an opportunity to share ideas, discuss challenges and gain insights into strategic priorities.

#### Employee engagement survey

Understanding our employees' experiences and expectations is critical to shaping a positive workplace culture. In 2024/25, 93% of our people participated in our employee engagement survey, up from 91% in 2022/23, reflecting growing enthusiasm to shape Airtel Africa's future. The engagement score of 78%, which is 3% lower than previous survey carried out in 2022/23, provided valuable insights into workplace morale and areas for improvement. We're encouraged by the results in key culture metrics such as collaboration, customer focus and diversity. We've identified areas for enhancement, such as talent management, automation and empowerment, and have developed action plans to address these.

#### 'Leadership connect'

Our executive leadership regularly engages with employees across all areas of the business: ExCo members and HQ-based senior executives regularly visit OpCos to support business objectives and strengthen workplace culture.

#### Employee recognition and appreciation programme

Recognising and celebrating employee contributions is central to our engagement strategy. In 2024/25, we continued to implement structured recognition programmes, including:

- Quarterly townhall awards and the annual leadership conclave awards, acknowledging outstanding performance at both corporate and OpCo levels
- Function-specific recognition programmes, such as the IT OpCo 'Star club' contest awards, celebrating excellence within specialised teams
- OpCo-led recognition initiatives, promoting a culture of excellence and friendly competition. For example, Uganda MD's platinum club recognises high-performing individuals and teams in commercial and support functions on a quarterly basis.

#### Employee feedback and idea-sharing platforms

Creating opportunities for employees to voice ideas and concerns remains a priority. Our key initiatives include:

- 'My ideas' platform encourages employees to submit innovative solutions to business challenges, fostering cross-functional collaboration
- Townhalls with executive leadership and the Board are an open forum where employees can ask direct questions to ExCo and Board members
- Regular business reviews, HR roadshows and employee union meetings ensure that employees have multiple avenues for engagement and representation.

## Our community



## Empowering communities through digital access, financial inclusion and education

We believe lasting transformation begins in the community. Our role goes beyond connectivity – it's about opening doors to learning, enterprise and opportunity. We are committed to fostering inclusion, helping individuals and communities realise their potential in an increasingly digital world.

### Addressing our material topics

#### Digital inclusion

Digital inclusion is at the heart of empowering communities and individuals to forge brighter futures.

➤ [See Digital inclusion \(p57\)](#)

#### Financial inclusion

Financial inclusion is key to driving equality and economic growth in our markets.

➤ [See Financial inclusion \(p60\)](#)

#### Access to education

We make sure that more children than ever have access to high quality educational resources so they can reach their full potential.

➤ [See Access to education \(p64\)](#)

### Supporting the UN SDGs

Our community programmes and initiatives are designed to unlock opportunity, reduce inequality and deliver positive social impact. We focus on enhancing education, access and inclusion – enabling people to learn, grow and fully participate in the digital and financial economy.



#### SDG 4: Quality education –

Through the provision of free internet access and supporting digital learning in schools, we're helping children build the literacy and digital skills they need to succeed. Our targeted support ensures that all students can access high quality educational resources.



#### SDG 5: Gender equality –

Expanding our network into rural and underserved areas empowers more women to connect, learn and access financial tools that support independence and family security. Within our own business, we are committed to creating a fair and inclusive culture where everyone – regardless of gender – can develop their careers and achieve their full potential.



#### SDG 8: Decent work and economic growth –

Our mobile and financial services drive entrepreneurship and enable informal and small businesses to flourish. Across our operations, we prioritise local hiring and skills development, offering meaningful employment opportunities and supporting economic progress in the communities we serve.

Digital inclusion is a material topic



## Digital inclusion

# Access to digital services is a key driver of economic empowerment, education and financial inclusion across Africa.

At Airtel Africa, we are committed to expanding network coverage, increasing smartphone penetration, and ensuring that digital services are accessible and affordable for all. By investing in infrastructure, innovative payment solutions and strategic partnerships, we're enabling millions to participate in the digital economy.

## Our focus areas

### Rural penetration

Increasing the penetration of mobile telephony in rural areas – a vital first step towards digital inclusion. For people to buy, use and understand their devices and digital services they must have access to local agents and support.

### Affordable products

Ensuring we offer, and continue to develop, a range of attractive and affordable options for our customers.

### Payment solutions

Expanding and developing convenient payment solutions for our customers so that they're able to access digital services as and when they need to.

#### GRI framework

**GRI 203-1** Infrastructure investments and services supported

**GRI 203-2** Significant indirect economic impacts

“

Digital inclusion is the key to economic growth. It unlocks access to information, digital education, healthcare and financial services which, in turn, have the power to create employment and reduce poverty.

”

**Rohit Marwha**

Chief marketing and sales officer

## Our approach to managing digital inclusion

We build digital inclusion in Africa by expanding network coverage, especially in rural areas, building a large network of agents, increasing smartphone penetration as well as expanding home broadband (HBB) in urban areas. Our work spans across our 14 markets, with cross-functional teams ensuring seamless access to digital and financial services for millions of customers.

Our digital and product teams drive the development of digital platforms such as MyAirtel app and Airtel Lite app. Marketing and customer experience teams lead digital literacy campaigns, equipping users with the knowledge to navigate the digital world. Sales and distribution teams facilitate last-mile activation, while technology and security teams implement improved authentication and fraud prevention measures.

Our work is guided by our digital inclusion strategy and our financial inclusion roadmap which is aligned to all regulatory requirements.

## Governance

The management of digital inclusion at Airtel Africa is led by the chief marketing and sales officer, supported by cross-functional teams who oversee network expansion, customer engagement and financial inclusion. Our governance structure includes:

- **Digital and product teams** who are responsible for the ongoing development of digital platforms such as MyAirtel app and Airtel Lite app
- **Marketing and customer experience teams** drive awareness and education campaigns to promote digital literacy and financial inclusion
- **Sales and distribution teams** expand retail outlets, train agents and facilitate last-mile activation of digital services
- **Technology and security teams** ensure a seamless and secure customer experience through enhanced authentication and fraud prevention measures
- **Structured reporting and performance** are monitored and reviewed regularly to assess progress and refine strategies.

Through this structured approach, we're driving inclusive digital transformation across our markets.

### Key performance indicators (KPIs)

**73.4 million**

data customers as of 31 March 2025  
(+14.1% vs 2023/24)

**72.2%**

population covered in rural areas  
(+9.1% vs 2023/24)

**1.9 million**

recharge selling outlets  
(1.9 million in 2023/24)

**44.8%**

smartphone penetration  
(+4.3% vs 2023/24)

### Progress update against our targets in 2024/25

We've made significant progress in increasing digital inclusion in our markets during this reporting year. As of 31 March 2025, smartphone penetration has reached 44.8% of our customer base – an improvement of 4.3% from the previous year. In Rwanda, our partnership with the government's ConnectRwanda 2.0 initiative, supported by a generous contribution by Reed Hastings, co-founder and Chairman of Netflix, in 2023, has led to a further advancement of the programme: thousands affordable 4G-enabled smartphones were distributed to the Rwandans with Airtel SIM-cards and tailored data packages to accelerate transition into the digital world and improve digital literacy. In 2024/25 we achieved more than 95% 4G coverage in Rwanda. Furthermore, smartphone penetration has increased from 33.7% to 51.9% in line with the government's national digital transformation programme. Similarly, in the DRC, smartphone penetration increased by 7.2%, demonstrating strong uptake in our key markets.

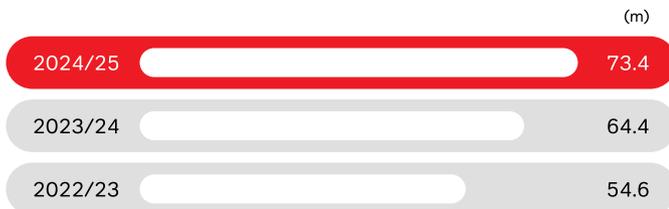
We've also improved rural penetration. Over 41% of our new customers this year came from rural areas. We expanded our multi-

brand agent network in rural areas from 400,000 in the previous reporting year to over 550,000 as of 31 March 2025, ensuring easier access to mobile services. Our rural customer-activating outlets also grew significantly, reaching 156,000 outlets as of 31 March 2025 – an increase from 140,000 in the previous year. This growth contributed to an 11% increase in our rural customer base, while our multi-brand agent network in rural areas grew by 40% in 2024/25.

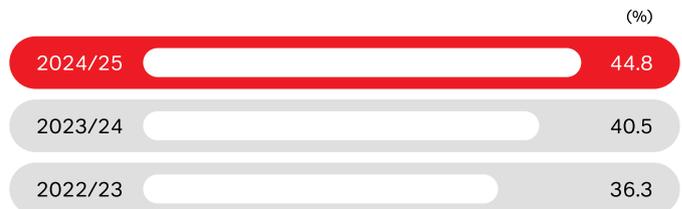
In addition to expanding digital access, we've intensified our digital literacy efforts. Through 'always-on' educational campaigns, we provide customers with 'how-to' tutorials, secure payment guidance and data management tips. These empower our users and drive informed and inclusive digital participation.

We remain focused on expanding our rural footprint and accelerating smartphone adoption. Our commitment to innovative solutions, strategic partnerships and customer engagement will remain central to our mission of transforming lives through digital inclusion across Africa.

#### Data customers



#### Smartphone penetration



#### Target timeline



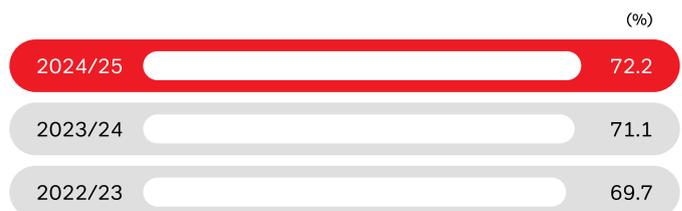
#### Home broadband (HBB) penetration



#### Target timeline



#### Percentage of people in rural locations who can access our network



#### Target timeline





Digital inclusion in action

## Transforming home broadband (HBB) through smart routers and unlimited data

Access to affordable, reliable internet is a cornerstone of financial and digital inclusion – and this year, Airtel Nigeria took a significant step forward by launching its smart hub HBB solution. Introduced in May 2024, the Android-based wireless HBB routers have brought fixed wireless broadband connectivity to thousands of households, many for the first time. This initiative is helping to close Nigeria's digital divide, especially in urban and semi-urban communities where infrastructure gaps persist.

By enabling multiple users to connect from a single device, families can now access educational content, employment platforms and essential services – all from home. The routers also convert standard televisions into smart TVs, offering greater access to learning and information. All HBB routers have a battery back-up UPS that have transformed availability of digital services against a backdrop of unreliable electricity supply in several markets.

To date, we launched HBB in all 14 markets. It's making significant progress transforming the lives of individuals, families and entrepreneurs while facilitating online education, enabling online businesses and skill development, unlocking access to a global marketplace and supporting innovation. This innovative product contributed to improved HBB penetration which stands at 0.7% as of 31 March 2025, increase by 0.14% since past year – this was driven by 28% customer growth against 3% household growth over the same period.



“

Our reliable, uninterrupted, high-speed connectivity allows customers to access education, healthcare and to work remotely which accelerates economic growth and fosters social inclusion.

”

**Eustace Mbogo**  
Head of home broadband



Digital inclusion in action

## Tuning in: Airtel Seychelles and SBC bridge the digital gap

In December 2024, as part of our ongoing relationship, Airtel Seychelles and the Seychelles Broadcasting Corporation (SBC) launched a landmark initiative to make local radio and podcasts more accessible than ever to communities. Through the SBC Radio app, Airtel Seychelle customers can now stream Radyo Sesel, Paradise FM and other on-demand content without using their mobile data. Airtel Seychelles provides each customer with 50MB of free daily usage under this zero-rated service, turning smartphones into 'portable radios'.

This partnership serves an important purpose following the shutdown of Radyo Sesel's AM service. By combining connectivity from Airtel Seychelles with SBC's public broadcasting mission, the initiative ensures communities – both urban and remote – stay informed and engaged. Listeners can interact with live shows, send messages and access news wherever they are at no extra cost. As Airtel Africa continues to expand digital inclusion across the continent, this collaboration demonstrates the power of local partnerships to create real impact.



“

As Airtel continues to expand digital inclusion across Africa, this collaboration serves as a benchmark for the power of local partnerships to create real impact.

”

**Eddy Kapuku**  
Managing director, Airtel Seychelles

 Financial inclusion is a high priority material topic



## Financial inclusion

# Airtel Africa is committed to **driving financial inclusion** by ensuring access to **affordable and innovative digital financial services.**

With mobile money as a key enabler, we empower unbanked populations with financial tools that enable economic participation, security and growth. By expanding our digital payment ecosystem, strengthening partnerships and enhancing affordability, we're helping families and communities build financial resilience and secure their futures.

