

Stakeholder Group	Material relationship	Means of engagement	Material interests	How we engaged in FY2022
Government and regulators	<p>Provide access to spectrum and operating licences, the basis for creating value</p> <p>Impose regulatory measures with potential cost implications</p> <p>Maintain high levels of compliance to ensure smooth business operations thus safeguarding our reputation</p>	<ul style="list-style-type: none"> Participation in consultations and public forums Submission and engagement on draft regulations and bills Engagement through industry consultative bodies Publication of policies and research engagement papers Partnering on key areas including education, health- and gender-based programmes Participation in regional and global events 	<p>Ensuring this wide spectrum of interests is managed as a strategic resource, contributing to national broadband access and the digital economy, especially in under serviced and rural markets.</p> <p>Others include:</p> <ul style="list-style-type: none"> Promoting opportunities for job creation and socio-economic development Protecting consumer interests on service quality, costs and privacy Regulatory compliance on issues such as mobile termination rates, price, security, safety, health and environmental performance Contribution to the tax base 	<ul style="list-style-type: none"> Secured an extension of the emergency COVID-19 spectrum to support recovery Embarked on operational compliance readiness in line with the new Data Protection Regulations Successful completion of milestone 1 of the Universal Service Fund (USF) Phase II project to cover unserved and under-served areas Attainment of merchant interoperability within regulatory expectations
Customers	<p>Focus on digital transformation and automation to enhance customer engagement and experience in the product and service offering</p>	<ul style="list-style-type: none"> Call centres, retail outlets and online My Safaricom App, M-PESA App, Zuri (ChatBot available on WhatsApp, Facebook Messenger, Telegram) Net Promoter Score (NPS) feedback; Facebook and Twitter platforms; Safaricom website Accelerate digital-first customer experience led by SME and FTTx Open days offering customers affordable deals on products Increase engagement and excitement in our culture transformation 	<ul style="list-style-type: none"> Better value offerings Customer-first approach Faster data networks and wider coverage Making it simpler and quicker to deal and connect with us by using Safaricom self-care services Converged solutions for business customers Managing the challenge of data-usage transparency by using tools like My Data Manager and Subscription Manager Privacy of information; simple tools like Jitambulisho help to minimise fraud and theft Feedback on service-related issues via CARE 	<ul style="list-style-type: none"> Adopted the Agile way of working which fosters collaboration across the organisation, speeding up decision-making, enabling outcome-based delivery using customer-driven insights and bringing us closer to our customers Continued to maintain business operations at the highest level possible Encouraged customers to interact using digital channels, with a growth in self-service usage giving customers control Customer Obsession delivered through relevant products and services improving our customer lives Increase transparency in usage transactions especially in data usage and pricing, leading to greater trust and growth in overall value Mobile data offering "Nyoosha Shilingi" launched as a permanent offer, driving transparency in our pricing structures and affordability of our data bundles and services Continue to enhance through innovation, the digital lifestyle of our customers with the M-PESA Super App and MySafaricom App, powering consumer digital lifestyles M-PESA is now a universal payments network with interoperability "Till ni till", and Shari'ah-compliant mobile financial service launched, further driving financial inclusion
Investors and shareholders	<p>Provide sustainable financial capital required to grow and feedback to inform our management and reporting practices</p>	<ul style="list-style-type: none"> Investor engagements that include roadshows, conferences and meetings Annual and interim results announcements Annual General Meetings (AGMs) with shareholders to update them on our business strategy Investor relations section on our main website 	<p>Sound investment to ensure sustainable growth and risk management and to ensure that we take advantage of opportunities that arise. Other undertakings include:</p> <ul style="list-style-type: none"> Responsible allocation of capital and sustainable investment Sound corporate governance practices Transparent executive remuneration Stable dividend policy 	<ul style="list-style-type: none"> Enhanced disclosures in our investor engagements, including the regional expansion into Ethiopia and financial services solutions Growing our investor portfolio through increased engagement with impact funds Award-winning Annual Report geared towards integrated reporting in 2021 and JSE awards Successfully paid an interim and final dividend payment to our shareholders in FY2022 as per the dividend policy
