

Who keeps us in business

Building trust, respect and credibility among our stakeholders, and including them in how we manage our business, is vital to our sustainability.

Stakeholder	Customers	Employees	Business partners
	24 36	30	44
Why it's important for us to engage	Our customers are central to the sustainability of our business. To build trust among our customers we need to manage our core operational risks around network performance and privacy. With a number of new regulations impacting our customers and our relationships with them, engagement also helps us better manage regulatory risk.	Our people are the heart and soul of our business. Their skills and involvement determine our ability to realise our vision to make every customer smile, and fulfil our purpose of connecting people, creating possibilities and changing lives.	One of the most important ways we interact with our customers is through our business partners. As custodians of our brand and reputation, how they engage and deliver service is critical to our objective of excellent customer service across all touchpoints.
What matters most to them	<ul style="list-style-type: none"> Better value offerings Faster data networks and wider coverage Making it simpler and quicker to deal with us Converged solutions for business customers Simple and transparent pricing 	<ul style="list-style-type: none"> Clear career paths More knowledge sharing across the Group Building the coaching capability of leaders Better understanding of reward structures 	<ul style="list-style-type: none"> Fair treatment across the board Top management involvement with customers A consistent customer experience Making it simpler and quicker to deal with us
Ways we engage	<ul style="list-style-type: none"> ★ EXCO invited customers to the senior leadership conference ★ Closed-loop feedback from customers which is given directly to call centre agents ★ Facebook and Twitter ★ NPS feedback interviews ★ eForums 	<ul style="list-style-type: none"> ★ Yammer social media interaction on burning issues ★ Employee consultative council, with senior leaders and employee representation ★ Employee hotline ★ Vodacom Catalyst, portal for employees to post their ideas on all things Vodacom ★ Leadership roadshows 	<ul style="list-style-type: none"> ★ Annual business partner conference ★ Bi-annual franchise road shows ★ Council committee meetings quarterly ★ One-on-one business meetings

What our stakeholders would like us to do more of, taken from our Reputation Survey

Vodacom should be more involved in job creation. And help with disadvantaged people...

(regulators)

Hold network sessions for technology journalists...

(media)

Be more visible to the media... keep their communication open.

(media)


Give guarantee of 100% uptime, improve the coverage and uptime...

(key business account)

Training and free access to important products so that we can promote them externally by using them more frequently...

(employee)

We engage in many different ways with our stakeholders and take their views seriously in managing our five strategic priorities, one of which is to proactively partner with them. We commission an independent Reputation Survey annually in relation to our competitors and other brands. We know we need to work harder to differentiate ourselves from our competitors and to be recognised as an industry champion that sets the standard for health, environmental and social responsibility.

Suppliers	Government and regulators	Investors and shareholders	Communities
40 43	46 48	106	38 42 44 
<p>Suppliers and contractors impact on our ability to provide products and deliver services, and are required to comply with our health and safety and ethical procurement standards. Engaging with them contributes to business continuity, viability and operational efficiency.</p> <ul style="list-style-type: none"> • Timely payment and favourable terms • Improving health and safety standards • Partnering on environmental solutions • BBBEE compliance • Contractual requirements for working with us <ul style="list-style-type: none"> ★ Supplier forums ★ Ongoing site visits ★ Audits 	<p>Our relationships with governments and regulators affect our ability to manage political, financial and other risks, and to maintain our licence to operate. Engagement also offers the opportunity for direct and indirect partnerships to address broader economic, social and environmental imperatives.</p> <ul style="list-style-type: none"> • Licensing and compliance • Quality of service and network performance • Wider access to broadband communications • Meaningful partnerships in health and education • Investment in disadvantaged communities <ul style="list-style-type: none"> ★ Publication of policy engagement papers ★ Active participation in policy forums ★ Responses and engagement on regulatory matters ★ Industry consultative body 	<p>As the providers of capital necessary to support our growth, we engage with our shareholders and investors to keep them up to date on the financial performance and overall sustainability of Vodacom.</p> <ul style="list-style-type: none"> • Monetise and manage data growth • Risk of increased competition • Risks and opportunities of expanding in Africa • Governance and internal controls • Transparent executive remuneration • Performance management <ul style="list-style-type: none"> ★ Investor road shows ★ Investor days ★ Annual and interim reports ★ SENS announcements ★ Monthly and quarterly operational reviews, with our parent Vodafone ★ Investor relations website 	<p>Empowering local economies builds trust in Vodacom. It also adds to the longer-term viability of our markets by strengthening the socioeconomic context in which we operate. Our communities also benefit from social and environmental innovations.</p> <ul style="list-style-type: none"> • Access to mobile communities • Access to basic services such as finance, health and education • Investment in infrastructure • Responsible expansion of infrastructure <ul style="list-style-type: none"> ★ Public participation where new base stations required ★ Vodacom Change the World programme ★ Vodacom foundations partnering with communities

