



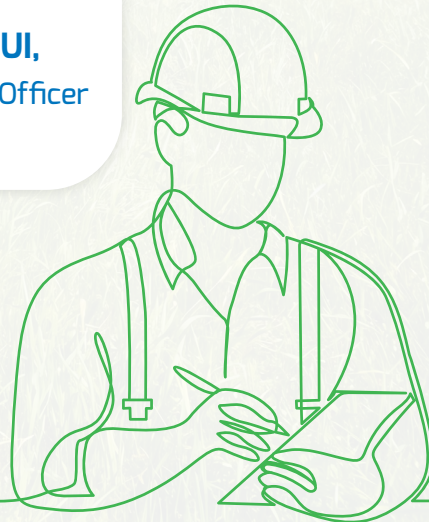
Sustainability report 2025

About this report

NETIS Group's annual report covers its environmental, social and governance performance from 1 January to 31 December 2025. It was researched and authored by the Sustainability Department with cross-functional teams. Selected GRI Standards guide this report, alongside the GHG Protocol, SDGs, UN Global Compact, IFC Performance Standards, SBTi and NETIS' sustainability strategy. Quantitative coverage is specified in the relevant sections of the report.

For any inquiries regarding this report, please contact ▼

Ahmed CHIKHANI EL ALAOUI,
Chief Sustainable Development Officer
✉ a.elalaoui@netisgroup.com



Executive Summary

2025 was a year of significant growth and transformation for NETIS Group. Alongside continued business expansion and organisational change, the Group strengthened its approach to sustainability by further integrating environmental, social and governance considerations into its operations and decision-making processes.

Throughout the year, NETIS implemented its sustainability strategy across three strategic pillars:

A RESPONSIBLE & RESILIENT BUSINESS

EMPOWERED PEOPLE & WORKPLACE CULTURE

ENVIRONMENTAL SUSTAINABILITY & IMPACT

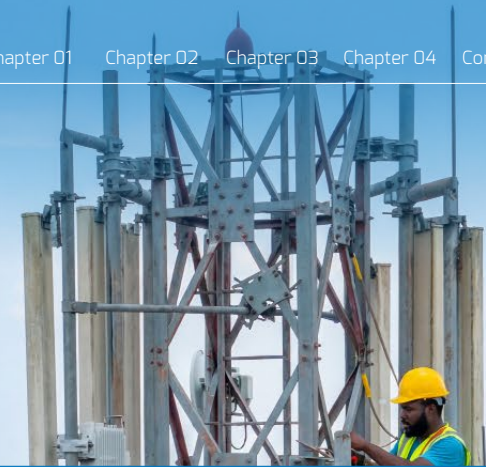
Progress strengthened governance and risk management, workplace safety and inclusion, environmental stewardship, and the quality and maturity of sustainability data.

The year also marked an important step in the evolution of the Group's sustainability programme. Internal systems, policies and oversight mechanisms continued to mature, while sustainability became increasingly embedded within day-to-day operations and long-term business planning. This report demonstrates how these developments are supporting more consistent decision-making,

stronger operational resilience and improved accountability across the organisation.

While challenges remain, particularly as the Group continues to expand into new markets and operate in diverse environments, NETIS remains committed to continuous improvement and to creating long-term value for its employees, customers, investors, business partners and the communities in which it operates.

The following chapters present the Group's performance during 2025, outlining both the progress achieved and the priorities that will continue to shape NETIS' sustainability journey in the years ahead.



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01 Shaping A Sustainable Future For Africa

The 2025 reporting period represents a significant milestone in NETIS Group's sustainability journey. The governance structures, measurement systems, and accountability mechanisms established in preceding years supported progress across several external assessment frameworks. Science-based emissions reduction targets received formal validation from the Science Based Targets initiative. The Group also reported improvements in its ratings: the EcoVadis sustainability rating advanced from Bronze to Silver, and the CDP climate disclosure score advanced from D to C. Additionally, NETIS was recognised by CDP as a Supplier Engagement Leader. Two new subsidiaries - Reime Guinea and NETIS Madagascar - extended the Group's operational footprint to sixteen countries. A new Chief Executive Officer was appointed, marking a deliberate transition in the Group's leadership as it enters the next phase of its development.

This report documents NETIS Group's environmental, social and governance performance for 1 January to 31 December 2025, using selected GRI Standards as reporting guidance. It also draws on the UN Sustainable Development Goals, UN Global Compact principles, IFC Performance Standards and Science Based Targets initiative. Quantitative coverage varies by metric; the workforce and GHG sections explain the relevant scope.

[Read more](#)

Mission, Vision & Values

The transition from foundation to performance does not happen by chance. It is the result of an organisation that knows precisely what it is trying to achieve, why it exists, and how it expects its people to behave in pursuit of those goals. NETIS' vision, mission, and values provide that clarity, and they have remained consistent since the Group's founding in 2009, even as the organisation has grown from a three-country startup to a sixteen-country infrastructure group with institutional investors and validated climate targets.



Mission

NETIS' mission is operationalised through three core commitments, collectively expressed as the **SEE** framework: Sustainable Development, Equality, and Education. Each commitment defines a distinct dimension of the Group's responsibility to the people, communities, and environments in which it operates.



Sustainable Development

A commitment to health, safety, environmental stewardship and sustainable economic performance protects employees, contractors and communities across all sixteen subsidiaries, while creating long-term value for customers, shareholders and other stakeholders.



Equality

A commitment to gender equality and broader social inclusion gives all employees equal access to professional opportunities, career development, workplace protections and a respectful environment, regardless of gender, age, nationality, ethnicity, disability, religion, sexual orientation or any other protected characteristic.



Education

A sustained commitment to skills development ensures that every employee benefits from structured training and development opportunities that serve both the operational needs of the Group and their own long-term professional growth.



Vision

Building Carbon-Free Networks for a Competitive Africa: Investing in renewable energy and sustainable infrastructure to reduce emissions and accelerate green growth in Africa.

This vision connects infrastructure and sustainability. Both guide the networks NETIS builds, maintains and operates. On 27 September 2025, SBTi Services validated NETIS' near-term and net-zero emissions targets. The targets use 2024 as the base year and cover absolute reductions in Scope 1, 2 and 3 emissions. The approved pathway includes net zero across the value chain by 2050. Target validation concerns the emissions targets, rather than assurance of this report.



Values

NETIS' five core values **PERCE** are the behavioural architecture of the organisation. In 2025, as the Group entered a new leadership era and expanded into two new markets, these values provided the continuity and consistency that performance at scale requires.

- **Perseverance**

From three African markets in 2009 to sixteen in 2025, NETIS has maintained and expanded its operational presence through political instability, infrastructure constraints and economic volatility, demonstrating perseverance.

- **Ethics**

A zero-tolerance policy on corruption, a confidential grievance mechanism accessible to all employees and external stakeholders, and mandatory ethics training across all subsidiaries define the standards of conduct expected at every level of the organisation.

- **Reliability**

Maintaining over 26,000 telecom sites across sixteen countries, for clients who depend on uninterrupted network performance, demonstrates the service reliability on which the Group has built its reputation.

- **Commitment**

Every solution delivered across the Group's operational footprint is engineered for durability: clean energy systems that reduce long-term dependence on fossil fuels, digital infrastructure designed for scalability, and local capacity-building programmes that generate value well beyond the initial project lifecycle.

- **Empowerment**

Structured training programmes, inclusive recruitment practices, and fair compensation standards applied consistently across all markets support our direct and indirect workforce, creating opportunities for social and economic development.

Operations, Reach & Impact

NETIS Group is a leading provider of integrated telecom and energy infrastructure solutions across sub-Saharan Africa. Founded in 2009, the Group has spent sixteen years building the operational expertise, geographic reach, and institutional relationships required to deliver sustainable infrastructure at continental scale. As of December 2025, NETIS operates across sixteen countries with a total workforce of more than 3,000 direct employees and a consolidated turnover of USD 130 million.

Every piece of infrastructure the Group delivers and maintains must be reliable enough for mission-critical clients, sustainable enough to support a low-carbon future and impactful enough to improve the communities it serves.

In 2025, the Group expanded into Guinea and Madagascar through Reime Guinea and NETIS Madagascar.



2009

Founded

16

Countries

3.230

Employees

130 million USD

Consolidated turnover

Operational Footprint

NETIS operates across two integrated business lines. Each addresses a distinct infrastructure challenge across Africa, and together they position the Group as a full-spectrum provider of sustainable connectivity and energy solutions.



Telecom

NETIS delivers end-to-end passive telecommunications infrastructure services from engineering and detailed design through to deployment, integration, and long-term managed maintenance. The Group operates across all major infrastructure typologies, including greenfield sites, rooftop installations, rapid deployment sites, and cell-on-wheels solutions. In fiber optics, NETIS has installed more than 7,000 km of cable across Africa, providing high-speed connectivity infrastructure across urban and peri-urban markets. The managed services division maintains more than 26,000 telecom sites, supported by 24/7 monitoring systems and rapid-response field teams deployed across all operational territories.



Energies

NETIS Energies delivers comprehensive clean energy solutions across the full photovoltaic plant development lifecycle from feasibility studies and engineering through to procurement, installation, supervision, and long-term maintenance. The business line also covers mini-grid systems for rural communities and commercial and industrial solar applications.

The Group's proprietary Solar Play platform provides intelligent real-time supervision of solar installations. As of 2025, NETIS maintains more than 4,000 solar sites across Africa, with 28% of Operations & Maintenance sites operating on hybrid solar and grid configurations, up from 10% in 2022. Separately, reported solar panel installations grew by 409% over the same three-year period.





As experts in photovoltaic installations, comprehensive and reliable solar solutions are delivered, carefully tailored to meet specific energy needs and operational contexts. The approach covers the full lifecycle of solar photovoltaic plant development, ensuring performance, efficiency, and long-term sustainability at every stage.