## Our focus areas

### Affordability

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

### Accessibility

We're focused on ensuring that our services and support are where customers need them to be. Our investment in distribution channels and easy-to-access fintech ecosystem means that our customers are able to enjoy access to financial services wherever they are.

### Awareness

We're working to empower our customers with the knowledge, tools and confidence they need to use financial products in a responsible way.

#### GRI framework

**GRI 203-1** Infrastructure investments and services supported

**GRI 203-2** Significant indirect economic impacts

## Our approach to managing financial inclusion

Airtel Africa remains at the forefront of financial inclusion, with Airtel Money providing millions of people with access to essential financial services. By expanding our digital payments ecosystem, strengthening strategic partnerships and driving financial literacy, we're transforming lives across the continent. Through continued innovation and customer-centric solutions, we aim to be Africa's leading fintech platform, ensuring that financial empowerment is accessible to all.

Airtel Money's financial inclusion strategy is multi-functional, integrating product development, customer engagement, pricing strategies and regulatory compliance across our 14 markets. The CEO of Airtel Money, who is supported by country managing directors across all OpCos, is responsible for the delivery of our financial inclusion targets, regulatory oversight and strategic execution.

Our product innovation teams develop solutions such as mobile loans, savings products, merchant payments and international remittances. Our pricing and revenue teams ensure affordability and alignment with national financial inclusion strategies. And our awareness campaigns drive adoption and digital literacy.

We also provide regular training to our people, equipping them with knowledge of innovative products, digital services and distribution strategies to enhance accessibility.

We track our financial inclusion progress through KPIs and internal monitoring systems, assessing transaction volumes, customer acquisition rates and market penetration. Our shared services centre in India provides IT infrastructure to support scalable growth.

“

By simplifying payments and expanding financial access, we empower individuals to secure their financial futures, driving a digitally connected Africa while fostering economic transformation. Our vision is to be the continent's leading fintech platform.

”

**Ian Ferrao**  
CEO, Airtel Money

## Key performance indicators (KPIs)

### 44.6 million

Airtel Money customers  
(+17.3% vs 2023/24)

### 26.8%

mobile money customer base  
penetration  
(24.9% in 2023/24)

### \$2.0

average revenue per user  
(ARPU)  
(+11.4% in constant currency  
vs 2023/24)

### 1.7 million

Airtel Money agents  
(+23.4% vs 2023/24)

### \$273

transaction value per  
customer per month in  
reported currency  
(\$262 in 2023/24)

## Governance

The governance of financial inclusion is led by the CEO of Airtel Money, with contributions from various functions:

- **Product development teams** design and implement financial solutions tailored to customer needs
- **Customer value management teams** focus on customer engagement, retention and digital adoption
- **Sales and distribution teams** expand agent networks, mobile money acceptance points and digital transaction platforms
- **Risk and compliance** ensures regulatory adherence and implement fraud prevention measures
- **Strategic partnerships** allow us to collaborate with financial institutions, fintech innovators and mobile money stakeholders to drive ecosystem growth
- **Data and analytics teams** monitor financial inclusion KPIs and assess impact on underserved populations.

Through this structured governance model, we continue to drive sustainable financial inclusion at scale.

## Progress update against our targets in 2024/25

In 2024/25, Airtel Money has made significant strides in financial inclusion, expanding access to digital financial services and driving economic empowerment.

Our Airtel Money customer base continued its strong growth trajectory, reaching 44.6 million customers by 31 March 2025, reflecting 17.3% year-on-year growth. Mobile money transaction volumes surged, with an annualised transaction value of \$136bn, marking a 32% increase in constant currency. These achievements demonstrate our platform's growing role as a trusted financial tool. In 2024/25 the number of Airtel Money agents rose by 23.4% compared to the reporting year reaching 1.7 million, further embedding financial inclusion across our footprint.

Airtel Money's expansion in Kenya was particularly significant. Our strategic investments in agent networks and infrastructure resulted in a 115% year-on-year increase in customers, bringing the total base to 2.5 million by 31 March 2025.

We introduced new microloan and overdraft products, helping millions of customers manage short-term financial needs. In November 2024, the launch of the Fikiliza overdraft facility in Zambia provided \$4m in loans within the first month, with overdraft facilities in Tanzania and Uganda also showing strong success. In addition, digital loan services in Uganda provide quick and reliable access to credit for our customers.

Across all our markets, we continue to roll out targeted awareness campaigns, ensuring customers understand how to use digital financial tools safely and effectively. Financial literacy and digital education remain central to our inclusion strategy.

## Partnerships for growth

Our partnerships have played a crucial role in advancing financial inclusion.

In June 2024, we established a partnership with Network International, a leading digital payments provider based in Dubai, to enhance payment processing, fraud prevention and card issuance, reinforcing the security and reliability of our financial services across key African markets, starting with Uganda. This partnership aims to accelerate financial inclusion and support the growth of Africa's digital economy, with plans to expand into Francophone markets in 2025/26.

In November 2024, Airtel Money also partnered with Yabx and Natsave Bank in Zambia to launch an overdraft loan product. The service allows customers to complete their transactions when they have insufficient funds in their Airtel Money accounts.

In addition, in September 2024, Airtel Money partnered with Sasai Money Transfer to expand its zero-fee remittance services across Africa, starting in Uganda and, eventually, scaling across markets such as Kenya, Malawi, Nigeria and Zambia. This partnership aims to make remittances more affordable and accessible for vulnerable communities, particularly for migrants and their families.

## Progress update against our targets in 2024/25 (continued)

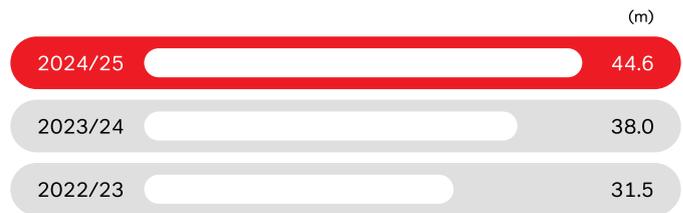
### Driving economic empowerment and gender inclusion

Financial inclusion is a key driver of women's economic empowerment, and we've expanded our focus on gender equality in financial services.

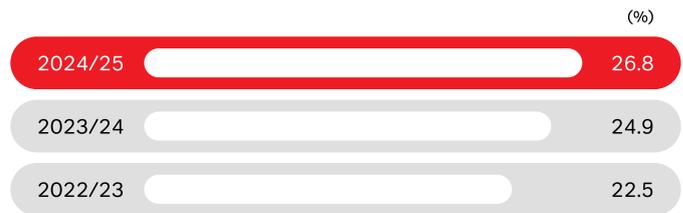
Encouragingly, as of 31 March 2025, 44.2% of our Airtel customer base were women. Airtel Money continues to play a crucial role in financial inclusion: 26.8% of our customer base actively used mobile money in 2024/25, up from 24.9% in a previous reporting year. This growth has been driven by increased awareness, a stronger distribution network and targeted customer engagement campaigns.

In Tanzania, the Viboka group savings initiative helps build better financial discipline and support community-based savings practices, with 62% of Viboka savings group members being women.

### Airtel Money customers



### Mobile money customer base penetration



#### Target timeline



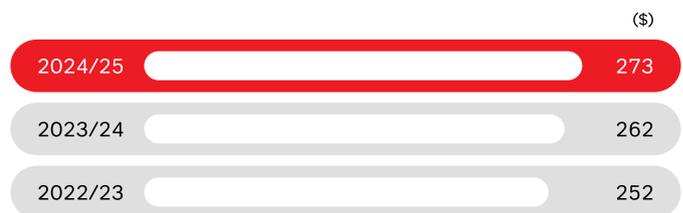
### Airtel Money women customers



### Airtel Money agents



### Transaction value per customer per month



**Financial inclusion** in action

## Going global – virtual cards expand financial access

In March 2025, Airtel Africa and Mastercard launched the Airtel Money GlobalPay Card, a virtual payment solution designed to bridge Africa's digital finance gap. For the first time, Airtel Money users across 14 countries can make secure international payments – booking travel, paying for utilities or shopping on global sites – all directly from their mobile phones.

This collaboration is a major milestone in expanding access to global e-commerce for millions of people using Airtel Africa's mobile network. It empowers unbanked and underbanked customers with a simple, safe and inclusive way to participate in the global economy without the need for a traditional bank account.

The integration of Mastercard's trusted platform with Airtel Money's growing user base supports our goal of transforming lives by driving financial inclusion through technology.

**Financial inclusion** in action

## MyAirtel app is a key driver of digital engagement

Our expanding footprint of retailers, agents and exclusive franchises combined with enhanced digital products and services through MyAirtel app means we can deliver even more services to more people. Over the reporting period, the number of monthly active MyAirtel app users grew by 81%, and we've further developed the functionality of the app to improve access to account management, payments and financial transactions. Overall, in 2024/25, 7.1 million customers were using MyAirtel app and we've reached \$4.8bn transaction value on the app (+62% compared to the previous reporting year). The launch of Airtel Lite, a free web-based platform, has also enabled new smartphone users to navigate digital services with ease.



## 🔗 Education and digital literacy are material topics



### Access to education

## At Airtel Africa, we are committed to transforming lives through **access to quality education.**

By leveraging our connectivity infrastructure and forming strategic partnerships, we aim to provide students and teachers with the tools they need to succeed in a digital world. Through initiatives such as our landmark partnership with UNICEF and targeted community support, we continue to drive digital literacy and improve access to learning resources across our 14 markets.

### Our focus areas

#### Partnerships

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

#### Connectivity for education

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

#### Supporting schools in need

We are committed to long-term support for schools and students in disadvantaged areas, ensuring they receive the educational materials and infrastructure required to improve learning outcomes.

#### GRI framework

**GRI 203-1** Infrastructure investments and services supported

**GRI 203-2** Significant indirect economic impacts

**\$2.7m**

our total spend on corporate social responsibility (CSR) programmes and initiatives in 2024/25

### Our approach to access to education

Airtel Africa plays a pivotal role in advancing digital education across the continent by providing connectivity and digital learning solutions in collaboration with global and local partners. Our approach focuses on enhancing digital literacy, equipping teachers with training and supporting schools through direct contributions to educational programmes. We advocate for improved digital education policies and infrastructure through partnerships with educational institutions and governments.

#### Governance

Access to education is managed under the corporate social responsibility (CSR) and corporate communications functions, with oversight from executive leadership. Key governance elements include:

- **CSR teams** lead relationships with UNICEF and other education-focused partners
- **Network and enterprise teams** ensure seamless connectivity to schools and support internet infrastructure deployment
- **Regulatory and sustainability teams** work with governments and institutions to influence policy and drive sustainable digital education initiatives
- **CSR and sustainability teams** tracks progress against key performance indicators, ensuring alignment with our commitment to SDG 4.

This structure ensures accountability and effectiveness in delivering meaningful educational support across our markets.

“

Africa's growing youthful population is the key to accelerating the continent's economic growth and driving greater prosperity for all. The partnership between Airtel Africa and UNICEF aims to empower Africa's young people through access to digital education, fostering their talents and enabling them to excel in a technology-driven world.

”

**Emeka Oparah**

Head of corporate communications and CSR

## Key performance indicators (KPIs)

### 1.6 million

schoolchildren who have accessed the internet and online educational platforms in 2024/25

### 2,176

schools connected to the internet free of charge

### 34

number of certified educational online platforms which were zero-rated (25 in 2023/24)

### 1.2m GB

volume of data distributed under this programme free of charge to the users

## Progress update against our targets in 2024/25

Through the landmark \$57m partnership with UNICEF, we made further progress in expanding digital education access. Airtel Africa and UNICEF deepened their collaboration at both regional and country levels, working closely to track progress and refine implementation strategies. This strengthened partnership fostered greater clarity around roles and expected outcomes, leading to operational efficiency and enhanced performance achieved in this reporting period.

In 2024/25, we connected approximately 1,000 schools to the internet, increasing our reach to 2,176 schools across 13 markets. In Nigeria, for example, 1,125 schools are now connected to the internet, benefitting more than 850,000 students. In Rwanda, the number of connected schools grew from 21 in April 2024 to 301 as of 31 March 2025, marking a significant expansion in digital learning opportunities.

We provided zero-rated access to 34 certified educational platforms, up from 25 in the previous year, ensuring that students and teachers can access essential digital resources without data costs.

We also continued to expand connectivity initiatives beyond our UNICEF partnership. In Niger, for example, we connected six youth centres in the Zinder region, benefitting over 500 young people. We remain committed to identifying alternative ways to support schools and communities in need. This commitment is highlighted by our work in Gabon, where our partnership with ZOHA has helped alleviate financial barriers for children in vulnerable communities.

Through continued investment in digital education and collaboration with global and local partners, we're working towards our goal of transforming the lives of over one million children through education by 2027.