Employees	<p>Our employees' engagement, determination and skills drive our ability to realise our purpose of "Transforming Lives"</p>	<ul style="list-style-type: none"> Agile ways of working and Safaricom Digital academy Employee experience Purpose and Spirit of Safaricom Employee surveys and hotlines Leadership coaching and mentorship forums CEO mailbox Amazing line manager programme Service culture programme 	<ul style="list-style-type: none"> Talent: #1MoreSkill initiative aimed to accelerate digital upskilling and reskilling across the business HR digitisation Improved knowledge sharing across the Company Building the coaching and mentoring capability of leaders Better understanding of reward structures Competitive remuneration Empowering our leaders to lead by mission and spirit Empowering all our staff to deliver the customer obsession ambition 	<ul style="list-style-type: none"> Continuous communication, education in awareness of COVID-19 protocols, including access to vaccines and related health services necessitated by the pandemic All staff who are able to work from home were equipped to do so Continuous training and upskilling of all staff through Safaricom Business School (SBS) learning and the #1MoreSkill Achieved 75% simplification, automation, and digitisation of core HR processes with a digital maturity index of 3.1
Suppliers	<p>Impact on our ability to offer quality and cost-effective products and services and to provide cutting-edge technology</p>	<ul style="list-style-type: none"> Annual Supplier NPS to rate how our suppliers perceive and understand our processes and to receive feedback and address gaps 	<ul style="list-style-type: none"> Timely communication on outcomes on various activities including tender process Increase in volume of business given Improve knowledge sharing on understanding of Safaricom's card system and HSW incidents and accidents Remain accessible to partners for feedback 	<ul style="list-style-type: none"> With the number of COVID-19 cases declining and the economy generally opening up, continued business support is offered to suppliers Engagement with suppliers remains mostly virtual with few cases of face-to-face interactions
Communities	<p>Transforming lives through sustainable development initiatives that strengthen the socio-economic context in which we operate</p>	<ul style="list-style-type: none"> Safaricom Foundation partnering with communities M-PESA Foundation investing in projects through corporate social investment (CSI) Public participation in projects and initiatives that give back to society such as the Safaricom Marathon, geared towards the Lewa Wildlife Conservancy 	<ul style="list-style-type: none"> Access to digital service platforms, mobile voice and data services Access to basic services such as finance, health and education Investment in infrastructure Responsible expansion of infrastructure 	<ul style="list-style-type: none"> Spearheaded the Pamoja Tuungane campaign with key partners to provide foodstuffs to drought-stricken areas Continued support of key projects, such as the Lewa marathon from virtual to physical event Rolled out a national Safaricom Golf Tour with an aim to tap, nurture and grow talent among young golfers across the country
Business partners	<p>A key interface with our customers; partners are custodians of our brand and reputation and critical to ensuring our strategy of delivering the best customer experience through digital solutions</p> <p>Also includes financial services partnerships, such as Fuliza and content providers</p>	<ul style="list-style-type: none"> One-on-one and virtual business meetings Training sessions on new products and services Market visits to review customer experience 	<ul style="list-style-type: none"> Leverage on our digital platforms and solutions such as M-PESA Super App for end-to-end excellent customer experience Partnerships Involvement of top management 	<ul style="list-style-type: none"> Successful launch of M-PESA Super App to provide customers with a range of products and services under one platform such as wealth management and insurance Continue to leverage on partnerships to drive growth and service delivery to our customers Market visits to various retail shops to better understand customer needs and pain points to enhance our customer engagement and experience
Media	<p>Critical role as the contact point with external stakeholders and keeping them informed of the facts, business developments, new products, services and the impact of our business operations</p>	<ul style="list-style-type: none"> Media releases and product-related publicity Roundtables Product launches Face-to-face and telephonic engagements Interviews with the CEO and key executives 	<ul style="list-style-type: none"> Updated on key activities and offerings of the business Transparency Change communication and new products and services 	<ul style="list-style-type: none"> Continue to build media engagements and partnerships including with regional journalists, to update them on our continuous COVID-19 support to our customers and the country Provide visibility on Company performance by setting up sessions with the management team to provide insight on business strategy and performance