Solar Project Development & Engineering

Feasibility studies and engineering for solar photovoltaic projects, including supervision throughout project development.



Project Financing & Subsidy Support

Support in financing and subsidy applications with partner organizations.



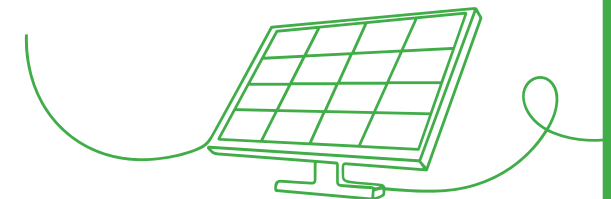
Electromechanical Supply & Installation

Supply and installation of mechanical and electrical equipment for durable solar infrastructure.



Solar Play Solution

Intelligent supervision of installations through our Solar Play solution





NETIS Telecom delivers end-to-end passive telecom infrastructure solutions, ensuring seamless execution across the full project lifecycle. From initial engineering and detailed design to deployment, integration, and final commissioning, each stage is managed with technical rigor and operational precision.



Multi-Site Expertise

- Greenfields
- Rooftops
- Rapid Deployment Sites (RDS)
- COWs (Cell on Wheels)
- Specialized Solutions



Tailored Approach

Standard or customized solutions designed to meet each client's technical, operational, and environmental requirements.



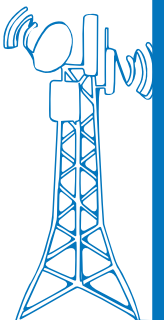
Engineering & Sustainability

Design and execution of site reinforcement works, ensuring robustness, compliance with standards, and long-term infrastructure durability.



Industrial Quality & Competitiveness

Manufacturing carried out through certified partners, ensuring premium quality and optimized costs.



Geographic Reach

NETIS operates across Togo, Gabon, Benin, Côte d'Ivoire, Burkina Faso, Cameroon, Democratic Republic of Congo, Kenya, Nigeria, Ghana, Tanzania, Uganda, Rwanda, Guinea, Madagascar, and Morocco, where the Group maintains its headquarters. Operational activities span West, Central, and East Africa, with managed services capabilities deployed across all active markets.



Impact & Scale

+26,000

Telecom sites maintained



Across 16 countries

+4,000

Solar sites built & maintained



Clean energy infrastructure

+4,000

Telecom sites built



End-to-end project delivery

7,000 km

Fiber optic cable installed



High-speed connectivity

+900

Electrical towers maintained



Power infrastructure

+1,500,000

Customers connected



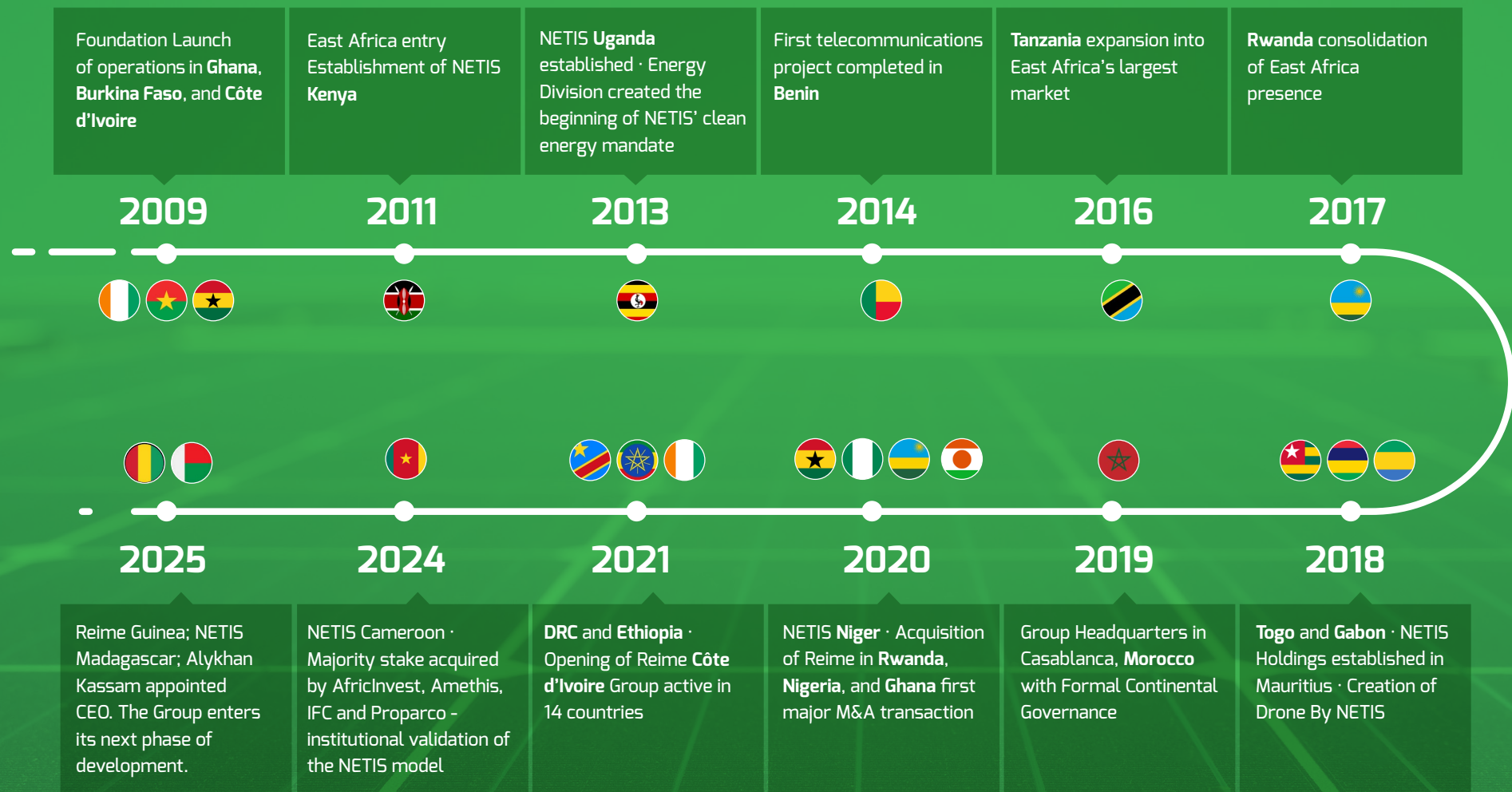
Via fiber optic networks



Evolution & Growth

NETIS was founded in 2009 with operations in three West African markets. The seventeen years that followed were defined by a consistent approach to expansion: disciplined, deliberate, and grounded in the conviction that sustainable growth must follow institutional readiness rather than precede it.

Evolution



Growth

When we founded NETIS in 2009, we had a clear purpose but modest means. Sixteen years later, NETIS is a group of more than 3,000 people across sixteen African countries, built on a foundation of operational excellence, responsible growth, and an unwavering commitment to the continent we serve. We are proud of what this Group has become, and confident that under Alykhan's leadership, the vision that guided us from the beginning will continue to drive NETIS forward. ”



Jean Farhat & Jean-Claude Figali,
Co-founders, NETIS Group

Commitment to Sustainability



Sustainability only means something when it produces results that can be measured, verified, and built upon. In 2025, that is exactly what happened, and it is a direct reflection of the effectiveness of the systems and governance structures we have put in place. Each result we achieved reflects not a single initiative but an entire system working as it should. That is what we set out to build, and that is the standard we will continue to raise. ”

Ahmed Chikhani El Alaoui

Chief Sustainable Development Officer, NETIS Group





Sustainability Strategy

At NETIS, sustainability is embedded into operational performance, governance, and long-term value creation. Our sustainability strategy is structured around three interconnected priorities that guide decision-making across the Group's operations.

PILLAR 2

Empowered People & Workplace Culture

Safety, wellbeing, diversity, training and community engagement across our workforce and operations.



PILLAR 1

A Responsible & Resilient Business

Governance, compliance, digital transformation, and supply chain management



PILLAR 3

Environmental Sustainability & Impact

GHG emissions, climate risk, energy conservation, and resource management



Sustainability Journey

2025

Performance & Recognition

- SBTi targets formally approved
- EcoVadis Silver, Top 15%
- CDP climate score C
- CDP Supplier Engagement Leader

2024

Systems & Governance

- First GHG inventory conducted
- Materiality assessment completed
- Internal Audit Department created
- ESG governance framework built

Foundations & Commitments

- SBTi committed
- UN Global Compact signatory
- SDC launched
- IFC alignment established

2023

Sustainability Performance Highlights



EcoVadis Rating
Top 15% · from Top 35%
(Bronze) 2024



CDP Climate Score
Improved from D · 2024



**Supplier Engagement
Leader**



DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

SBTi Targets
From committed · 2023

\$130M

Group Turnover
3,000+ employees · 2025

Materiality Assessment

NETIS' materiality assessment identifies the environmental, social, and governance topics that have the greatest influence on long-term business performance and stakeholder expectations. The assessment supports strategic decision-making, strengthens reporting transparency, and ensures alignment between operational priorities, investor requirements, and sustainability commitments across the Group.

In 2025, NETIS reviewed and refined its materiality framework to reflect the Group's evolving operational context, expanding sustainability governance maturity, and increased focus on climate-related disclosure.