“

By working together, Airtel Africa and UNICEF have connected classrooms to the internet, supported teachers and brought digital learning to the fingertips of children who might otherwise be left behind. It's not just about technology – it's about giving every child a fair chance to learn, grow and thrive, helping to build a more inclusive and hopeful future for children across Nigeria and beyond.

”

**Celine Lafoucriere**

Chief, UNICEF Lagos Field Office



**Access to education** in action

## Connecting schools to the internet in Tanzania

In December 2024, Airtel Tanzania donated 50 internet routers and connected 20 public schools in Rombo, Kilimanjaro, as part of its Airtel Smart Wasomi initiative. Airtel Tanzania's continued efforts to improve the education sector via local partnerships play a critical role in addressing challenges in education.

“

This internet service will significantly improve the learning environment for our students in Rombo district, ensuring they excel academically. On the same note, our teachers will get to access modern teaching tools, adopt innovative methods and enhance their skills to deliver more engaging and impactful lessons.

”

**Adam Ally**

Teacher, Rombo district, Tanzania



**Access to education** in action

## Airtel Uganda celebrates World Children's Day by showcasing digital innovation in education

In November 2024, Airtel Uganda, in collaboration with UNICEF and the Uganda Communications Commission (UCC), marked World Children's Day under the theme 'Empowering children in Uganda through technology and design'. The event united policymakers, civil society leaders and students from across the country to celebrate the transformative power of digital education.

A major highlight of the celebration was the student innovation showcase, where young innovators presented tech-driven solutions addressing real-world challenges. Trinity College Nabbingo stood out, earning the top award for its outstanding project focused on protecting children's rights through empowerment, protection and partnerships. Their achievement underscored the impact of Airtel Uganda's digital initiatives in nurturing creativity and critical thinking among students.



## Our environment



## Towards a greener, more sustainable future

Our commitment to the environment is grounded in action and ambition. As we grow, we strive to do so responsibly – minimising our footprint, embracing renewable energy solutions and contributing to a climate-resilient future. Just like digital and financial inclusion, environmental sustainability has the power to transform lives.

### Addressing our material topics

#### Reduction of greenhouse gas (GHG) emissions

Deploying energy efficient solutions and supporting our journey towards a 2050 net zero ambition.

➤ [See Reduction of greenhouse gas \(GHG\) emissions \(p68\)](#)

#### Environmental stewardship

Developing and implementing programmes to replace damaging materials, expanding recycling schemes and raising employees' awareness of the need to protect natural resources.

➤ [See Environmental stewardship \(p72\)](#)

### Supporting the UN SDGs

We recognise our responsibility to protect the environment while enabling digital progress. From emissions reduction to resource stewardship, we are embedding sustainability into everything we do to build a greener, more resilient future for Africa.



#### SDG 12: Responsible consumption and production

– We are committed to operating responsibly by reducing energy use, improving efficiency and managing electronic waste. Through investments in renewable energy and emissions monitoring, we're working to minimise our environmental impact as we grow.

Climate change is a material topic



## Reduction of greenhouse gas (GHG) emissions

## Our ambition is to achieve net zero greenhouse gas (GHG) emissions by 2050

Our near-term target is, by 2032, to reduce our scope 1 and 2 carbon emissions intensity by 62% from our baseline and continue rolling out robust engagement programmes with our partners and suppliers to reduce our scope 3 emissions.

### Commitment to reducing our environmental impact

We are committed to continuing with our ambitious and comprehensive approach to minimising environmental impact by reducing the GHG emissions associated with our operations as well as contributing to a broader commitment across our supply chain. The decarbonisation strategy is embedded within our long-term commitment to sustainable growth, energy efficiency and digital inclusion in our 14 African markets.

Our operational focus remains on rolling out the initiatives which span from fundamental infrastructure upgrades, such as hybrid power solutions, to advanced energy management systems. However, we face challenges, such as underdeveloped power grids and weather-related events affecting power availability in the geographies where we operate. For example, recent droughts in Malawi and Zambia\*, and severe floods in Kenya and Tanzania, impacted energy and hydroelectric power generation, triggering blackouts and disruptions in these markets.

As we continue to invest in our network resilience and availability, we factor in service continuity to meet our customers' needs even during challenging times while ensuring our impact on the environment is minimised as we expand our services in sub-Saharan Africa.

\* Zambia sources up to 84% of its electricity from water reservoirs such as lakes and rivers (earth.org) and in Malawi 95% of electricity comes from hydroelectric power ([www.energy.gov.mw](http://www.energy.gov.mw))

### Our journey towards a net zero future

In 2024/25, we published the latest update of 'Our journey towards a net zero future', which sets out the detailed roadmap to reduce GHG emissions across our operations and supply chain. The document outlines our strategic approach to decarbonisation, including the near-term target of a 62% reduction in scope 1 and 2 emissions intensity\* by 2032. It also provides updates on energy efficiency measures, hybrid infrastructure deployment as well as our partner and supplier engagement programme to reduce scope 3 emissions in the value chain.

\* tCO<sub>2</sub>e/MW of installed capacity

➤ For more information about our decarbonisation strategy, see 'Our journey towards a net zero future' published on [www.airtel.africa](http://www.airtel.africa)

### Governance

Our governance structure supports coordinated action across operations and supply chain in our 14 markets.

- **Executive oversight:** the Sustainability Committee, chaired by the CEO and comprising members of the executive leadership team, is responsible for the decarbonisation strategy and reviews performance every two months.
- **Cross-functional implementation:** the reduction of GHG emissions goal is jointly led by the chief technology officer (CTO), who also oversees service quality, and the chief supply chain officer (CSCO), who drives supply chain management. Operational execution is driven by network infrastructure and supply chain teams under the strategic direction of the CTO and CSCO.
- **Two core policies:** the environmental policy and the carbon accounting methodology provide the framework for emissions measurement, reduction strategies and alignment with international best practices. This policy-led approach sets out robust principles for GHG data integrity and outlines our ambition to achieve net zero by 2050 and manage environmental risks.
- **Continuous reporting and review:** progress is reported regularly to the Sustainability Committee to ensure alignment with our decarbonisation strategy and best practices for achieving our long-term net zero ambition.

This governance model ensures that climate accountability is embedded across our business, driving transparency, ownership and sustained progress toward our environmental commitments.

➤ For more information about our environmental policy and carbon accounting methodology, visit [www.airtel.africa](http://www.airtel.africa)

## GHG emissions footprint in 2024/25

**134,021**

tCO<sub>2</sub>e  
scope 1 and 2 emissions  
(+4.3% vs 2023/24)

**448,050,273**

MW  
energy consumption  
(+3.1% vs 2023/24)

**14%**

reduction in emissions intensity  
(vs 2022 baseline)

**19.6%**

reduction of PUE in MSCs  
(vs 2022 baseline)

## Our emissions profile: scope 1, 2 and 3

### Scope 1 and 2 emissions

These emissions come directly from owned assets and purchased energy. In 2024/25, our scope 1 and 2 emissions increased by 4.3% compared to the prior reporting year as external challenges impacted our ability to reduce emissions at the pace we had anticipated. These exceptional factors included a severe drought in Zambia which reduced the grid availability from 24 hours to six hours a day, resulting in a higher use of diesel generators to continue maintaining our service quality. In addition, in Malawi, we switched energy provision for sites previously operated by towercos resulting in reclassification of related emissions from scope 3 to scope 1 and 2.

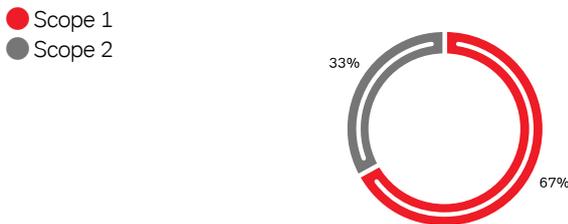
We continued rolling out specific measures which included the deployment of hybrid solutions (e.g., solar power, conversion from off-grid to on-grid, deployment of lithium ion batteries) at tower sites and mobile switching centers (MSCs) in our markets to directly reduce energy consumption and reliance on diesel generators.

### Scope 3 emissions

For our scope 3 emissions data, which requires collection and verification from external partners, we're only able to report this with a lag of one year to ensure our scope 3 data has been subjected to reasonable internal verification. This is in line with our internal processes to ensure our reported data is fully checked and verified.

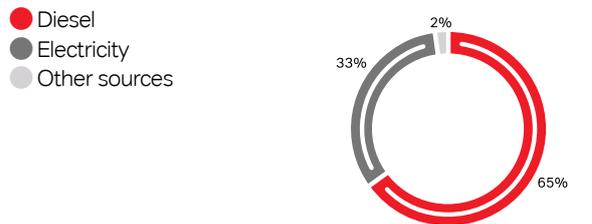
- In 2023/24, representing 87% of the total GHG emissions footprint, our scope 3 emissions amounted to 891,182 tCO<sub>2</sub>e. These emissions are largely linked to leased assets and capital expenditure. This was in line with the prior year (88%)
- Within these emissions, approximately 68% arose from category 8 (upstream leased assets) which is due to our equipment hosted on leased tower sites. Furthermore, 22% of our scope 3 emissions related to our capital expenditure and form part of category 2 (capital goods)
- The remaining scope 3 emissions were split between other categories which constituted 9.7% of our total footprint
- Despite the significant growth of our network, in 2023/24 our scope 3 emissions increased by 4% from the prior year as we continue to engage with our partners to reduce their impact on the environment. Since our 2022 baseline, scope 3 emissions have increased by 12.5%, despite an 87% increase in data capacity on our network (TB/day).

**Total scope 1 and 2 emissions in 2024/25**  
(tCO<sub>2</sub>e)



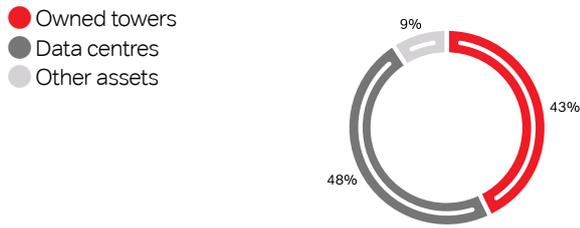
Emissions scope	Total emissions (tCO <sub>2</sub> e)
Scope 1	89,870
Scope 2	44,151
<b>Total</b>	<b>134,021</b>

**Total scope 1 and 2 emissions by source in 2024/25**  
(tCO<sub>2</sub>e)



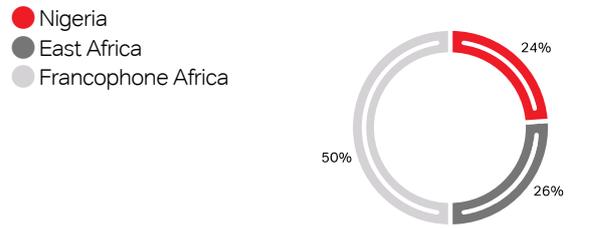
Source	Total emissions (tCO <sub>2</sub> e)
Diesel	87,794
Electricity	44,151
Other sources	2,075
<b>Total</b>	<b>134,021</b>

**Total scope 1 and 2 emissions by activity in 2024/25**  
(tCO<sub>2</sub>e)



Assets	Total emissions (tCO <sub>2</sub> e)
Owned towers	64,033
Data centres (inc. MSCs)	57,286
Other assets (buildings, shops, fleet)	12,702
<b>Total</b>	<b>134,021</b>

**Total scope 1 and 2 emissions by region in 2024/25**  
(tCO<sub>2</sub>e)



Regions	Total emissions (tCO <sub>2</sub> e)
Nigeria	31,716
East Africa	34,869
Francophone Africa	67,436
<b>Total</b>	<b>134,021</b>

**Key projects and initiatives to improve energy efficiency and modernise infrastructure**

**Conversion to hybrid and renewable energy solutions**

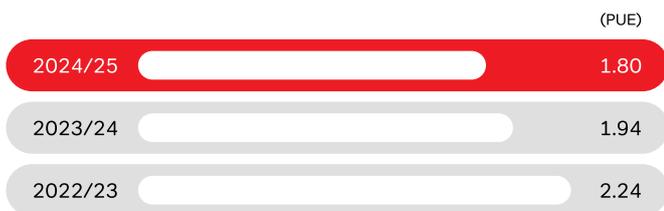
A major initiative of moving off-grid sites to on-grid, where feasible, took place in 2024/25. As of 31 March 2025, we converted 500 sites from off-grid to on-grid energy which has resulted in the saving of approximately 350,000 litres of fuel. For those that remain off-grid due to local infrastructure constraints, hybrid solutions involving solar panels and lithium-ion batteries are being considered to reduce diesel consumption.

**Optimising data and mobile switching centers (MSCs)**

We continue to focus on consolidating and right-sizing equipment, optimising physical space and enhancing the efficiency of cooling systems.

These operational improvements contribute to an ongoing reduction in power usage effectiveness (PUE)\* over time which resulted in better energy efficiency and savings of 8,390,000 kWh during this reporting period.