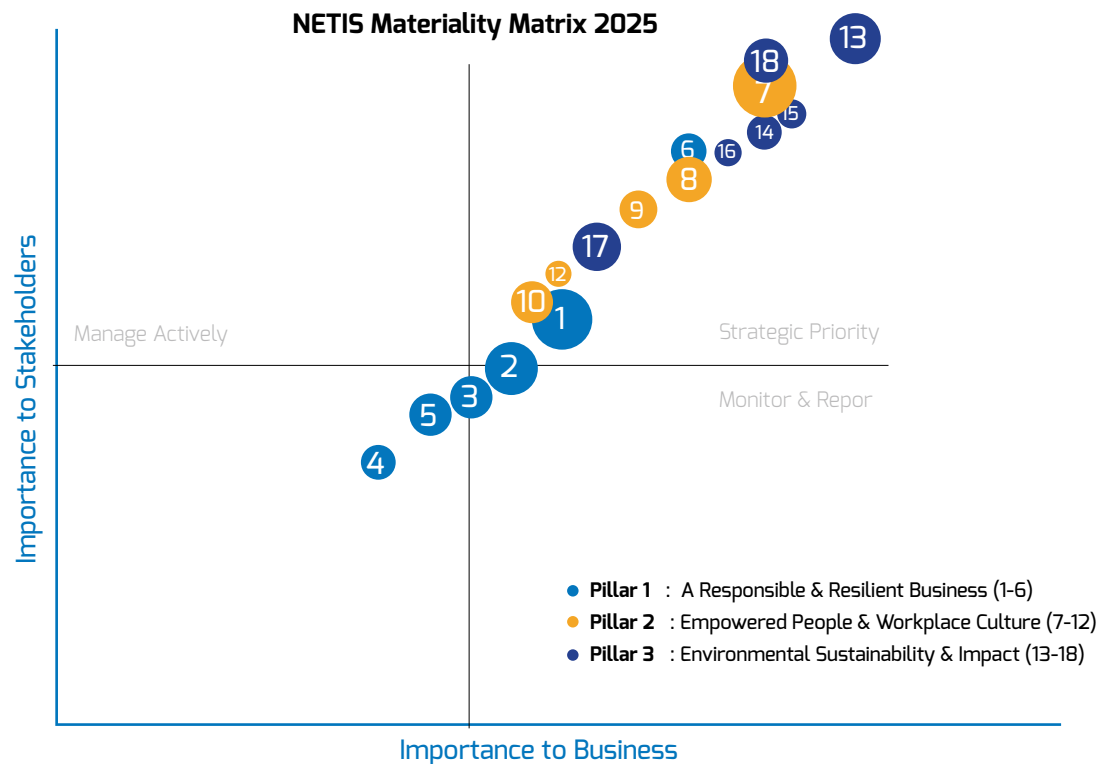
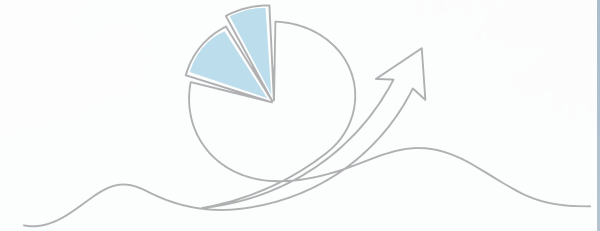


Figure 1: NETIS Materiality Matrix 2025 bubble size reflects GRI disclosure depth per material topic

The matrix above presents their relative priority across two axes: importance to business and importance to stakeholders. Bubble size reflects the depth of GRI reporting associated with each topic.



Material Topics



Pillar 1:

A Responsible & Resilient Business
Building the foundation for long-term success



Governance & Leadership

Relevant SDGs 16, 17

Ref 1

Ethics, Compliance & Information Security

Relevant SDGs 16, 9

Ref 2

Risk Management & Strategy

Relevant SDGs 8, 13, 11

Ref 3

Anti-Corruption

Relevant SDGs 8, 16, 17

Ref 4

Supply Chain Management

Relevant SDGs 8, 9, 10, 12

Ref 5

Digital Transformation & Cybersecurity

Relevant SDGs 9, 16

Ref 6

Pillar 2:

Empowered People & Workplace Culture
Fostering an inclusive and safe work environment



Occupational Health & Safety

Relevant SDGs 3, 8

Ref 7

Employee Wellbeing

Relevant SDGs 3, 8

Ref 8

Gender Equality & Diversity

Relevant SDGs 5, 10

Ref 9

Labour Rights & Fair Compensation

Relevant SDGs 8

Ref 10

Employee Training & Development

Relevant SDGs 4, 8

Ref 11

Community Engagement & Development

Relevant SDGs 11, 17

Ref 12

Pillar 3:

Environmental Sustainability & Impact
Creating shared value beyond our operations



GHG Emissions & Carbon Reporting

Relevant SDGs 16, 17

Ref 13

Energy Efficiency

Relevant SDGs 16, 9

Ref 14

Renewable Energy Usage

Relevant SDGs 8, 13, 11

Ref 15

Energy Conservation

Relevant SDGs 8, 16, 17

Ref 16

Resource Efficiency (Water, Waste)

Relevant SDGs 8, 9, 10, 12

Ref 17

Climate Risk & Opportunities

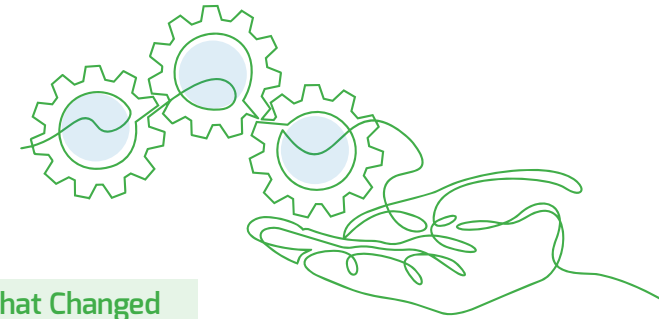
Relevant SDGs 9, 16

Ref 18

* Topic elevated or formalised in the 2025 materiality review

Methodology & 2025 Updates

NETIS' materiality assessment was conducted through a structured four-phase process and formally reviewed in 2025 to reflect the Group's evolving operational context.



Assessment Methodology

Foundational Analysis 1

Review of the Group's Sustainability Action Plan comprising more than 50 specific ESG actions across multiple categories, developed through cross-functional collaboration.

Internal consultation with leaders across SHERQ, HR, Legal & Compliance, Supply Chain, and Operations. External alignment with investor expectations, the UN Global Compact, and the SDGs.

2 Stakeholder Engagement

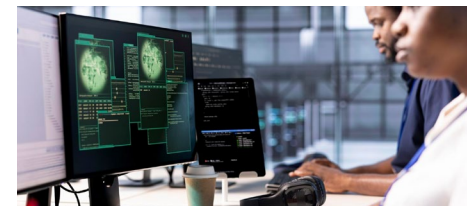
Prioritisation 3

Each topic assessed against two criteria: significance to stakeholders, and impact on business success and long-term value creation. Topics ranked and clustered accordingly.

Review and sign-off by the ESG Subcommittee and Certification Subcommittee of the Sustainable Development Committee, ensuring alignment with strategic priorities.

4 Validation

2025 Materiality Review – What Changed



Digital Transformation & Cybersecurity

Elevated in priority within Pillar 1 to reflect the Group's accelerating digitalisation programme, the rollout of operational platforms, and the growing materiality of information security risk management across a multi-country operational footprint of 16 countries.



Climate Risk & Opportunities

Formalised as a discrete material topic within Pillar 3 in direct response to the Group's CDP climate disclosure and the formal approval of SBTi science-based targets in 2025, both of which create ongoing accountability requirements around the identification, assessment, and management of physical and transition climate risks.

The full GRI Content Index in the Appendix cross-references each material topic, the applicable GRI Standard disclosure, and the relevant section of this report. NETIS commits to an annual materiality review and a full biennial reassessment to ensure continued relevance and credibility.



02

A Responsible & Resilient Business

A responsible and resilient business is built on decisions that are accountable, transparent, and consistently aligned with the organisation's values. For NETIS, this means governance structures that are clearly defined, leadership that is visibly committed to the Group's sustainability agenda, and business conduct that meets the highest international standards across all sixteen operational subsidiaries. This chapter documents how those commitments are structured, implemented, and verified.

Chapter 2 addresses Pillar 1 of NETIS' materiality assessment, covering six material topics: Governance & Leadership, Ethics, Compliance & Information Security, Risk Management & Strategy, Anti-Corruption, Supply Chain Management, and Digital Transformation & Cybersecurity.

[Read more](#)

Governance & Leadership

Effective governance is the foundation on which NETIS' sustainability commitments are built and delivered. The Group's governance structure is designed to ensure clear accountability at every level of the organisation, from the Board of Directors to the operational subsidiaries, and to embed sustainability considerations into strategic decision-making at the highest level.

In October 2025, NETIS completed a carefully planned leadership transition that strengthened the Group's governance capacity and positioned it for its next phase of growth.



Alykhan Kassam is a trained engineer with more than 20 years of experience in Africa's energy and infrastructure sectors. Prior to joining NETIS, he held senior leadership positions at international groups including John Cockerill and Siemens, bringing deep knowledge of the African market and proven expertise in strategic development, operational management, and business diversification. Appointed Chief Executive Officer effective 1 October 2025, Mr. Kassam succeeds co-founders Jean Farhat and Jean-Claude Figali, who remain actively engaged as members of the Board of Directors. His appointment follows a carefully planned succession process and marks the beginning of a new phase of growth for the Group, characterised by strengthened governance, enhanced ambition, and a continued commitment to the Group's founding values.

Alykhan Kassam
Chief Executive Officer

Board of Directors

The Board of Directors of NETIS Group is responsible for strategic oversight, governance, and the long-term direction of the Group. The Board meets quarterly, with four formal sessions held during the 2025 reporting period and maintains active engagement with the Group's sustainability agenda through its representation on the Sustainable Development Committee. Co-founders Jean Farhat and Jean-Claude Figali remain actively engaged as Board members, ensuring strategic continuity and safeguarding the founding values of the Group.