**Power usage effectiveness (PUE)**



\* Power usage effectiveness (PUE) or power unit efficiency is a ratio that describes energy efficiency.

**Site-specific initiatives at tower sites**

For tower sites operated or managed by Airtel Africa, the focus remains on off-grid to on-grid conversion, hybrid energy solutions and the installation of energy-saving equipment.

For tower sites managed by our partners, we continue to engage in driving positive environmental outcomes to reduce the impact on the environment which also includes solar/hybrid power improvements and energy efficient equipment. For example, the recent lease extension renewal with American Tower Corporation (ATC) included specific renewable energy targets to reduce the reliance on diesel fuel.

In markets where grid connection is limited or unstable (e.g., Nigeria and Zambia), diesel generators are being supplemented or replaced with renewable energy solutions.

**ESCO model in Chad**

A new approach for the rollout of an ESCO model is being tested in Chad, where an expert partner will supply energy to our sites, including hybrid or solar solutions to significantly cut down diesel use. Full deployment is anticipated in 2025/26.

**Environmental and financial impact**

A direct outcome of these initiatives is a reduction in both operational costs and carbon emissions, contributing to our long-term sustainability goals.

The improvements in energy efficiency at data centres contribute to a lower PUE, supporting both cost savings and reduced environmental impact.

The shift to renewable energy sources and improved energy management is aligned with our broader decarbonisation targets, including a net zero ambition by 2050.

Our decarbonisation strategy is projected to significantly decrease reliance on diesel and, in turn, contribute to the reduction of our scope 1 and 2 emissions.

## Strategic integration and future roadmap

### Baseline and progress tracking

The detailed breakdown of emissions since 2022 serves as a baseline for tracking progress against our sustainability targets.

Incremental gains are monitored through regular assessments and workshops with OpCos that contribute the most to the baseline emissions.

### Extended scope and supply chain engagement

Beyond internal assets, our decarbonisation strategy extends to managing scope 3 emissions by engaging with towerco operators, partners and suppliers via our 'Partners and suppliers engagement programme' (PSEP), ensuring that external partners also contribute to reducing the overall carbon footprint and are fully aligned with our environmental and social standards.

We monitor our supply chain via the annual ESG self-assessment questionnaire (SAQ) as well as the annual ESG roundtable with top-tier partners chaired by the chief supply chain officer who is responsible for ongoing development and implementation of PSEP.

### Innovation and adaptation

The continuous evolution of methodologies (e.g., revised energy consumption calculations using updated conversion factors) ensures that our approach remains robust and accurately reflects both energy use and emissions intensity.

Investment in energy-saving equipment and infrastructure modernisation is designed to support future growth while keeping environmental impacts in check.

Our medium- and long-term decarbonisation strategy integrates technological innovation, operational efficiency and collaborative partnerships. By focusing on converting off-grid assets to on-grid, deploying renewable energy, optimising operational processes and further engaging with external partners and suppliers for scope 3 emission management, we aim to achieve substantial reductions in GHG emissions intensity by 2032. These measures not only contribute to lowering our carbon footprint but also deliver financial and operational benefits, positioning Airtel Africa on a strong path toward our long-term net zero ambition.

This comprehensive approach serves as a robust framework for balancing sustainable growth with environmental stewardship, ensuring that the company's operations remain resilient and environmentally responsible in the face of infrastructure challenges.

➤ For more information about our TCFD disclosures, see [Annual Report and Accounts 2025](#) published on [www.airtel.africa](http://www.airtel.africa)



### Reduction of greenhouse gas (GHG) emissions goal in action

## Hybrid energy solutions in partnership with Helios Towers

In many parts of sub-Saharan Africa, grid reliability remains a significant challenge, particularly in rural areas where even grid-connected towers often rely on diesel generators for backup power. To address this, Airtel Africa is working with Helios Towers to migrate infrastructure to hybrid energy solutions across Tanzania, Madagascar and the Democratic Republic of the Congo. By expanding access to grid power and supplementing with renewable or hybrid technologies, this partnership reduces fuel consumption and improves the resilience of our mobile network. These changes are not only lower emissions but also enhance service stability in hard-to-reach communities.

As of 31 March 2025, hybrid power systems have been deployed across 29% of Helios Towers' sites leased to Airtel Africa across these countries – demonstrating how supply chain collaboration can help address both environmental and operational challenges in one of the world's most energy-constrained regions.



Water and waste management is a material topic



## Environmental stewardship

At Airtel Africa, we are **committed to reducing waste, conserving natural resources, and integrating sustainable practices** across all our operations.

Through targeted initiatives, we're working to eliminate hazardous waste, minimise non-hazardous waste, and reduce our water consumption. Our environmental and social management system (ESMS) helps us track our progress and ensures compliance with international best practices.

### Our focus areas

#### Elimination of hazardous waste from our operations

Airtel Africa continues to eliminate hazardous waste, particularly lead from batteries, by adhering to stringent disposal regulations and partnering with suppliers and accredited disposal firms.

#### Reduction in non-hazardous waste

We remain committed to the reuse and recycling of non-hazardous waste throughout our operations. Our strategy encompasses expanding our waste management schemes and increasing our procurement of reusable and recyclable materials.

#### Protection of natural resources

We do not consume or pollute significant amounts of water through our operations. Our proactive water conservation programmes include rainwater harvesting and water-saving practices, underscoring our commitment to safeguarding natural resources.

#### GRI framework

GRI 306-4 Waste diverted from disposal

GRI 306-5 Waste directed to disposal

GRI 301-2 Recycled input materials used

GRI 303-3 Water withdrawal

GRI 303-4 Water discharge

GRI 303-5 Water consumption



Our commitment to environmental stewardship is an integral part of our sustainability journey. Through responsible waste management, energy efficiency and conservation initiatives, we continue to minimise our environmental footprint while supporting sustainable development.



**Ramakrishna Lella**  
Chief supply chain officer

### Our approach to managing environmental stewardship

Through ESMS, we monitor waste disposal, track resource use and assess environmental risks. We also work closely with suppliers and vendors to ensure they adhere to our environmental and social performance standards. Our procurement contracts include e-waste management clauses to promote responsible recycling and disposal of network equipment.

### Governance

Environmental stewardship is managed by supply chain, network and sustainability functions, with oversight from senior leadership at both Group and OpCo levels. Our governance structure includes:

- **Supply chain and procurement teams** ensure responsible sourcing, hazardous waste management and vendor compliance with environmental standards
- **Network and technology teams** implement energy efficiency measures and phase out hazardous materials in operations
- **Sustainability and compliance teams** oversee implementation of the ESMS, monitor environmental KPIs and ensure alignment with international standards
- **Operational teams** in our OpCos manage waste separation, recycling initiatives and awareness campaigns within our offices and retail outlets.

Regular audits and compliance checks help ensure that our environmental policy is effectively implemented across all 14 OpCos.

➤ [To download our environmental policy, visit www.airtel.africa](http://www.airtel.africa)

## Key performance indicators (KPIs)

### 963.0

tonnes of total waste generated in 2024/25  
(+52.6% vs 2023/24)

### 892.2

tonnes of total waste recycled in 2024/25  
(+57.3% vs 2023/24)

### 626.1

tonnes of network equipment recycled in 2024/25  
(+18.9% vs 2023/24)

### 128.4

megalitres of water consumption  
(+4.1% vs 2023/24 baseline)

## Progress update against our targets in 2024/25

### Waste management

#### Eliminating hazardous waste

We made further strides this year in our efforts to reduce and eliminate hazardous waste. We strengthened our partnerships with Nokia, Huawei, ZTE and Ericsson by introducing material 'take-back' agreements to ensure that our end-of-life network equipment is either repaired or responsibly recycled. We're pleased to report that 93% hazardous waste materials are now recycled or reused. In addition, we continue our transition from lead-acid to lithium-ion batteries across our OpCos.

To enhance compliance, hazardous waste is processed only by licensed recyclers with oversight from relevant government agencies. Our vendor contracts include waste electrical and electronic equipment clauses, ensuring end-of-life equipment is disposed of in line with international environmental standards.

#### Reducing non-hazardous waste through responsible consumption

In 2024/25, our partnership with TakaTaka Solutions, a well-renowned waste management company in Kenya, resulted in 90% of office waste being recycled at Airtel Kenya headquarters. In Malawi, our collaboration with International Conservation and Cleanup Management enabled recycling of 80% of our paper waste in 2024/25.

Our broader commitment to reducing waste was reinforced by eliminating single-use plastic cups in all our corporate offices and replacing them with recyclable paper and glass alternatives. This initiative will be expanded to our shops, with full implementation targeted for March 2026.

We've also improved waste separation at source, ensuring that waste materials are either reused or recycled.

### Water management

We identified Chad, Kenya, Niger and the Seychelles as water-stressed zones within our operations. In response, we're strengthening our commitment to sustainable water management and conservation efforts.

In 2023/24, we established a baseline annual water consumption of 123.4 megalitres per year and rolled out a structured programme with a focus on reducing use through conservation initiatives and collecting data to reflect water usage across our operations. Water efficiency improvements are now embedded in all renovations, including the installation of automatic flushing systems and push-on taps to limit unnecessary water waste. In 2024/25, our total water consumption amounted to 128.4 megalitres, a 4.1% increase reflecting a 9.1% increase in our workforce (on-roll and off-roll employees).

Employee engagement has also played a crucial role in our water conservation efforts. Awareness campaigns and conservation signage have been placed in strategic locations across our offices to encourage responsible water use. While our operations do not significantly impact water resources, we continue to explore further opportunities to reduce consumption.

### Biodiversity

We're increasing our focus on biodiversity, ensuring that our operations are aligned with responsible environmental management. In collaboration with GSMA and industry partners, we're conducting research into the telecom sector's impact on biodiversity, with findings expected to inform future sustainability initiatives.

### Commitment to environmental standards

Our progress towards achieving international environmental certifications advanced significantly this year. ISO 14001 pre-certification preparations were completed across multiple OpCos, with audits scheduled to take place in our Dubai HQ, the DRC, Kenya and Nigeria. As of 31 March 2025, 36 employees received comprehensive ISO 14001:2025 training, ensuring effective integration of environmental objectives into business operations.

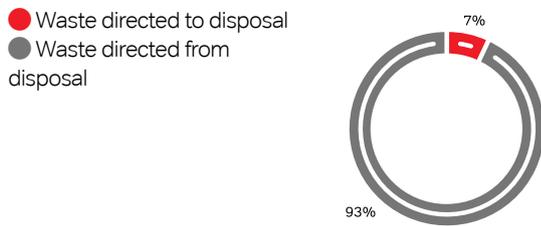
We also expanded our employee engagement activities related to sustainability and biodiversity, including tree planting in Kenya and robust World Environment Day campaigns across several OpCos. Under 'Project Green,' Kenya and Malawi led the way in responsible consumption and recycling, further embedding environmental responsibility into our operations.

## Environmental and social management system (ESMS)

In 2024/25, we made significant progress in rolling out our ESMS across our 14 markets. To enhance our environmental and social management framework, we reviewed and reinforced procedures for managing suppliers and partners who deliver high risk tasks for us, ensuring they comply with the best environmental, social and safety practices. Additionally, we monitored and evaluated the ongoing implementation of ESMS.

Our pursuit of ISO 14001 certification remains on track. We engaged advisors to conduct a gap assessment audit and provide actionable recommendations to achieve full compliance with the standard. In addition, we trained 36 employees from various markets to support the implementation of our ESMS. These employees have already begun establishing procedures and processes to ensure compliance with the standards.

### Total waste generated in 2024/25\*

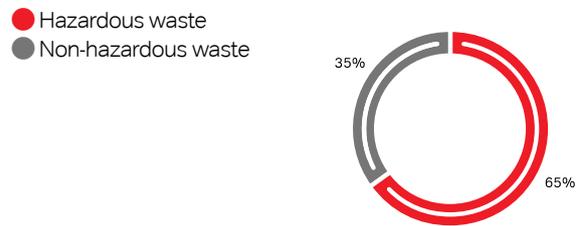


Waste category	Tonnes
Waste directed to disposal (landfill or incineration)	70.8
Waste diverted from disposal (recycled and reused)	892.2
<b>Total</b>	<b>963.0</b>

1. Electronic waste collected by the equipment manufacturers or certified waste recyclers for recycling, recovery and reuse.
2. Only waste that has been disposed is recorded. Any waste held in our warehouses temporarily hasn't been included (batteries and any other electronic waste scheduled for disposal).

\* This data does not include UK and Channel Islands, India, UAE and The Netherlands.

### Waste generated by type



Waste category	Tonnes
Hazardous waste (network waste and batteries)	626.1
Non-hazardous waste	336.9
– paper, cardboard and wood	0.0
– construction metals (kiosks, etc.)	223.6
– other waste* (general office mix)	113.3
<b>Total</b>	<b>963.0</b>

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

**Environmental stewardship** in action

## Driving **positive change** in Nigeria

In September 2024, 148 Airtel Nigeria employees and 21 students from Refiners Academy joined forces to clean up Baadun Beach in Lagos.