	Ms. Marieke Geurts Non-Executive Director, Amethis		Mr. Jean-Claude Figali Non-Executive Director, Co-founder, NETIS Management Ltd		Ms. Claire Devey Non-Executive Director, Proparco
	Mr. Jean Farhat Non-Executive Director, Co-founder, NETIS Management Ltd		Mr. Khalil Lakhous Non-Executive Director, AfricInvest		Mr. Fayaz Doobarry Independent Non-Executive Director
	Mr. Anass Belmehdi Non-Executive Director, Amethis		Mr. Hedi Dziri Non-Executive Director, AfricInvest		Mr. Michel Barré Independent Non-Executive Director – Chairman

Board Committees

To further enhance governance, the Board has established specialized committees, each focused on a key aspect of the company's operations and governance:



Strategy / Transformation Committee:

Guides the strategic direction and oversees major transformations within the Group.



Audit, Finance & Risk Committee:

Monitors financial integrity, risk management practices, and compliance with statutory and regulatory requirements.



HR & Governance Committee:

Ensures that the Group's governance practices support an inclusive and performance-oriented culture.



Executive Leadership

The Executive Committee of NETIS Group embodies the Group's vision, governance, and ambition. Comprised of leaders with complementary expertise, it drives strategy, supports growth, and ensures the alignment of actions across all markets. The Executive Committee meets regularly and is collectively accountable for the delivery of the Group's sustainability strategy, operational performance, and ESG commitments.

Alykhan Kassam

Chief Executive Officer.



Aymeric Briones y Brovia

Chief Finance Officer



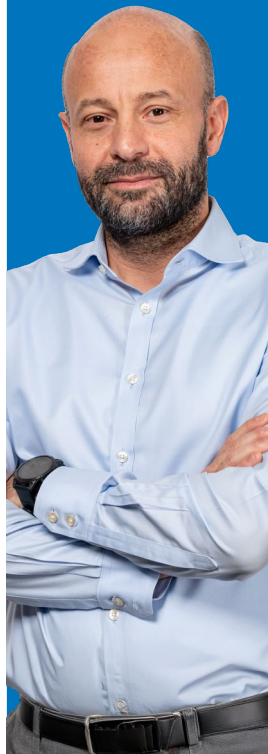
Latifa El Khadari

Chief Human Resources Officer



Tarek Abada

Chief Operating Officer



Jonathan Bischoffe

Chief Technology & Transformation Officer



Ahmed Chikhani El Alaoui

Chief Sustainable Development Officer



Fella Guignoune

Chief Supply Chain Officer



Hatim Zougary

Chief Sales Officer

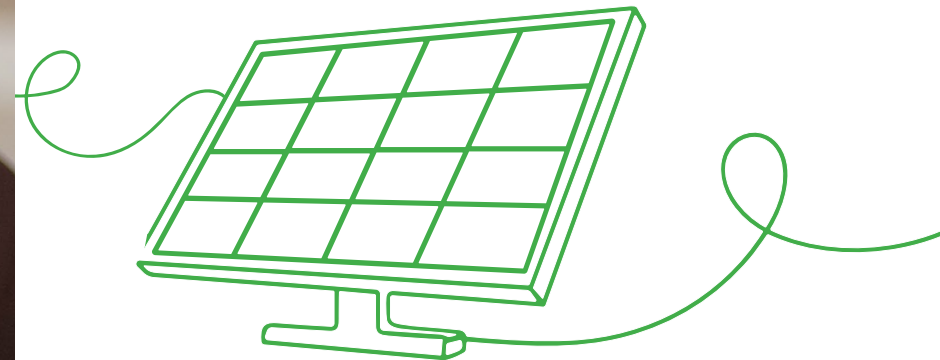




Sustainability is embedded within the Group's governance framework and is owned collectively by the Executive Committee. While the Chief Sustainable Development Officer leads the development and implementation of the Group's sustainability strategy, accountability for environmental, social and governance (ESG) performance rests with each Executive Committee member within their respective areas of responsibility.

This shared ownership model ensures that sustainability considerations are integrated into strategic decision-making, operational management, financial oversight, human resources, procurement, technology, commercial activities, and overall corporate governance. The Executive Committee reviews sustainability performance on a regular basis, monitors progress against key objectives, and supports the implementation of actions across all subsidiaries.

Operational delivery is coordinated by the Sustainability Department, which works closely with functional leaders and subsidiary management teams to implement Group policies, monitor performance indicators, coordinate ESG reporting, and ensure compliance with applicable standards and investor requirements.



Governance Framework

NETIS' governance framework integrates sustainability into the Group's core decision-making structures through a dedicated Sustainable Development Committee and two operational subcommittees. This structure ensures that ESG commitments are not managed in isolation but are embedded in the governance processes that drive day-to-day operations across all subsidiaries.



The Sustainable Development Committee, established in 2023, represents the institutional foundation of NETIS' sustainability governance. Its integration into the Board's quarterly meeting cycle ensures that sustainability performance is reviewed at the highest level of the organisation on a regular basis, rather than treated as a periodic compliance exercise. The ESG and Certification Subcommittees provide the operational depth required to translate strategic commitments into verified, measurable outcomes across all sixteen subsidiaries.

Sustainable Development Committee

Strategic oversight body for all ESG commitments

- Oversees Group-wide sustainability strategy
- Reviews ESG performance against targets
- Approves annual sustainability reporting
- Reports directly to the Board of Directors
- Meets quarterly alongside Board sessions

ESG Subcommittee

Operational governance of ESG management systems

- Monitors implementation of ESG action plan
- Reviews material topic performance data
- Coordinates cross-functional ESG initiatives
- Prepares EcoVadis and CDP submissions
- Reports to the Sustainable Development Committee

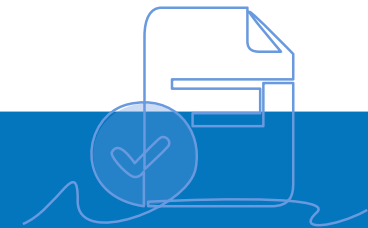
Certification Subcommittee

Governance of certification and compliance systems

- Oversees ISO 9001, 14001, and 45001 certification
- Coordinates external audits and certifications
- Monitors multisite certification renewal
- Validates materiality assessment outputs
- Reports to the Sustainable Development Committee

Ethics, Compliance & Information Security

Ethical conduct at NETIS is a strategic commitment embedded in the Group's governance structures, employee training programmes, and supplier relationships across all sixteen operational subsidiaries. The Group's ethics and compliance framework rests on three integrated pillars: a Group-wide Code of Conduct, a multi-channel grievance and whistleblowing mechanism, and an information security management system aligned with ISO/IEC 27001 principles.



Code of Conduct

The NETIS Code of Conduct defines the legal and ethical standards governing all business decisions across the Group. It applies without exception to all employees, contractors, suppliers, and business partners, regardless of geography or operational context, and is formally endorsed by the Executive Committee.

The Code addresses the full spectrum of ethical obligations relevant to NETIS' operations: anti-bribery and corruption, anti-money laundering, trade sanctions, conflicts of interest, data privacy, gender equality, harassment prevention, child and forced labour prohibition, freedom of association, health and safety, fair business practices, and the protection of confidential information. Violations are subject to disciplinary action, which may include termination of employment or contract as well as civil and criminal sanctions.

In 2025, 90% of employees completed formal ethics and anti-corruption training through a combination of structured sessions and mandatory e-learning modules. 100% of new hires completed ethics training as part of onboarding, with the Code of Conduct integrated as a mandatory acknowledgement at entry.



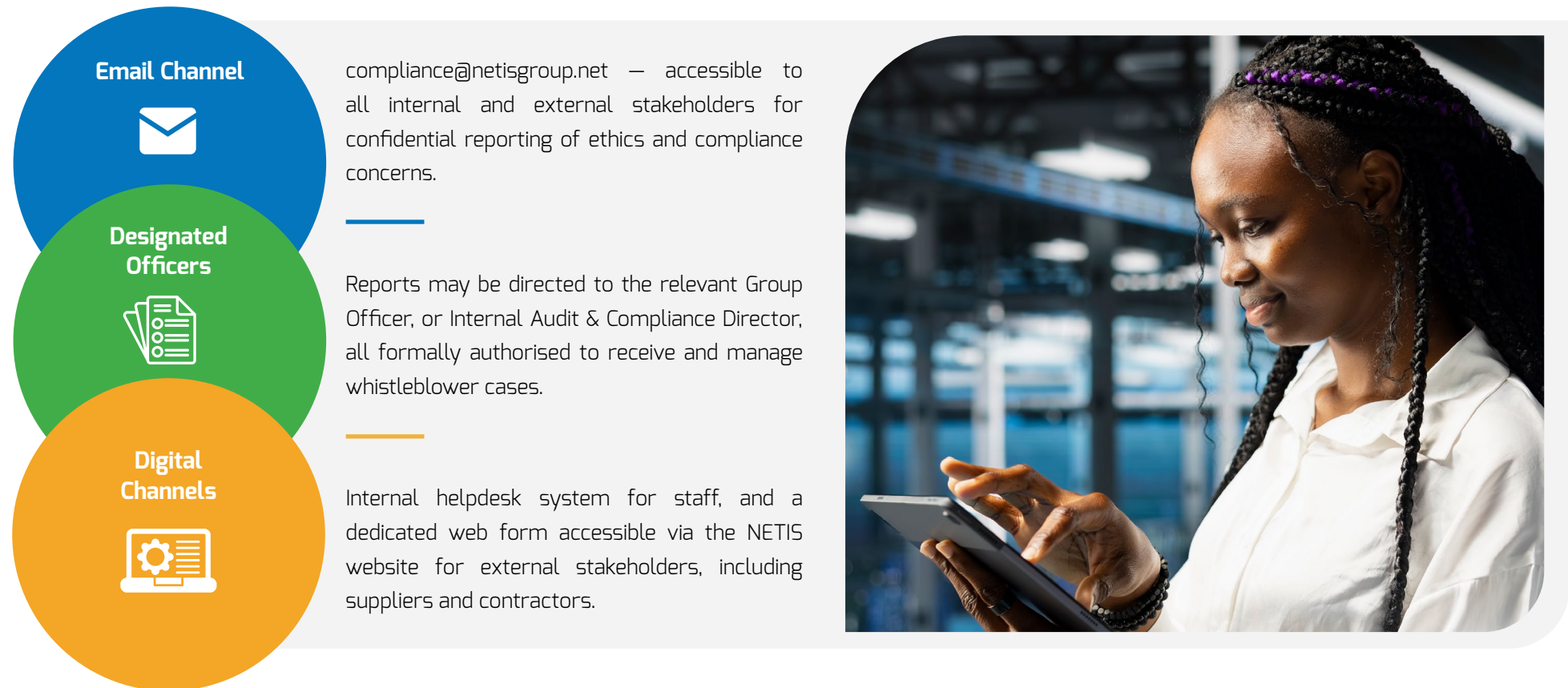
0 confirmed incidents of corruption were recorded across all sixteen operational subsidiaries during the 2025 reporting period.