The impact of this work didn't go unnoticed. In December 2024, Airtel Nigeria received the 'Environment and Sustainability PR Award' at the LaPRIGA Awards, with judges praising the company's consistent grassroots engagement and commitment to climate restoration.

By combining hands-on volunteering with environmental learning, Airtel Nigeria is showing that meaningful change starts with community-led efforts.



“

These awards are a testament to our core belief that businesses have a responsibility to drive positive change in society.

”

**Dinesh Balsingh**

CEO and MD, Airtel Nigeria

**Environmental stewardship** in action

## Tackling e-waste across Zambia in partnership with ZICTA

Airtel Zambia, in partnership with the Zambia Information Communication Technology Authority (ZICTA), has launched a nationwide e-waste awareness campaign aimed at addressing the country's growing electronic waste problem. With mobile phones alone accounting for 60.7% of Zambia's e-waste, the initiative sets out to educate the public on responsible disposal and promote more sustainable consumer habits.

As part of the campaign, Airtel Zambia has installed e-waste drop-off boxes at all 61 of its retail stores, making it easy for customers and community members to safely discard old devices, batteries and radios. This hands-on approach not only supports environmental protection but reinforces Airtel Zambia's commitment to driving sustainable behaviour change at scale.



## Metrics and disclosures

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## ESG data

All of the ESG data is presented on a consolidated basis and corresponds to the parameters of the financial reporting unless otherwise specified.

### Human resources†

#### GRI 2-7

##### Breakdown of employees by gender

	2023/24	2024/25
Number of male permanent (on-roll) employees	2,964	<b>3,011</b>
Number of female permanent (on-roll) employees	1,168	<b>1,242</b>
<b>Total number of permanent employees (on-roll)</b>	<b>4,132</b>	<b>4,253</b>
Number of male temporary (off-roll) employees	5,103	<b>5,294</b>
Number of female temporary (off-roll) employees	2,285	<b>2,805</b>
<b>Total number of temporary (off-roll) employees</b>	<b>7,388</b>	<b>8,099</b>
Number of male employees (on-roll and off-roll)	8,067	<b>8,305</b>
Number of female employees (on-roll and off-roll)	3,453	<b>4,047</b>
<b>Total number of employees (on-roll and off-roll)</b>	<b>11,520</b>	<b>12,352</b>

†Permanent employees' includes all full-time employees. †Temporary employees' includes all off-roll short-term contract employees. †Total number of employees' is a sum of both permanent and temporary employees.

#### GRI 2-8

##### Workers who are not employees

See GRI 2-7 above.

#### GRI 2-30

##### Employees covered by collective bargaining agreements

	2023/24	2024/25
Percentage of total employees covered by collective bargaining agreements (on-roll employees)	20%	<b>20%</b>

Airtel Africa respects the legal rights of its employees to join trade unions and labour organisations. It ensures compliance with applicable local laws does not discriminate based on an employee's decision to join a labour organisation.

### Diversity of governance bodies and employees†

#### GRI 405-1

##### Breakdown of employees by age

	Under 30 years old	30-50 years old	Over 50 years old	Total
<b>2023/24</b>				
Executive management	0	130	44	<b>174</b>
Managers	35	1,563	233	<b>1,831</b>
Administrative	382	1,650	95	<b>2,127</b>
<b>Total</b>	<b>417</b>	<b>3,343</b>	<b>372</b>	<b>4,132</b>
<b>2024/25</b>				
Executive management	0	114	45	<b>159</b>
Managers	31	1,607	289	<b>1,927</b>
Administrative	330	1,722	115	<b>2,167</b>
<b>Total</b>	<b>361</b>	<b>3,443</b>	<b>449</b>	<b>4,253</b>

† Data refers to Group wide metrics

#### GRI 405-1

##### Breakdown of employees by employee category and gender

	Male	Female	Total
<b>2023/24</b>			
Executive management	128	46	<b>174</b>
Managers	1,394	437	<b>1,831</b>
Administrative	1,442	685	<b>2,127</b>
<b>Total</b>	<b>2,964</b>	<b>1,168</b>	<b>4,132</b>
<b>2024/25</b>			
Executive management	117	42	<b>159</b>
Managers	1,451	476	<b>1,927</b>
Administrative	1,443	724	<b>2,167</b>
<b>Total</b>	<b>3,011</b>	<b>1,242</b>	<b>4,253</b>

#### GRI 405-2

##### Ratio of basic salary and remuneration of women to men

Not disclosed.

#### GRI 401-1

##### New employee hires and employee turnover

##### New hired employees by gender

	2023/24	2024/25
Male	342	<b>396</b>
Female	228	<b>210</b>
<b>Total</b>	<b>570</b>	<b>606</b>

##### New hired employees by age group

	2023/24	2024/25
Under 30 years	153	<b>141</b>
30-50 years old	401	<b>450</b>
Over 50 years old	16	<b>15</b>
<b>Total</b>	<b>570</b>	<b>606</b>

##### Employee turnover\* by gender (%)

	2023/24	2024/25
Male	10.1%	<b>10.3%</b>
Female	9.2%	<b>10.1%</b>
<b>Total</b>	<b>9.8%</b>	<b>10.2%</b>

\*The employee turnover rate is calculated by dividing the total number of employee exits during the reporting period by the total headcount as of the end of the reporting period.

##### Employee turnover by age group (%)

	2023/24	2024/25
Under 30 years	16.5%	<b>21.9%</b>
30-50 years old	9.6%	<b>9.5%</b>
Over 50 years old	4.8%	<b>6.7%</b>
<b>Total</b>	<b>9.8%</b>	<b>10.2%</b>

## GRI 401-3

### Parental leave

Number of employees that were entitled to parental leave, by gender

	2023/24	2024/25
Female	1,168	<b>1,242</b>
Male	2,964	<b>3,011</b>
<b>Total</b>	<b>4,132</b>	<b>4,253</b>

Number of employees that took parental leave, by gender

	2023/24	2024/25
Female	48	<b>50</b>
Male	139	<b>141</b>
<b>Total</b>	<b>187</b>	<b>191</b>

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

	2023/24	2024/25
Female	34	<b>50</b>
Male	127	<b>138</b>
<b>Total</b>	<b>161</b>	<b>188</b>

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

	2023/24	2024/25
Female	n/a	<b>41</b>
Male	n/a	<b>122</b>
<b>Total</b>	<b>n/a</b>	<b>163</b>

## GRI 404-1

### Training and development

Average training hours by gender

	Total annual training hours	Number of employees (on-roll + off-roll)	Average training hours
<b>2023/24</b>			
Female	151,143	3,453	43.8
Male	179,799	8,120	22.1
<b>Total</b>	<b>330,942</b>	<b>11,573</b>	<b>28.6</b>
<b>2024/25</b>			
Female	165,282	4,047	40.8
Male	261,111	8,305	31.4
<b>Total</b>	<b>426,393</b>	<b>12,352</b>	<b>34.5</b>

Note:

1. We have slightly adjusted the GRI calculation approach to include all learning hours, not just those of on-roll employees. This change aligns with relevant sustainability KPI and offers a more complete view of our learning and development efforts.

2. Data is based on our online self-learning platform as well as instructor-led trainings.

### Average training hours by employee category

	Total annual training hours	Number of employees (on-roll + off-roll)	Average training hours
<b>2023/24</b>			
Executive management*	2,660	104	25.6
Managers	39,872	2,546	15.7
Administrative	288,410	8,923	32.3
<b>Total</b>	<b>330,942</b>	<b>11,573</b>	<b>28.6</b>
<b>2024/25</b>			
Executive management*	2,697	159	17.0
Managers	43,190	1,927	22.4
Administrative	380,506	10,266	37.1
<b>Total</b>	<b>426,393</b>	<b>12,352</b>	<b>34.5</b>

\* Group and OpCo-level Executive Committees, excluding country managing directors.

Note:

1. We have slightly adjusted the GRI calculation approach to include all learning hours, not just those of on-roll employees. This change aligns with relevant sustainability KPI and offers a more complete view of our learning and development efforts.

2. Data is based on our online self-learning platform as well as instructor-led trainings.

## GRI 404-3

Percentage of employees receiving regular performance and career development review

All Airtel Africa's on-roll employees are covered by an annual performance assessment process.

## Environment

### GRI 306-3

Waste composition, tonnes

	Waste generated	Waste from disposal	Waste diverted to disposal
<b>2023/24</b>			
Hazardous waste (network waste and batteries)	531.6	526.7	4.9
Non-hazardous waste (food waste, plastics, paper, etc.)	99.4	40.4	59.0
<b>Total</b>	<b>631.0</b>	<b>567.1</b>	<b>63.9</b>
<b>2024/25</b>			
Hazardous waste (network waste and batteries)	626.1	626.1	0
Non-hazardous waste (food waste, plastics, paper, etc.)	336.9	266.1	70.8
<b>Total</b>	<b>963.0</b>	<b>892.2</b>	<b>70.8</b>

**GRI 306-4**

## Waste diverted from disposal (tonnes)

	Onsite	Offsite	Total
2023/24			
<b>Hazardous waste</b>			
Preparation for reuse	0	527	527
Recycling	0	0	0
Other recovery operations	0	0	0
<b>Total</b>	<b>0</b>	<b>527</b>	<b>527</b>

**Non-hazardous waste** (other waste, including office mix)

Preparation for reuse	0	0	0
Recycling	0	20	20
Other recovery operations	0	20	20
<b>Total</b>	<b>0</b>	<b>40</b>	<b>40</b>
<b>Total waste prevented</b>	<b>0</b>	<b>567</b>	<b>567</b>

	Onsite	Offsite	Total
2024/25			
<b>Hazardous waste</b>			
Preparation for reuse	0	0	0
Recycling	0	626	626
Other recovery operations	0	0	0
<b>Total</b>	<b>0</b>	<b>626</b>	<b>626</b>

**Non-hazardous waste** (other waste, including office mix)

Preparation for reuse	0	266	266
Recycling	0	0	0
Other recovery operations	0	0	0
<b>Total</b>	<b>0</b>	<b>266</b>	<b>266</b>
<b>Total waste prevented</b>	<b>0</b>	<b>266</b>	<b>266</b>

**GRI 306-5**

## Waste diverted from disposal (tonnes)

	Onsite	Offsite	Total
2023/24			
<b>Hazardous waste</b>			
Incineration (with energy recovery)	0	4.9	4.9
Incineration (without energy recovery)	0	0	0
Landfilling	0	0	0
Other disposal operations	0	0	0
<b>Total</b>	<b>0</b>	<b>4.9</b>	<b>4.9</b>

**Non-hazardous waste** (other waste, including office mix)

Incineration (with energy recovery)	0	0	0
Incineration (without energy recovery)	0	56.3	56.3
Landfilling	0	7.6	7.6
Other disposal operations	0	0	0
<b>Total</b>	<b>0</b>	<b>63.9</b>	<b>63.9</b>

Onsite Offsite Total

**2024/25****Hazardous waste**

Incineration (with energy recovery)	n/a	n/a	n/a
Incineration (without energy recovery)	n/a	n/a	n/a
Landfilling	n/a	n/a	n/a
Other disposal operations	n/a	n/a	n/a
<b>Total</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>

**Non-hazardous waste** (other waste, including office mix)

Incineration (with energy recovery)	0	0	0
Incineration (without energy recovery)	0	70.8	70.8
Landfilling	0	0	0
Other disposal operations	0	0	0
<b>Total</b>	<b>0</b>	<b>70.8</b>	<b>70.8</b>

**GRI 301-1, 301-2**

Materials used by weight or volume  
Not applicable.

**GRI 301-3**

Reclaimed products and their packaging materials  
Not applicable

**GRI 302-1**

## Energy consumption (total in 2024/25)

2023/24	2024/25
434,373,723 kWh	<b>448,050,273 kWh</b>

**GRI 303-3**

## Total water withdrawal from all areas, megalitres\*

	Freshwater (≤1,000 mg/L total dissolved solids)	Other water (>1,000 mg/L total dissolved solids)
2023/24		
Municipal and borehole	121.3	0
Third-party water (drinking water)	2.0	0
<b>Total</b>	<b>123.3</b>	<b>0</b>

**2024/25**

Municipal and borehole	126.0	0
Third-party water (drinking water)	2.4	0
<b>Total</b>	<b>128.4</b>	<b>0</b>

\* The data provided are estimates due to most facilities not having meters or using common washrooms and waterpoints. Estimates are based on the number of seats in the office multiplied by 50 litres per person for a consumption of 23 days per month as a baseline. All data on water consumption is classified as freshwater (≤1,000 mg/L total dissolved solids). UK & Channel Island, Dubai, India, and Netherlands not included. This data is for the financial reporting period from 1 April 2023 to 31 March 2024 and constitutes baseline consumption. This data has been recalculated and updated for FY 2023/24.