Grievance & Whistleblowing Mechanism

NETIS operates a multi-channel grievance and whistleblowing mechanism accessible to all internal and external stakeholders, designed in accordance with IFC Performance Standard 1 and the principles of ISO/IEC 27001. All concerns can be raised safely, confidentially, and without fear of retaliation. The mechanism covers ethics concerns, information security incidents, and gender-sensitive grievances, with dedicated protocols for each category.

Reports are handled by the Group Compliance function under the oversight of the Internal Audit and Compliance Director. Investigations are conducted exclusively by authorised personnel, with full confidentiality maintained throughout. Any act of retaliation against a whistleblower constitutes a disciplinary offence under the Code of Conduct.



Grievances are classified against a three-level severity matrix. Each level triggers a defined investigation protocol and resolution timeframe, with gender-sensitive cases treated with priority at all levels.

Information Security Management

Information Security Governance

NETIS manages information security through an integrated, Group-wide programme designed to protect information assets, ensure business resilience, and safeguard the confidentiality, integrity, and availability of data across all operations.

The programme is built on three complementary pillars

- Information security governance framework aligned with ISO/IEC 27001,
- Technical cybersecurity programme based on the CIS Controls v8.0 framework
- Structured third-party risk management process governing all external access to Group systems and information.

The framework applies across all sixteen operational subsidiaries and is reviewed annually by the Group IT Director under the oversight of the Internal Audit & Compliance Director.

Cybersecurity Programme and Continuous Improvement

During 2025, NETIS completed a comprehensive cybersecurity maturity assessment using the CIS Controls v8.0 framework, comprising eighteen control families aligned with the ISO/IEC 27001 Annex A requirements. The assessment confirmed that the Group has established and consistently implemented cybersecurity controls across its operations while identifying opportunities to further strengthen governance documentation, security monitoring, and automation. The results provide the foundation for NETIS' ISO/IEC 27001 certification programme planned for 2026.

Independent Assurance

In 2025, NETIS successfully achieved the Cyber Essentials Plus certification, providing independent assurance within the certified scope that recognised controls address common cyber threats. Reported certification coverage is 25%. The certification validates the effectiveness of key security measures, including secure configuration, identity and access management, vulnerability management, malware protection, and network security, reinforcing the Group's commitment to maintaining a resilient and secure digital environment.



Cybersecurity Awareness and Training

A structured cybersecurity awareness programme was implemented throughout 2025, with monthly training for employees across the Group. The programme forms part of the Information Security Management System and supports security controls through regular awareness and competency development. Training completion is monitored centrally and supports ISO/IEC 27001 implementation and the continued development of information security capabilities.

Third-Party Cybersecurity Risk Management

Cybersecurity risks associated with suppliers, contractors, vendors, and business partners are managed through a structured six-step due diligence process. Third parties are classified according to the nature of the services provided, the sensitivity of the information accessed, and their business criticality. Medium and high-risk suppliers undergo security assessments aligned with ISO/IEC 27001 requirements, with identified risks addressed through remediation plans and contractual security obligations covering confidentiality, data protection, incident notification, and audit rights.

Access to Group systems is granted only after formal approval and in accordance with the principle of least privilege. At the same time, all approved third parties remain subject to periodic reassessment and continuous monitoring.

Data Protection and Privacy

Personal and confidential data is processed lawfully and transparently, with purpose limitation, data minimisation, accuracy, storage limitation, confidentiality and integrity. Access is granted on a need-to-know basis through formal approvals and periodic reviews, supporting compliance with applicable legal, regulatory and contractual requirements.

The programme achieved an average completion rate of 80% across the Group during the reporting period. Training covered phishing and social engineering, password management, malware prevention, secure use of email and the internet, mobile device security, data protection and the secure handling of confidential information.



Continuous Improvement

NETIS adopts a continuous improvement approach to information security. Findings from cybersecurity assessments, certification activities, internal reviews, and operational monitoring are incorporated into annual improvement plans to strengthen governance, enhance technical capabilities, and continuously improve the effectiveness of the Group's Information Security Management System. These initiatives support NETIS' long-term objective of achieving ISO/IEC 27001 certification while ensuring that information security remains embedded within the Group's broader governance and risk management framework.

2025 Performance Highlights



0

Confirmed corruption incidents
All sixteen subsidiaries



90%

Employees trained on ethics
Formal training + e-learning



100%

New hires trained on ethics
Integrated into onboarding



80%

Completion rate of cyberSecurity trainings



100%

Suppliers bound by Code of Conduct
Signed at prequalification



25%

Cyber Essentials Plus Certification coverage

2026 Roadmap (2025 plans)

The following priorities govern the Group's ethics, compliance, and information security agenda for the 2026 reporting period.

ISO/IEC 27001 Certification

Achieve formal ISO/IEC 27001 certification through documented policies, risk assessment, controls, internal review and management review, followed by an external audit.

Internal Audit Expansion

Expand ethics risk assessment coverage from 60% to 100% of operational sites through the annual internal audit cycle.

Supplier Ethics Training

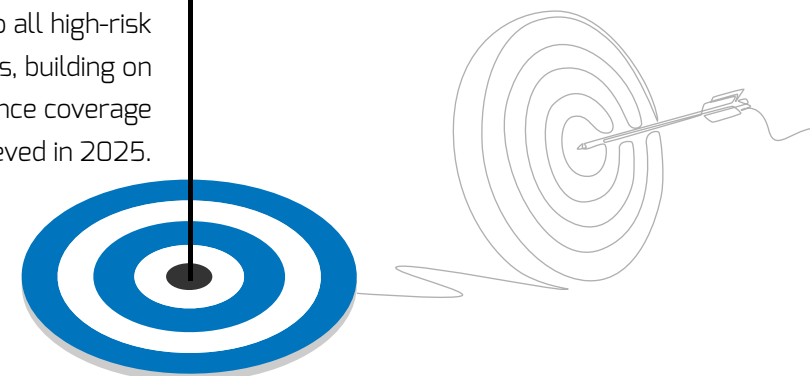
Complete progressive rollout of ethics training to all high-risk supplier categories, building on the 100% due diligence coverage achieved in 2025.

Ethics Training Coverage

Increase ethics and anti-corruption training coverage from 90% to 100% of all employees across all sixteen subsidiaries.

Detective Capabilities

Enhance monitoring, logging, and alerting systems to move the NIST Detect function from Moderate to Moderate-High across all operational environments.



2026 Target



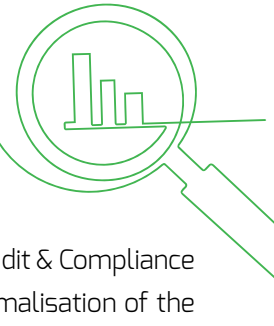
Risk Management & Strategy

Effective risk management at NETIS is a governance commitment, embedded at every level of the organisation and designed to ensure that environmental, social, financial, and operational risks are identified, assessed, and managed before they materialise into incidents or liabilities. The Group's approach to risk management is built on multiple integrated mechanisms: a proactive internal audit function, a structured risk register framework active across all sixteen subsidiaries, and an Environmental and Social Management System aligned with the IFC Performance Standards.

Internal Audit & Risk Governance

In 2024, NETIS established a dedicated Internal Audit & Compliance Department, marking a significant step in the formalisation of the Group's risk governance architecture. The department operates independently of operational management, ensuring that audit findings are reviewed at the highest governance level and that corrective action plans are tracked to closure.

The Internal Audit & Compliance Department leads structured risk reviews across high-risk domains, including EHS, procurement, financial controls, and ESG performance. Its mandate extends to standardising internal controls across all subsidiaries and strengthening the Group's capacity to manage environmental, social, and governance risks systematically rather than reactively. In 2025, internal audits were conducted per subsidiary across all management system processes, under the methodological oversight of the SHERQ department and with the involvement of the Internal Audit function in the review and assurance process. In addition, scored audits covering SHERQ, operational, and ESG domains were deployed across all subsidiaries, generating structured findings, corrective action plans, and follow-up verification. These audits assessed performance across ethics, compliance, and ESG-related domains, health and safety, environmental management, community engagement, subcontractor governance, and resource efficiency.



The Group's audit programme covers the following domains across all operational subsidiaries:

	Integrated Management System
	Quality, environmental, and OHS management system compliance across all processes
	Ethics & Compliance
	Code of Conduct implementation, anti-corruption controls, and grievance mechanism effectiveness
	Health, safety and Environment
	Health, safety, and environmental performance across all operational sites and management processes
	Procurement & Supply Chain
	Supplier prequalification, contract compliance, subcontractor HSE governance
	Financial Controls
	Internal control standards, anti-fraud measures, and expense management
	ESG Performance
	GHG reporting accuracy, community engagement, biodiversity risk, and gender-specific risk management
	E&S Screening
	Environmental and social impact screening for new projects per IFC PS1 requirements

Risk Register Framework

Every NETIS subsidiary maintains a live risk register that serves as the operational backbone of the Group's risk management approach. Risk registers are structured to capture hazards across environmental, social, operational, financial, and governance domains, and are reviewed at a minimum annually, or following any significant incident, operational change, or new project initiation.

Risk assessments follow a structured methodology covering hazard identification, likelihood and severity scoring, existing control evaluation, residual risk rating, and corrective action assignment.

- **Environmental & Climate Risk**

Physical and transition climate risks are identified and assessed in every subsidiary risk register. Climate-related scenarios are integrated into operational planning, emergency response, and project design processes.

- **Social & Community Risk**

Gender-specific risks, community health and safety impacts, stakeholder grievances, and labour rights concerns are assessed for every project and operational site. Biodiversity considerations are embedded in site-level risk assessments.

- **Operational & HSE Risk**

Health, safety, and environmental risks are assessed across all operational activities, including working at height, electrical work, fleet operations, subcontractor management, and chemical handling.



Environmental & Social Assessment

In accordance with the IFC Performance Standards, NETIS conducts Environmental and Social assessments for new projects and new market entries. This requirement is embedded in the Group's investment governance framework as a condition of approval from its institutional shareholder base. In 2025, the Group initiated the formal deployment of E&S screening checklists across all subsidiaries. This programme standardises the identification and assessment of potential environmental and social impacts at the earliest stage of project planning, before operational commitments are made. The screening process covers environmental aspects, community health and safety, occupational health and safety, emergency preparedness, biodiversity impact, indigenous people's considerations, and cultural heritage. Implementation is ongoing across all subsidiaries as part of the Group's continuous improvement of its Environmental and Social Management System.

Where significant E&S risks are identified, an Environmental and Social Action Management Plan is developed and monitored throughout the project lifecycle. Project impacts and mitigation measures are disclosed to affected communities through structured stakeholder engagement processes, with specific provisions for women and vulnerable groups.

Climate Risk Management

Climate risk is treated as a material operational and strategic risk at NETIS, embedded in every subsidiary risk register and formally assessed as part of the Group's IFC-aligned Environmental and Social Management System. This integration ensures that climate-related risks, both physical and transition, are identified, assessed, and managed consistently across all sixteen operational territories.

Physical climate risks assessed include extreme weather events affecting infrastructure integrity, flooding risks at operational sites, heat stress impacts on field workers, and water scarcity in affected markets. Transition risks assessed include regulatory changes related to carbon pricing, shifts in client expectations toward low-carbon infrastructure solutions, and the operational costs associated with the Group's own emissions reduction pathway under its SBTi-approved targets.

In 2025, climate risks were assessed as part of the emergency response planning process at the subsidiary level, with climate change scenarios explicitly integrated into Emergency Response Plans. The Group's monthly GHG reporting system provides the data foundation for ongoing climate risk monitoring, enabling early identification of performance deviations relative to the Group's science-based emissions reduction trajectory.



2025 Performance Highlights



16

Subsidiaries with active risk registers

Reviewed at minimum annually



32

IMS internal audits

Covering all management system processes



100%

Subsidiaries covered by scored audits

SHERQ, operational & ESG domains



2025

E&S screening deployment initiated

Across all sixteen subsidiaries

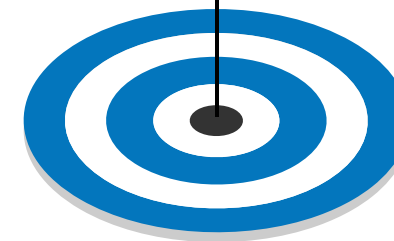
2026 Roadmap

The following priorities govern the Group's risk management and internal audit agenda for the 2026 reporting period.



E&S Screening

Complete full deployment of E&S screening checklists across all subsidiaries, ensuring 100% of new projects are assessed prior to operational commitment.



2026 Target

Anti-Corruption

Corruption in any form is incompatible with the values, governance standards, and institutional relationships that define NETIS as an organisation. The Group's zero-tolerance approach to bribery, facilitation payments, and all forms of improper inducement is codified in the Code of Conduct, enforced through the Compliance Management System, and verified through the annual internal audit programme. This approach applies without exception across all sixteen operational subsidiaries, regardless of the regulatory environment of the host country.

Anti-Corruption Framework

The NETIS anti-corruption framework is governed by the Code of Conduct, which explicitly prohibits bribery, facilitation payments, gifts intended to influence business decisions, political donations, and any form of indirect improper payment made through third parties. The framework applies to all employees, contractors, suppliers, sales representatives, and business partners operating within the Group's sphere of influence.

Anti-corruption obligations are enforced through four mechanisms operating in parallel: the Code of Conduct binding all employees and business partners; the whistleblowing channel enabling confidential reporting of suspected violations; the supplier prequalification process requiring all suppliers to sign the Code of Conduct before engagement; and the annual internal audit programme assessing compliance at operational level.



Zero Tolerance Policy

No bribery, facilitation payments, improper gifts, or indirect corrupt payments are tolerated in any form, across any operational territory or business relationship.



Anti-Money Laundering

NETIS and all business partners comply with applicable national and international anti-money laundering laws, trade sanctions, import and export controls, and tax evasion prohibition requirements.



Conflict of Interest

All employees are required to disclose actual or potential conflicts of interest promptly and transparently. Management of conflicts is governed by the Group's Conflict of Interest Policy.



0 confirmed incidents of corruption were recorded across all sixteen operational subsidiaries during the 2025 reporting period.



Training & Awareness

Anti-corruption training is delivered to all employees through a combination of structured training sessions and mandatory e-learning modules, with completion tracked and recorded for each individual. Training content covers the legal and ethical requirements of the Code of Conduct, the identification and reporting of corruption risks, the prohibition of facilitation payments and improper gifts, and the use of the whistleblowing channel.

In 2025, 90% of all employees completed anti-corruption training. 100% of new hires received anticorruption training as part of the onboarding process, with Code of Conduct acknowledgement integrated as a mandatory step at entry. Training is adapted by role category, with targeted content provided to procurement, sales, and management functions that carry the highest exposure to corruption risk.

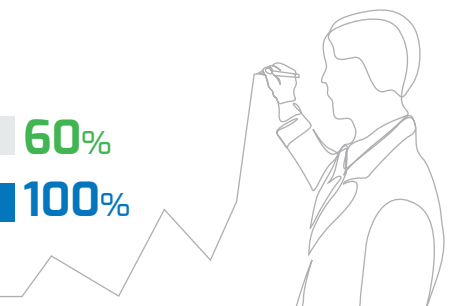
Due Diligence & Monitoring

Third-party anti-corruption due diligence is integrated into the supplier prequalification process. All suppliers, contractors, and business partners are required to sign the NETIS Code of Conduct before engagement is initiated. This requirement applies universally across all sixteen operational countries and all procurement categories.

In 2025, 100% of high-risk trading partners were subject to formal due diligence, covering anticorruption standards, sanctions screening, and ethical business conduct requirements. No trading partners were rejected or terminated solely for corruption risk during the reporting period. Upfront prequalification is designed to assess corruption risk before engagement and supports the Group's ongoing due diligence and monitoring processes.

Ethics risk assessments were conducted across 60% of operational sites by the end of 2025 reporting period through the annual internal audit cycle. The Group is committed to achieving 100% site coverage by the end of 2026.

Figure 2: Ethics Assessment Coverage (2025)



2025 Performance Highlights



0

Confirmed corruption incidents
2025 reporting period



90%

Employees trained on anti-corruption
Formal training + e-learning



100%

New hires trained at onboarding
Mandatory CoC acknowledgement



100%

Suppliers bound by Code of Conduct
Signed at prequalification



60%

Sites assessed on business ethics
By end of 2025

2026 Roadmap

The following priorities govern the Group's anti-corruption agenda for the 2026 reporting period.

Ethics Training

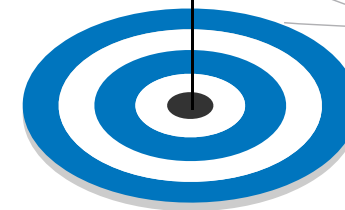
Increase anti-corruption training coverage from 90% to 100% of all employees across all sixteen subsidiaries.

Audit Coverage

Expand ethics risk assessment coverage from 60% to 100% of operational sites through the annual internal audit cycle.

Supplier Training

Complete progressive rollout of anti-corruption training to all high-risk supplier categories, building on 100% due diligence coverage achieved in 2025.



2026 Target

Digital Transformation

Digital transformation at NETIS is not a technology initiative. It is an organisational strategy. In 2025, the Group entered a structured dematerialisation phase under **Project UNIFY**, a Group-wide programme designed to standardise performance management tools, operational systems, and reporting platforms across all departments and all sixteen subsidiaries.

This section is reported in accordance with GRI 2-6

Project UNIFY

In 2025, NETIS launched Project UNIFY, which marks a deliberate transition away from fragmented, manual, and paper-based processes toward a unified digital operating model that supports consistent governance, data quality, and real-time performance visibility at the group level.

The project spans all functions. Finance is rolling out **SAP ERP** for group-level resource planning. SHERQ has fully digitised compliance management. Operations, Supply Chain, Sales, HR, and IT are deploying modules linked to **UTAD**, our central performance backbone. Group-wide infrastructure now includes a document management system, intranet, employee network across 16 countries, digital performance reviews, and an internally built operational platform.

Beyond operational efficiency, Project UNIFY directly strengthens NETIS' ESG governance. Digitalised processes improve data accuracy and traceability for sustainability reporting, reduce paper consumption across all operational sites, and enable Group leadership to monitor ESG performance indicators in real time across the full geographic footprint.