**GRI 303-3****Total water withdrawal from all areas with water stress, megalitres\***

	Freshwater (≤1,000 mg/L total dissolved solids)	Other water (>1,000 mg/L total dissolved solids)
2023/24		
Municipal and borehole	n/a	0
Third-party water (drinking water)	n/a	0
<b>Total</b>	<b>n/a</b>	<b>0</b>
<b>2024/25</b>		
Municipal and borehole	43.17	0
Third-party water (drinking water)	0.88	0
<b>Total</b>	<b>44.1</b>	<b>0</b>

\* The data provided are estimates due to most facilities not having meters or using common washrooms and waterpoints. Estimates are based on the number of seats in the office multiplied by 50 litres per person for a consumption of 23 days per month as a baseline. All data on water consumption is classified as freshwater (≤1,000 mg/L total dissolved solids). UK & Channel Island, Dubai, India, and Netherlands not included. This data is for the financial reporting period from 1 April 2023 to 31 March 2024 and constitutes baseline consumption. This data has been recalculated and updated for FY 2023/24.

**GRI 303-4****Total water discharge, megalitres\***

	Freshwater (≤1,000 mg/L total dissolved solids)	Other water (>1,000 mg/L total dissolved solids)
2023/24		
Municipal sewer systems	121.3	0
<b>2024/25</b>		
Municipal sewer systems	<b>126.0</b>	<b>0</b>

\* All our discharge water is channelled to the municipal/local government sewerage system. This data has been recalculated and updated for FY 2023/24.

**GRI 303-4****Total water discharge from all areas with water stress, megalitres\***

	Freshwater (≤1,000 mg/L total dissolved solids)	Other water (>1,000 mg/L total dissolved solids)
2023/24		
Municipal sewer systems	n/a	0
<b>2024/25</b>		
Municipal sewer systems	<b>44.1</b>	<b>0</b>

\* All our discharge water is channelled to the municipal/local government sewerage system. This data has been recalculated and updated for FY 2023/24.

**GRI 303-5****Total water consumption, megalitres\***

	Freshwater (≤1,000 mg/L total dissolved solids)	Other water (>1,000 mg/L total dissolved solids)
2023/24		
Municipal and borehole	121.3	0
Third-party water (drinking water)	2.0	0
<b>Total</b>	<b>123.3</b>	<b>0</b>
<b>2024/25</b>		
Municipal and borehole	126.0	0
Third-party water (drinking water)	2.4	0
<b>Total</b>	<b>128.4</b>	<b>0</b>

\* This data has been recalculated and updated for FY 2023/24

**GRI 303-5****Total water consumption in areas with water stress, megalitres\***

	Freshwater (≤1,000 mg/L total dissolved solids)	Other water (>1,000 mg/L total dissolved solids)
2023/24		
Municipal and borehole	n/a	0
Third-party water (drinking water)	n/a	0
<b>Total</b>	<b>n/a</b>	<b>0</b>
<b>2024/25</b>		
Municipal and borehole	43.2	0
Third-party water (drinking water)	0.9	0
<b>Total</b>	<b>44.1</b>	<b>0</b>

\* This data has been recalculated and updated for FY 2023/24

**Supply chain†****GRI 204-1****Proportion of spending on local suppliers**

	2023/24	2024/25
Proportion of procurement budget spent on local suppliers	72%	<b>70%</b>

**GRI 308-1****New suppliers screened using environmental criteria**

We're currently screening all our vendors against economic sanctions databases and require all suppliers to abide by the Code of Business Ethics for partners and suppliers.

**GRI 308-2****Negative environmental impacts in the supply chain and actions taken**

Not disclosed.

**GRI 414-1****New suppliers screening using social criteria**

New suppliers are screened against social criteria, including ethical labour practices, as part of the supplier onboarding process. Social criteria are included into the standard procurement contract, which suppliers sign to comply with the company's requirements and standards. All suppliers and vendors are also required to adhere to Airtel Africa's Code of business ethics for partners and suppliers (for more information visit [Code of business ethics for partners and suppliers](#))

**GRI 414-2**

**Negative social impacts in the supply chain and actions taken**  
Not disclosed.

**Health and safety****GRI 403-9(a)****Work-related injuries (employees)**

	2023/24	2024/25
The rate of fatalities due to work-related injury (per 1,000,000 hours worked)	0.04	0
The rate of high-consequence work-related injuries (per 1,000,000 hours worked)	0	0
The rate of recordable work-related injuries (per 1,000,000 hours worked)	0.79	0.51

**GRI 403-9(b)**

**Work related injuries (non-employees)**  
Not disclosed.

† Data refers to Group wide metrics

**Governance†****GRI 206-1****Legal actions for anti-competitive behaviour, anti-trust and monopoly practices**

	2023/24	2024/25
Number of legal actions pending or completed during the reporting period regarding anti-competitive behaviour and violations of anti-trust and monopoly legislation in which the organisation has been identified as a participant.	4	4
Main outcomes of completed legal actions, including any decisions or judgements.	1	0
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption.	0	0
Public legal cases regarding corruption brought against the organisation or its employees during the reporting period and the outcomes of such cases.	0	0

**Communities†****GRI 203-1****Infrastructure investments and services supported (\$m)\***

	2023/24	2024/25
Investments in community services and infrastructure	0.6	1.2
Financial contribution to UNICEF	1.4	1.5
<b>Total</b>	<b>2.0</b>	<b>2.7</b>

\* The Seychelles are excluded from the UNICEF programme. We contribute to other community-focused programmes and initiatives in the Seychelles outside of our landmark partnership with UNICEF.

## GSMA metrics

In 2023/24 we've started to adopt the GSMA's 'ESG metrics for the mobile industry'. The following table constitutes our 2024/25 disclosures based on currently available data in accordance with GSMA's recommendations. We have plans in place to collect and disclose additional data in coming years.

Number of GSMA indicator	Airtel Africa's disclosure/comment
<b>GSMA-ENV-01 Science-based targets</b>	
	We recognise the importance of independent verification of decarbonisation plans and roadmaps. However, we're not yet in the position to apply for SBTi verification of our scope 1, 2 and 3 emissions targets.
<b>GSMA-ENV-02 Scope 1, 2 and 3 emissions</b>	
<b>GSMA 1.2a scope 1 and 2 GHG emissions</b>	See <a href="#">Reduction of greenhouse gas (GHG) emissions (p68)</a> (GRI 305-1, 305-2, 305-3)
<b>GSMA 1.2b scope 3 GHG emissions</b>	
<b>GSMA-ENV-03 Energy consumption</b>	
<b>GSMA 1.3a Total energy consumption</b>	See <a href="#">Sustainability KPIs (p26)</a> and <a href="#">ESG data (p77)</a> (GRI 302-1)
<b>GSMA 1.3b Network energy consumption</b>	n/a
<b>GSMA 1.3c Network energy mix</b>	n/a
<b>GSMA-ENV-04 Materials repaired or reused</b>	
<b>GSMA 1.4a Network equipment repaired or reused</b>	This information is not available for 2024/25.
<b>GSMA 1.4b Handsets and other customer premises equipment (CPE) repaired or reused</b>	
<b>GSMA-ENV-05 Waste generated</b>	
<b>GSMA 1.5a Total waste generated (tonnes) per 1GB</b>	0.00000174
<b>GSMA 1.5b Network waste (tonnes) per 1GB</b>	0.00011315
<b>GSMA 1.5c Handset and other CPE (tonnes) per 1GB</b>	n/a
<b>GSMA 1.5d All other waste (tonnes) per 1GB</b>	n/a
<b>GSMA-ENV-06 Materials recycled</b>	
<b>GSMA 1.6a Network waste recycled</b>	626 tonnes
<b>GSMA 1.6c All other waste recycled</b>	266 tonnes
<b>GSMA-INC-01 Population covered by mobile network</b>	
<b>GSMA 2.1 Percentage of population covered by operator's mobile network</b>	81.2%
<b>GSMA-INC-02 Device and subscription affordability</b>	
<b>GSMA 2.2a Cost of the most affordable smartphone, as percentage of monthly GDP per capita</b>	13.8%
<b>GSMA 2.2b Average cost of 1GB of data, as percentage of monthly GDP per capita</b>	0.0827%
<b>GSMA-INC-03 Digital skills programmes</b>	
<b>GSMA 2.3 Number of people (excluding employees) who have completed a basic, intermediate or advanced digital skills training programme (as per ITU definition), divided by total subscribers</b>	Data collection process is being established to improve accuracy.
<b>GSMA-INT-01 Customer data incidents</b>	
<b>GSMA 3.1a Number of data breaches, per million subscribers</b>	No reported incidents
<b>GSMA 3.1b Percentage of data breaches involving PII</b>	
<b>GSMA 3.1c Number of customers affected, per million subscribers</b>	
<b>GSMA 3.1d Number of regulatory actions for data protection violations (e.g., marketing-related complaints, data breaches), per million subscribers</b>	
<b>GSMA-INT-02 Digital rights policy</b>	
<b>GSMA 3.2 Digital rights policy</b>	3.2 Is there a policy specifically covering digital rights protection and transparency, privacy, freedom of expression, government mandates to shut down or restrict access, and/or government requests for data? (yes/no) Yes. Our Data protection and privacy policy statement was published during this reporting year.

Number of GSMA indicator	Airtel Africa's disclosure/comment	
<b>GSMA-INT-03 Online safety measures</b>		
<b>GSMA 3.3 Do you have controls or programmes in place to improve online safety for children and other vulnerable groups? (yes/no)</b>	3.3 Do you have controls or programmes in place to improve online safety for children and other vulnerable groups? (yes/no)	Yes. For more information, visit <a href="http://www.airtel.africa">www.airtel.africa</a>
<b>GSMA-SUP-01 Sustainable procurement policy</b>		
<b>GSMA 4.1a</b>	4.1a Do you have a sustainable procurement policy in place?	Yes. For our 'Code of Business Ethics for partners and suppliers', visit <a href="http://www.airtel.africa">www.airtel.africa</a>
<b>GSMA 4.1b</b>	4.1b If yes, how many of the following elements does it cover? (a) organisational governance, (b) human rights, (c) labour practices, (d) environment, (e) fair operating practices, (f) consumer issues, (g) community involvement and development.	Our Group policies cover a, b, c, d, e, f, g.
<b>GSMA-SUP-02 Supplier assessments</b>		
Not disclosed in 2024/25		

## GRI disclosures index

### GRI statement of use

This report has been prepared in accordance with the GRI Standards (2021). It covers the reporting period from 1 April 2024 to 31 March 2025 and covers Airtel Africa's operations across its 14 markets. Where data is disclosed on a Group-wide basis, this is clearly indicated in the GRI disclosures index, which also provides detailed references to the specific disclosures made in line with the GRI standards.

Some information requirements could not be provided due to limited data availability. However, we continue to work towards improving data availability and enhancing our reporting process.

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
<b>GRI 2: General disclosures 2021</b>	2-1 Organisational details	<a href="#">Airtel Africa at a glance (p7)</a> <a href="#">Annual Report and Accounts 2025</a> – see 'Corporate governance'			
	2-2 Entities included in the organisation's sustainability reporting	The report covers all 14 OpCos. <a href="#">Airtel Africa at a glance (p7)</a>			
	2-3 Reporting period, frequency and contact point	Sustainability reporting is aligned with the financial reporting: 1 April to 31 March.			
	2-4 Restatements of information	See ' <a href="#">Our journey towards a net zero future</a> ' (p68) for adjustment of our 2023/24 energy consumption data.			
	2-5 External assurance	No external assurance conducted during this reporting period.	All requirements	Information incomplete	Airtel Africa will consider obtaining external assurance at the future date
	2-6 Activities, value chain and other business relationships	<a href="#">Airtel Africa at a glance (p7)</a> <a href="#">Supply chain management (p44)</a> <a href="#">Annual Report and Accounts 2025</a> – see 'How we engage with our stakeholders' in the Governance Report			
	2-7 Employees	<a href="#">Our people (p48)</a> <a href="#">ESG data (p77)</a>			
	2-8 Workers who are not employees	<a href="#">ESG data (p77)</a>			
	2-9 Governance structure and composition	<a href="#">Sustainability governance (p29)</a> <a href="#">Annual Report and Accounts 2025</a> – see Governance Report			
	2-10 Nomination and selection of the highest governance body	<a href="#">Annual Report and Accounts 2025</a> – see Governance Report			
	2-11 Chair of the highest governance body	<a href="#">Annual Report and Accounts 2025</a> – see Governance Report			
	2-12 Role of the highest governance body in overseeing the management of impacts	<a href="#">Sustainability governance (p29)</a> <a href="#">Annual Report and Accounts 2025</a> – see Governance Report			
	2-13 Delegation of responsibility for managing impacts	<a href="#">Sustainability governance (p29)</a> <a href="#">Annual Report and Accounts 2025</a> – see Governance Report			
	2-14 Role of the highest governance body in sustainability reporting	<a href="#">Sustainability governance (p29)</a> <a href="#">Annual Report and Accounts 2025</a> – see Governance Report			
	2-15 Conflicts of interest	<a href="#">Annual Report and Accounts 2025</a> – see Governance Report			
	2-16 Communication of critical concerns	<a href="#">Annual Report and Accounts 2025</a> – see Governance Report			
	2-17 Collective knowledge of the highest governance body	<a href="#">Annual Report and Accounts 2025</a> – see Governance Report			
	2-18 Evaluation of the performance of the highest governance body	<a href="#">Annual Report and Accounts 2025</a> – see Governance Report			
	2-19 Remuneration policies	<a href="#">Annual Report and Accounts 2025</a> –			