All departmental digitalisation processes under Project UNIFY were initiated in 2025 and are currently in active deployment across all sixteen operational countries.



2025 Performance Highlights



6

Departments with digital UTAD

Across all Group functions



16

Countries covered by Project UNIFY

Full Group deployment in progress



8

Digital platforms deployed

Finance, SHERQ, Ops, Sales, HR, IT...



2026 Roadmap

The following priorities govern the Group's digital transformation agenda for the 2026 reporting period, building directly on the foundations established under Project UNIFY.

Project UNIFY

Complete full deployment across all departments and subsidiaries, achieving standardised digital performance management across all sixteen operational countries.

Data Quality

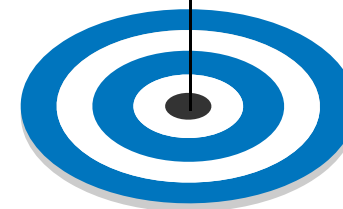
Establish Group-wide data quality standards for all UTAD-reported sustainability indicators, directly supporting the accuracy and reliability of GRI and EcoVadis disclosures.

UTAD Full Rollout

Achieve full UTAD adoption across all departments, ensuring every function has live performance dashboards accessible to Group leadership in real time.

Paperless Operations

Achieve full dematerialisation of all operational documents, forms, and compliance records across all subsidiaries through the Document Management System.



2026 Target



**Supplier
Engagement Leader**

Responsible Supply Chain

Supply Chain Management

NETIS' supply chain is the primary interface between its sustainability commitments and their real-world consequences. The suppliers and subcontractors NETIS works with build our infrastructure, provide our equipment, and represent our brand within communities across sixteen countries. Their conduct in relation to health and safety, labour rights, environmental compliance, and ethics either reinforces or undermines the standards the Group applies to itself. Supply chain governance at NETIS is therefore not merely a compliance function; it is an extension of the Group's own accountability.

To strengthen sustainability risk assessment, we delivered our first sustainable

purchasing training programme to the procurement team. In addition, NETIS was recognised by CDP as a Supplier Engagement Leader — an external signal that our approach to climate risk and emissions disclosure with suppliers is among the best globally.

At the same time, we continued to prioritise local economies, with local suppliers representing 84.36% of total procurement spend compared to 15.64% sourced from international suppliers across the countries where we operate. Local sourcing is not only a resilience strategy but also a tangible expression of NETIS's commitment to embedding accountability within the local economic ecosystems in which it operates.

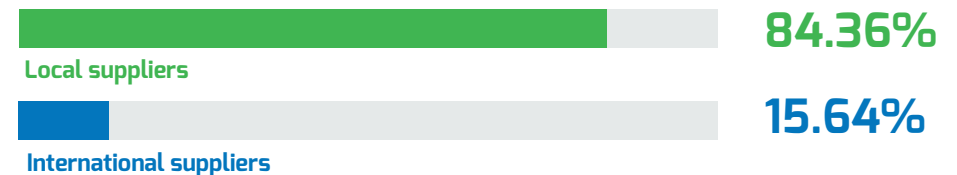


Figure 3: NETIS Procurement Spend by Supplier Origin (2025)

Supplier Governance

Every supplier engagement at NETIS begins with a mandatory requirement: the signature of the NETIS Supplier Code of Conduct. The Code sets out the minimum standards applicable across the Group's supply chain, covering health and safety management, human rights and labour practices, environmental performance, ethics and anti-corruption, and data protection. It forms a contractual onboarding requirement rather than a voluntary commitment, and it applies across all sixteen subsidiaries and all procurement categories.

In 2025, the Group achieved full alignment of active suppliers with the Supplier Code of Conduct across all reporting subsidiaries. Beyond this baseline, NETIS embeds explicit EHS and human rights clauses in supplier contracts, defining specific obligations, audit rights, corrective action requirements, and grounds for disengagement where standards are not met. These clauses are being progressively integrated across the supplier base, with varying levels of maturity across subsidiaries. Overall coverage is strong across the majority of operations, with targeted improvement actions underway in selected subsidiaries to strengthen full contractual alignment in line with the Group-wide objective of achieving complete coverage by 2026.

Contractual requirements establish the foundation of the Group's supplier governance framework, which extends beyond onboarding to the ongoing management and monitoring of supplier relationships. Supplier relationships are managed through a structured procurement and prequalification process designed to ensure that suppliers meet the Group's technical, legal, ethical, and operational requirements before engagement. Procurement activities are coordinated across the Group in accordance with established procurement procedures, with supplier selection and contract management incorporating considerations relating to quality, health and safety, environmental performance, compliance, and business continuity. Supplier performance is monitored throughout the contractual relationship to support compliance with contractual obligations, inform supplier evaluations, and identify opportunities for continuous improvement. This governance framework is complemented by a structured sustainability risk assessment and due diligence process applied across the Group's supplier base.

Supplier Risk Assessment and Due Diligence

All suppliers and contractors undergo structured sustainability risk screening before engagement. The prequalification process evaluates health and safety management maturity, human rights and labour practice exposure, environmental compliance, ethics and anti-corruption standards, and data protection obligations. Only suppliers meeting minimum thresholds are approved; records are reviewed annually, with high-risk suppliers formally reassessed at least once per year.

Our methodology evaluates each risk along two dimensions: severity (impact on people, legal and reputational exposure) and likelihood (frequency, supplier maturity, geographic risk). This produces a classification of Low, Medium, High, or Critical.

In April 2025, NETIS codified this framework into a formal Supply Chain Sustainability Risk Assessment procedure. High and critical risks are escalated to Group Sustainability and Procurement leadership. Unresolved Critical risks reach the Executive Committee, with outcomes that may include corrective action plans, suspension, or disengagement. Internal Audit independently reviews the process annually.

Two risk categories consistently reach Critical severity across the NETIS supply chain:



Field contractors

who work at height, perform live electrical works, and operate through multiple subcontracting layers – carry the highest HSE exposure in the Group's value chain. We track this through our KPIs: 100% of contractors undergo HSE risk assessment before onboarding, and we maintain a target of zero severe HSE incidents involving contractors.

Both categories are subject to mandatory prequalification, contractual human rights and EHS obligations, and enhanced monitoring.



Solar panel sourcing

carries elevated upstream forced labour risk exposure in parts of the value chain, particularly where traceability beyond direct Tier 1 suppliers is limited. This risk profile grows in materiality as the Group expands its renewable energy infrastructure.



Supply Chain Profile

The composition of NETIS' supply chain, including both the type of service they provide, the geographic origin and their contractual representation, directly influences the Group's risk profile and local economic impact.

The Group's supplier base comprises service providers, material suppliers, and subcontractors supporting telecommunications infrastructure deployment and corporate operations.

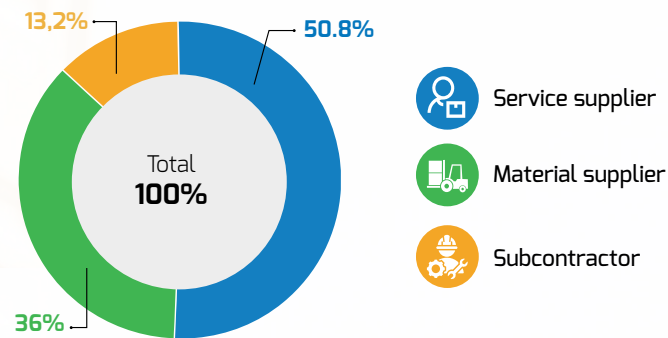


Figure 4: Breakdown of NETIS' Supplier Base by Type (2025)

Service suppliers represented the largest proportion of the approved supplier base, followed by material suppliers and subcontractors. This distribution reflects the Group's operational model, which relies primarily on specialised service providers while maintaining a diversified supplier network for materials and subcontracted works across its operating countries.

Beyond supplier composition, the geographic distribution of suppliers also influences the Group's operational resilience, risk profile, and contribution to local economic development. In 2025, out of the 1327 active suppliers and subcontractors, 92% were national entities operating within the same countries as NETIS operations. The remaining 8% were international suppliers. This localised supplier base supports supply chain resilience, reduces logistics-related emissions, and contributes to the host country's

economic development. It also informs the Group's risk-based due diligence approach, whereby international suppliers are subject to enhanced screening, particularly regarding forced labour risks and tier-two traceability.



Figure 5: Supplier base by geographic origin (2025)

All suppliers are required to designate a legal representative responsible for contractual compliance. **Women represent 13% of designated supplier legal representatives, up from 11% in 2024, indicating gradual progress in female representation across the supplier base.**



Figure 6 :Gender distribution of supplier legal representatives (2025)

The Group will continue to strengthen supplier governance by progressively incorporating gender representation into supplier prequalification criteria from 2026. In addition, anonymised demographic information will be collected during supplier onboarding and contract renewals to support monitoring and continuous improvement.

2025 Performance Highlights



100%
Supplier Code of Conduct
Signed



Leader
CDP Supplier Engagement
2025 · supply chain climate



100%
New Suppliers Screened
Env. & social



92%
National suppliers and
Subcontractors

2026 Roadmap (2025 plans)

The following priorities govern the Group's supply chain management agenda for the 2026 reporting period.