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
		see the Directors' remuneration report (p149)			
	2-20 Process to determine the remuneration	<a href="#">Annual Report and Accounts 2025</a> – see the Directors' remuneration report (p149)			
	2-21 Annual total compensation ratio		All requirements	Not applicable	Quoted companies with more than 250 UK employees are required to report each year on the difference in pay between their CEO and their UK employees. Airtel Africa is outside the scope of this requirement, given its small number of UK employees, therefore, we will not be disclosing our pay ratio for the reporting period
	2-22 Statement on sustainable development strategy	<a href="#">Our sustainability strategy</a> (p23)			
	2-23 Policy commitments	<a href="#">ESG policies</a> (p31)			
	2-24 Embedding policy commitments	<a href="#">Sustainability governance structure</a> (p30)			
	2-25 Processes to remediate negative impacts	<a href="#">Our people</a> (p48)			
	2-26 Mechanisms for seeking advice and raising concerns	<a href="#">ESG policies</a> (p31) Also, see 'Community grievance mechanism' on <a href="http://www.airtel.africa">www.airtel.africa</a>			
	2-27 Compliance with laws and regulations	<a href="#">ESG risk management</a> (p33) <a href="#">Annual Report and Accounts 2025</a> – see 'Our compliance with the UK Corporate Governance Code'			
	2-28 Membership associations	<a href="#">Annual Report and Accounts 2025</a> – see 'How we engage with our stakeholders' section in the Governance Report			
	2-29 Approach to stakeholder engagement	<a href="#">ESG policies</a> (p31) <a href="#">Annual Report and Accounts 2025</a> – see 'How we engage with our stakeholders'			
	2-30 Collective bargaining agreements	<a href="#">ESG data</a> (p77)			

## High-priority material topics

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
<b>GRI 3: Material topics 2021</b>	3-1 Process to determine material topics	<a href="#">Identifying and managing our material topics</a> (p27)			
	3-2 List of material topics	<a href="#">Identifying and managing our material topics</a> (p27)			
	3-3 Management of material topics	<a href="#">Identifying and managing our material topics</a> (p27)			

## Data security

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	<a href="#">Data security (p38)</a>			
<b>GRI 418: Customer privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	There were no significant breaches reported during the reporting period.			

## Ethical business practices and human rights

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	<a href="#">ESG policies (p31)</a> <a href="#">Human rights (p35)</a>			
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	There were no confirmed incidents of discrimination during the reporting period. Our commitments towards non-discrimination by any basis are outlined in the 'Human rights' section ( <a href="#">p35</a> )			
<b>GRI 407: Freedom of association and collective bargaining 2016</b>	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	There are no confirmed significant risks or incidents in which the right to freedom of association and collective bargaining may be at risk during the reporting period. Our commitments to promote and protect the right to freedom of association and collective bargaining can be found in the 'Human rights' section ( <a href="#">p35</a> )			
<b>GRI 408: Child labour 2016</b>	408-1 Operations and suppliers at significant risk for incidents of child labour	There are no confirmed significant risks or incidents of child labour during the reporting period. Our commitments to promote and protect human rights can be found in the 'Human rights' section ( <a href="#">p35</a> )			
<b>GRI 409: Forced or compulsory labour 2016</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	There are no confirmed significant risks or incidents of forced or compulsory labour during the reporting period. Our commitments to promote and protect human rights can be found in the 'Human rights' section ( <a href="#">p35</a> )			
<b>GRI 412: Human rights assessment</b>	GRI 412-1 Operations that have been subject to human rights reviews or impact assessments	We conduct environmental and social impact assessments for our greenfield centres and other network infrastructure	All requirements	Information unavailable / incomplete	We do not currently collect data on number or percentage of operations subject to human rights reviews or assessments
	GRI 412-2 Employee training on human rights policies or procedures		All requirements	Information unavailable / incomplete	We do not currently collect data on human rights training
	GRI 412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	All Airtel Africa suppliers are contractually committed to comply with Airtel Africa's Code of Business Ethics for partners and suppliers which includes labour and human rights clauses.			

## Anti-bribery and corruption

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	<a href="#">ESG policies (p27)</a>			
<b>GRI 205: Anti-corruption 2016</b>	205-1 Operations assessed for risks related to corruption	<a href="#">Annual Report and Accounts 2025</a> – see 'Managing our risk'			
	205-2 Communication and training about anti-corruption policies and procedures	<a href="#">Annual Report and Accounts 2025</a> – see 'Managing our risk'			
	205-3 Confirmed incidents of corruption and actions taken	There were not any confirmed incidents of corruption during the reporting period			

## Digital inclusion

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	<a href="#">Digital inclusion (p57)</a>			

## Financial inclusion

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	<a href="#">Financial inclusion (p60)</a>			

## Education and digital literacy

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	<a href="#">Access to education (p64)</a>			

## Economic value creation

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	<a href="#">Annual Report and Accounts 2025</a> – see 'Financial review'			
<b>GRI 201: Economic performance 2016</b>	201-1 Direct economic value generated and distributed	Economic value generated through job employment and tax contribution in <a href="#">Driving impact (p14)</a> <a href="#">Annual Report and Accounts 2025</a> – see 'Financial review'			
	201-3 Defined benefit plan obligations and other retirement plans	<a href="#">Annual Report and Accounts 2025</a> – see 'TCFD disclosures'	All requirements	Information unavailable/incomplete	At Airtel Africa, in each country of operation, we manage the pension scheme of our employees under the regulations of relevant jurisdictions. We aim to develop more detailed disclosures concerning our pension obligations and plans in future reporting periods
	201-4 Financial assistance received from the government	Total incentive received during the reporting period : \$2.086m. Both GSM/Airtel Tanzania (ATPLC) and Airtel Money Tanzania Limited (AMTL) are owned by the Government of United Republic of Tanzania (GoT). ATPLC is directly owned by GoT (49%) while AMTL is directly owned by GoT (48.9%) and indirectly through ATPLC (0.098%).			

## Ethical labour management

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	<a href="#">Our people (p48)</a>			
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	<a href="#">ESG data (p77)</a>			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employee	Among the benefits provided to full-time employees (on-roll) are pension contributions, life insurance, medical insurance and handset benefit. However, for off-roll employees, life and medical insurance is provided by their direct employer (a third-party entity)			
	401-3 Parental leave	<a href="#">ESG data (p78)</a>	Requirements omitted: 401-3 (c, d, e)		
<b>GRI 402: Labour/management relations 2016</b>	402-1 Minimum notice periods regarding operational changes	There is a two-month notice period for on-roll employees, and one month for off-roll employees. At the request of an employee, the notice period may be extended			
<b>GRI 404: Training and education 2016</b>	404-1 Average hour of training per year per employee	<a href="#">Training and development (p52)</a>			
	404-2 Programmes for upgrading employee skills and transition assistance programmes	<a href="#">Training and development (p52)</a>			
	404-3 Percentage of employees receiving regular performance and career development reviews	All of our on-roll employees receive regular performance reviews			

## Employee health and safety

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	<a href="#">Healthy and safe work environment (p54)</a>			
<b>GRI 403: Occupational health and safety 2018</b>	403-1 Occupational health and safety management system	<a href="#">Healthy and safe work environment (p54)</a>			
	403-2 Hazard identification, risk assessment, and incident investigation	<a href="#">Healthy and safe work environment (p54)</a>			
	403-3 Occupational health services	<a href="#">Healthy and safe work environment (p54)</a>			
	403-4 Worker participation, consultation, and communication on occupational health and safety	<a href="#">Healthy and safe work environment (p54)</a>			
	403-5 Worker training on occupational health and safety	<a href="#">Healthy and safe work environment (p54)</a>			
	403-6 Promotion of worker health	<a href="#">Healthy and safe work environment (p54)</a>			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	<a href="#">Healthy and safe work environment (p54)</a>			
	403-8 Workers covered by an occupational health and safety management system	All employees are covered by the occupational health and safety management system			
	403-9 Work-related injuries	During the reporting period, there were 4 injuries reported for on-roll employees	Requirements omitted: 401-3 unavailable/ (b)	Information incomplete	We're in the process of developing an internal data collection system to cover this disclosure in the future

## Service quality

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	<a href="#">Service quality (p41)</a>			

## Transparency and reporting

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	<a href="#">Sustainability strategy overview (p24)</a>			

## Supply chain

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	<a href="#">Supply chain management (p44)</a>			
<b>GRI 204: Procurement practices 2016</b>	Disclosure 204-1 Proportion of spending on local suppliers	<a href="#">ESG data (p77)</a>			
<b>GRI 308: Supplier environmental assessment 2016</b>	308-1 New suppliers that were screened using environmental criteria		All requirements	Information unavailable/incomplete	We're in the process of developing an internal data collection system to cover this disclosure in the future
	308-2 Negative environmental impacts in the supply chain and actions taken	There were no negative impacts in supply chain related to the environment in 2024/25. This is based on the formally reported cases only			
<b>GRI 408: Child Labor</b>	GRI 408-1 Operations and suppliers at significant risk for incidents of child labour	No suppliers have been identified with significant risk for child labour			
<b>GRI 409: Forced or Compulsory Labor 2018</b>	GRI 408-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	No suppliers have been identified with significant risk for forced or compulsory labour			
<b>GRI 414: Supplier social assessment 2016</b>	414-1 New suppliers that were screened using social criteria	New suppliers are screened against social criteria, including ethical labour practices, as part of the supplier onboarding process. Social criteria are included into the standard procurement contract, which suppliers sign to comply with the company's requirements and standards. All suppliers and vendors are also required to adhere to Airtel Africa's code of business ethics for partners and suppliers (for more information visit <a href="#">Link to the code of business ethics for partners and supplier</a> ).			
	414-2 Negative social impacts in the supply chain and actions taken		All requirements	Information unavailable/incomplete	We are in the process of developing an internal data collection system to cover this disclosure in the future reporting period

## Indirect socio-economic benefits

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	<a href="#">Our community section (p56)</a>			
<b>GRI 203: Indirect economic impacts 2016</b>	203-1 Infrastructure investments and services supported	<a href="#">Digital inclusion (p57)</a> <a href="#">Financial inclusion (p60)</a> <a href="#">Access to education (p64)</a>			
	203-2 Significant indirect economic impacts	<a href="#">Digital inclusion (p57)</a> <a href="#">Financial inclusion (p60)</a> <a href="#">Access to education (p64)</a>			

## Anti-competitive behaviour

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
<b>GRI 206: Anti-competitive behaviour 2016</b>	Disclosure 206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	<p>i. In February 2024, the Common Market for Eastern and Southern Africa (COMESA) Competition Commission launched an investigation under case number CCC/ACBP/A21/07/01/2023 to determine whether agreements between American Tower Corporation and Airtel Africa plc amount to prohibited business practices contrary to COMESA Regulations. In January 2025, a notice of withdrawal of complaint was submitted by Atlas Tower Group (Complainant) to the Commission. The investigation by the Commission is still ongoing as issuance of the notice of withdrawal is not sufficient to cease the investigation and we are awaiting the outcome of the investigations.</p> <p>ii. In July 2023, the High Court – Lilongwe (Malawi) issued its decision in favour of Airtel Malawi plc in the in the case number 798 of 2021 – Airtel Malawi plc versus Competition and Fair-Trading Commission with respect to alleged unfair trading practices by Airtel Malawi. The parties appeal the decision before the Supreme Court of Appeal of Malawi. The Director of Public Prosecutions (DPP) issued a notice of intention to commence criminal investigations against Airtel Malawi based on the 2023 High Court judgment where the High Court had referred the matter to the DPP for criminal investigations. Airtel was able to subsequently obtain an order of stay against the judgment. Airtel Malawi has formally written to the DPP informing them of the existing stay.</p> <p>iii. In 2023, following issuance of notification for an intended commission review, four retail distribution partners filed complaints with the Competition Authority of Kenya (CAK) alleging abuse of buyer power on the part of Airtel Kenya. Airtel Kenya filed High Court Judicial Review Case No. E195/2023 challenging the jurisdiction of the CAK, considering there exists a dispute resolution process provided for under contract and the dispute is purely commercial. On 3 October 2024 a ruling was delivered where the High Court held that Airtel should have challenged the CAK investigation at the</p>			

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
		Competition Appeals Tribunal rather than refer the same to the High Court for judicial review. Airtel Kenya has filed an appeal against the ruling.			
		iv. In 2021, a betting company filed a complaint with the Zambia Competition Consumer Protection Commission (CCPC) against Airtel Mobile Commerce Zambia Limited (AMCZ) on account of alleged discriminatory pricing. The CCPC investigated the matter and in December 2022, found that AMCZ had abused its dominant position by unfairly increasing the charges and applying dissimilar prices to equivalent transactions within the betting portfolio. The Commission fined AMCZ 3% of its 2019 revenue for the alleged breach. AMCZ appealed, and the matter is currently before the CCPC Tribunal and is yet to be determined.			

## Diversity and inclusion

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	<a href="#">Diversity and inclusion (p50)</a>			
<b>GRI 405: Diversity and equal opportunity 2016</b>	405-1 Diversity of governance bodies and employees	<a href="#">ESG data (p77)</a> <a href="#">Annual Report and Accounts 2025</a> – see Governance Report			
	405-2 Ratio of basic salary and remuneration of women to men	Not disclosed	All requirements	Information incomplete/unavailable	We are in the process of establishing internal data collection process to be able to cover this disclosure at a future date

## Engagement with local communities

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	<a href="#">Our community (p56)</a>			
<b>GRI 411: Rights of indigenous peoples 2016</b>	411-1 Incidents of violations involving rights of indigenous peoples	There were no reported cases of violations involving rights of indigenous peoples during the reporting period			
<b>GRI 413: Local communities 2016</b>	413-1 Operations with local community engagement, impact assessments and development programmes	<a href="#">ESG policies (p31)</a> Also, see <a href="http://www.airtel.africa">www.airtel.africa</a>			
	413-2 Operations with significant actual and potential negative impacts on local communities	<a href="#">ESG policies (p31)</a> Also, see <a href="http://www.airtel.africa">www.airtel.africa</a>			

## Climate change

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	<a href="#">Reduction of GHG emissions (p68)</a>			
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organisation	<a href="#">Reduction of GHG emissions (p68)</a>			
	302-2 Energy consumption outside of the organisation	<a href="#">Reduction of GHG emissions (p68)</a>	All requirements		Our scope 3 emissions for the financial year 2024/25 will be available with a one-year lag when data is available from our partners and suppliers and verified before publication
	302-3 Energy intensity				The information is not available for 2024/2025
	302-4 Reduction of energy consumption	<a href="#">Reduction of GHG emissions (p68)</a>			
	302-5 Reductions in energy requirements of products and services		All requirements	Not applicable	The disclosure is not applicable due to the nature of the telecom business
<b>GRI 305: Emissions 2016</b>	305-1 Direct (scope 1) GHG emissions	<a href="#">Reduction of GHG emissions (p68)</a>			
	305-2 Energy indirect (scope 2) GHG emissions	<a href="#">Reduction of GHG emissions (p68)</a>			
	305-3 Other indirect (scope 3) GHG emissions	<a href="#">Reduction of GHG emissions (p68)</a>	All requirements		Our scope 3 emissions for the financial year 2024/25 will be available with a one-year lag when data is available from our partners and suppliers and verified before publication
	305-4 GHG emissions intensity	<a href="#">Reduction of GHG emissions (p68) goal</a>			
	305-5 Reduction of GHG emissions	<a href="#">Reduction of GHG emissions (p68)</a>			
	305-6 Emissions of ozone-depleting substances (ODS)		All requirements	Not applicable	As a telecom company, we do not produce, import or export any ODS as it's not a raw material or input in our business operations
	305-7 Nitrogen oxides (NO <sub>x</sub> ), sulphur oxides (SO <sub>x</sub> ), and other significant air emissions		All requirements	Not applicable	As a telecom company, we do not generate any nitrogen oxides (NO <sub>x</sub> ), sulfur oxides (SO <sub>x</sub> ) in significant volumes. Our GHG emissions from fuel consumption are shown in CO <sub>2</sub> equivalent

## Circular economy

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
<b>GRI 3: Material topics 2021</b>	3-3 Management of material topics	<a href="#">Environmental stewardship (p72)</a>			
	301-1 Materials used by weight or volume		All requirements	Not applicable	We do not use any raw materials/natural resources for our main business operations due to the nature of the telecom business.
	301-2 Recycled input materials used		All requirements	Not applicable	We do not use any raw materials/natural resources for our main business operations due to the nature of the telecom business.
	301-3 Reclaimed products and their packaging materials		All requirements	Not applicable	We do not use any raw materials/natural resources for our main business operations due to the nature of the telecom business.
<b>303: Water and effluents 2018</b>	303-1 Interactions with water as a shared resource	<a href="#">Environmental stewardship (p72)</a>			
	303-2 Management of water discharge-related impacts	<a href="#">Environmental stewardship (p72)</a>			
	303-3 Water withdrawal	<a href="#">ESG data (p77)</a>			
	303-4 Water discharge	<a href="#">ESG data (p77)</a>			
	303-5 Water consumption	<a href="#">Environmental stewardship (p72)</a> <a href="#">ESG data (p77)</a>			
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	<a href="#">Environmental stewardship (p72)</a>			
	306-2 Management of significant waste-related impacts	<a href="#">Environmental stewardship (p72)</a>			
	306-3 Waste generated	<a href="#">Environmental stewardship (p72)</a> <a href="#">ESG data (p77)</a>			
	306-4 Waste diverted from disposal	<a href="#">Environmental stewardship (p72)</a> <a href="#">ESG data (p77)</a>			
	306-5 Waste directed to disposal	<a href="#">Environmental stewardship (p72)</a> <a href="#">ESG data (p77)</a>			

## Glossary and abbreviations

### Definitions

#### 4G data customer

A customer having a 4G handset and who has used at least 1 MB of data on the Group's network via GPRS, 3G or 4G in the last 30 days.

#### Airtel Money

Airtel Money is the brand name for Airtel Africa's mobile money products and services. The term is used interchangeably with 'mobile money' when referring to our mobile money business, finance, operations and activities.

#### Airtel Money (mobile money) customer base

Total number of active subscribers who have enacted any mobile money usage event in the last 30 days.

#### Airtel Money (mobile money) customer penetration

The proportion of total Airtel Africa active mobile customers who use mobile money services. This is calculated by dividing the mobile money customer base by the Group's total customer base.

#### Airtel Money (mobile money) transaction value

The sum of all financial transactions performed on Airtel Africa's mobile money platform for the relevant period.

#### Customer

Defined as unique active subscriber with a unique mobile telephone number who has used any of Airtel Africa's services in the last 30 days.

#### Customer base

A total number of active subscribers with a unique mobile telephone number who have used any of Airtel Africa's services (voice calls, SMS, data usage or mobile money transactions) in the last 30 days.

#### Data customer

The total number of subscribers who have consumed at least 1 MB of data on the Group's network via GPRS, 3G or 4G in the last 30 days.

#### GSMA

A global organisation representing mobile operators and organisations across the mobile ecosystem and adjacent industries.

#### Information and communication technologies (ICT)

ICT refers to all communication technologies, including the internet, wireless networks, cell phones, computers, software, middleware, video conferencing, social networking and other media applications and services.

#### Infrastructure sites, or sites

Physical network infrastructure comprising a base transmission system (BTS) which holds the radio transceivers (TRXs) that define a cell and coordinates the radio link protocols with the mobile device. It includes all ground-based, roof top and in-building solutions.

#### IT load

Critical power, or IT load, often refers to the data center load that is consumed or is dedicated to IT equipment such as servers, storage equipment and communications switches and routers.

#### Microcredit

Microcredit is the extension of very small loans (microloans) to predominantly unbanked borrowers who typically lack collateral, steady employment, or a verifiable credit history. It is designed to support entrepreneurship, essential needs of consumers and alleviate poverty.

#### Micromerchant

Micromerchant is anyone who conducts the majority of their business activity in the form of lower-value transactions.

#### Mobile services

Mobile services are our core telecom services, mainly voice and data services, but also including revenue from tower operation services provided by the Group and excluding mobile money services.

#### Net security provider

Tackles its own security concerns by enhancing security services to institutions in our operating countries in addition to investing in our own security. This is done by addressing common security concerns, including dealing with transnational piracy or responding to disasters.

#### Next generation network

A next-generation network is a generic term that describes the evolution and migration of fixed and mobile network infrastructures from distinct, proprietary networks to converged networks based on IP.

#### Operating company (OpCo)

Operating company (OpCo) is a defined corporate business unit, providing telecoms services and mobile money services in the Group's footprint.

#### Rural areas

Definition of rural varies from country to country and denotes the population density per specific site.

#### Scope 1, 2 and 3 emissions

Scope 1 are those direct emissions that are owned or controlled by a company, whereas scope 2 and 3 indirect emissions are a consequence of the activities of the company but occur from sources not owned or controlled by it

#### Single-use plastics

This includes plastic stirrers, straws, plates (including paper plates with plastic lining), cutlery (forks, knives, spoons and chopsticks), cotton swabs, balloon sticks, oxo-degradable plastics and beverage containers that do not have tethered caps and lids, plastic bags, all forms of polystyrene and polyvinyl chloride (PVC) food and beverage containers, and plastic packaging made of mixed materials (i.e., multi-layered plastics).

#### Smartphone

A smartphone is defined as a mobile phone with an interactive touch screen that allows the user to access the internet and additional data applications, providing more advanced functionality to that of a basic 'feature' phone which is used only for making voice calls and sending/receiving text messages.

#### Smartphone penetration

Smartphone penetration is calculated by dividing the number of smartphone devices in use by the total number of customer.

#### Unstructured supplementary service data

Unstructured supplementary service data (USSD) also known as 'quick codes' or 'feature codes', is a communications protocol for GSM mobile operators, similar to SMS messaging. It has a variety of uses such as WAP browsing, prepaid call-back services, mobile money services, location-based content services, menu-based information services, and for configuring phones on the network.

#### Zero-rated educational content

The user does not have to pay any mobile data charges to access content.

## Abbreviations

<b>2G</b>	Second-generation mobile technology
<b>3G</b>	Third-generation mobile technology
<b>4G</b>	Fourth-generation mobile technology
<b>5G</b>	Fifth-generation mobile technology
<b>ABLC</b>	UN Global Compact's Africa Business Leaders Coalition
<b>AMB</b>	Airtel Money branch
<b>bn</b>	Billion
<b>CSR</b>	Corporate social responsibility
<b>CRO</b>	Climate related risks and opportunities
<b>CTO</b>	Chief technology officer
<b>DC</b>	Data centre
<b>EHS</b>	Environment, health and safety
<b>EMS</b>	Environmental management system
<b>ERMS</b>	Environmental risk management system
<b>ESG</b>	Environmental, social and governance
<b>ExCo</b>	Executive Committee
<b>GB</b>	Gigabyte
<b>GITEX</b>	Gulf Information Technology Exhibition (GITEX) is an is a computer expo held annually in Dubai, UAE
<b>GHG</b>	Greenhouse gases
<b>GRI</b>	Global reporting initiative
<b>GSM</b>	Global system for mobile communications
<b>GSMA</b>	Global System for Mobile Communications Association
<b>HSE</b>	Health, safety and environment
<b>ICT</b>	Information and communication technology
<b>IMT</b>	International money transfer
<b>ISO</b>	International organisation for standardisation
<b>JAC</b>	Joint Alliance for CSR (JAC)
<b>KPI</b>	Key performance indicator
<b>m</b>	Million
<b>MB</b>	Megabyte
<b>MSC</b>	Mobile switching centre
<b>LTE</b>	Long-term evolution (4G technology)
<b>NGO</b>	Non-governmental organisation
<b>ODM</b>	Original device manufacturer
<b>OEM</b>	Original equipment manufacturer
<b>QoE</b>	Quality of experience
<b>RAN</b>	Radio access network
<b>SIM</b>	Subscriber identification module
<b>SME</b>	Small and medium-sized enterprises
<b>SMS</b>	Short messaging service
<b>TCFD</b>	Taskforce on Climate-Related Financial Disclosures
<b>Telecoms</b>	Telecommunications
<b>VoLTE</b>	Voice over LTE (VoLTE) is an LTE high-speed wireless communication standard for voice calls using mobile phones and data terminals
<b>UN SDGs</b>	United Nations' Sustainable Development Goals
<b>UNICEF</b>	United Nations Children's Fund
<b>USSD</b>	Unstructured Supplementary Service Data

**Digital-first reporting**

This sustainability report has been created digital-first, with all versions (online and PDF) published from the same digital content. Our interactive online report improves usability, making it more engaging, accessible and mobile friendly. Our PDF sustainability report is also more accessible and interactive. Both these formats can be viewed at [airtel.africa](http://airtel.africa).

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