Scope 3 Supplier Engagement

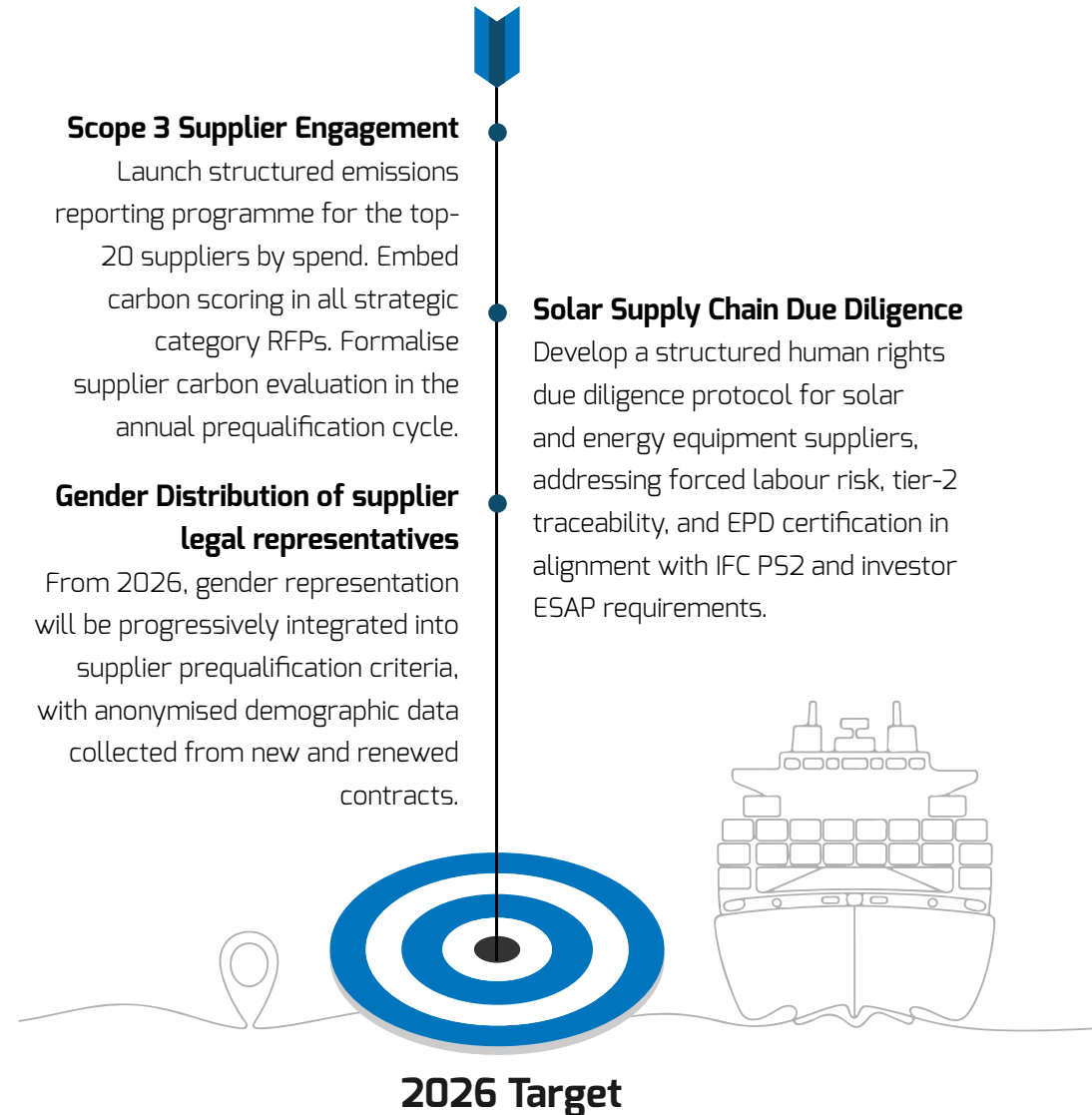
Launch structured emissions reporting programme for the top-20 suppliers by spend. Embed carbon scoring in all strategic category RFPs. Formalise supplier carbon evaluation in the annual prequalification cycle.

Gender Distribution of supplier legal representatives

From 2026, gender representation will be progressively integrated into supplier prequalification criteria, with anonymised demographic data collected from new and renewed contracts.

Solar Supply Chain Due Diligence

Develop a structured human rights due diligence protocol for solar and energy equipment suppliers, addressing forced labour risk, tier-2 traceability, and EPD certification in alignment with IFC PS2 and investor ESAP requirements.





03 Empowered People & Workplace Culture

People are at the centre of NETIS' model. The Group's ability to deploy and maintain critical infrastructure across sixteen African countries depends entirely on the quality, safety, and engagement of its workforce. Chapter 3 documents how NETIS builds, develops, and protects that workforce through governance structures, safety systems, inclusion programmes, and learning investments designed to create lasting value for the individuals who make the Group's operations possible.

This chapter addresses Pillar 2 of the materiality assessment and the SEE framework commitments of Equality and Education, covering six material topics.

[Read more](#)

Human Capital Foundation

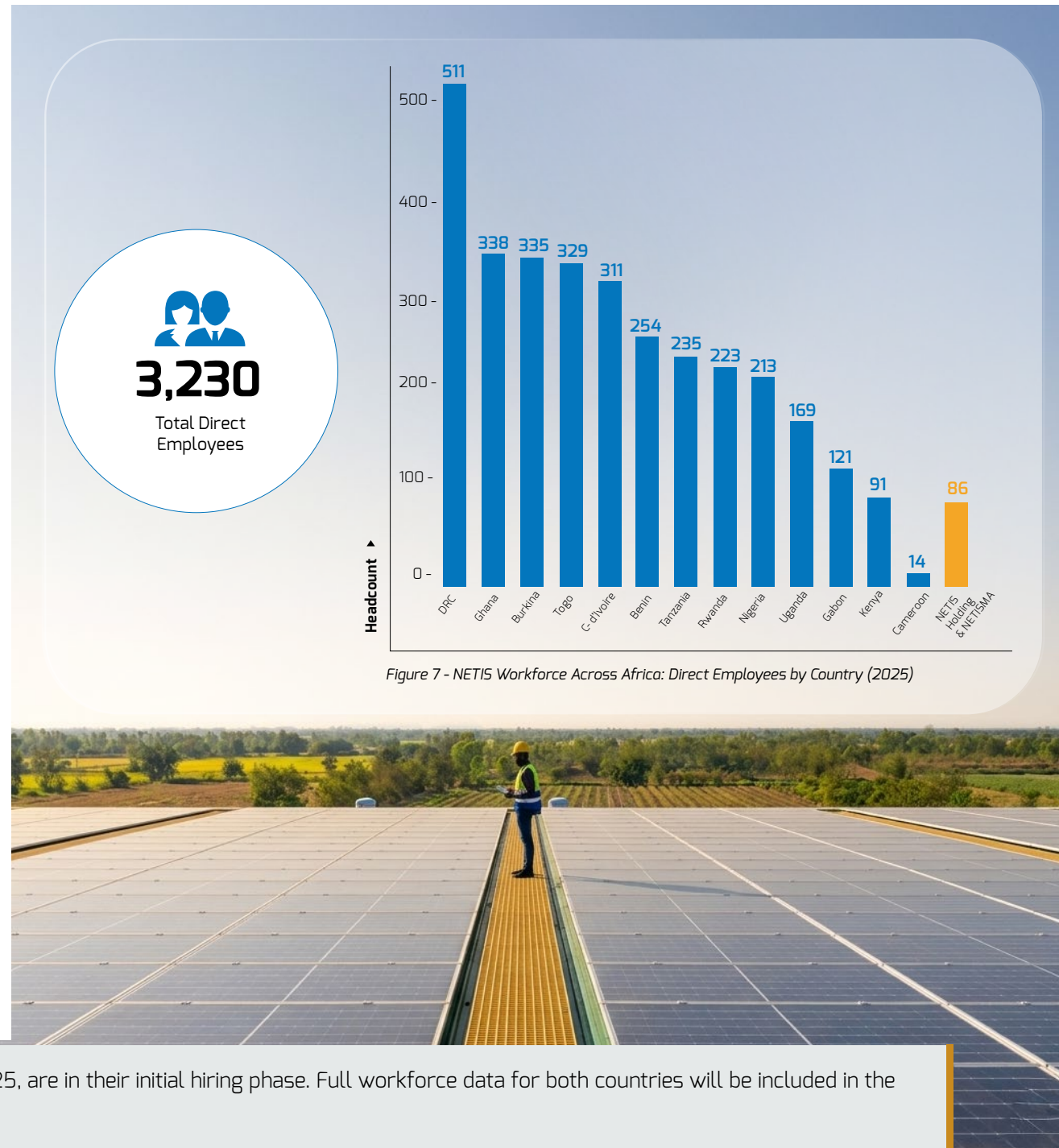
NETIS ended 2025 with a total workforce of more than 3,000 people across sixteen operational countries. Behind that number lies a workforce that is deeply local, predominantly young, and in the midst of a structural transformation from flexible project-based employment toward permanent, long-term relationships. Understanding who these people are, where they work, and how the Group’s employment model is evolving is fundamental to understanding the kind of organisation NETIS is becoming.

Workforce Footprint

NETIS reported 3,230 direct employees during the reporting period. The Group’s workforce supports telecommunications, energy, and managed services activities across diverse operational environments throughout Africa.

A defining characteristic of the Group’s workforce is its strong local representation. In 2025, 98% of employees held the nationality of the country in which they were employed, reflecting the Group’s commitment to recruiting local talent and supporting employment opportunities within the communities where it operates. This approach strengthens local capability, enhances operational effectiveness through local knowledge, and contributes to the long-term socio-economic development of host countries.

Guinea and Madagascar, established as subsidiaries in 2025, are in their initial hiring phase. Full workforce data for both countries will be included in the 2026 reporting cycle.



Workforce Transformation

The most significant workforce story of 2025 is structural. Permanent employees grew by 27%, from 2,476 to 3,135. Temporary employees fell by 91%, from 1,053 to just 95. These two movements, in opposite directions and of significant magnitude, reflect a deliberate Group-level decision to convert employment relationships from flexible and project-based to stable and permanent wherever operationally viable. Permanent employment means access to full benefits, social security, career development pathways, and the kind of institutional loyalty that drives quality and continuity of service. This transition was most pronounced in operations and maintenance roles, where project-based contracts historically dominated.

The shift to permanent employment

Workforce composition in 2024 and 2025

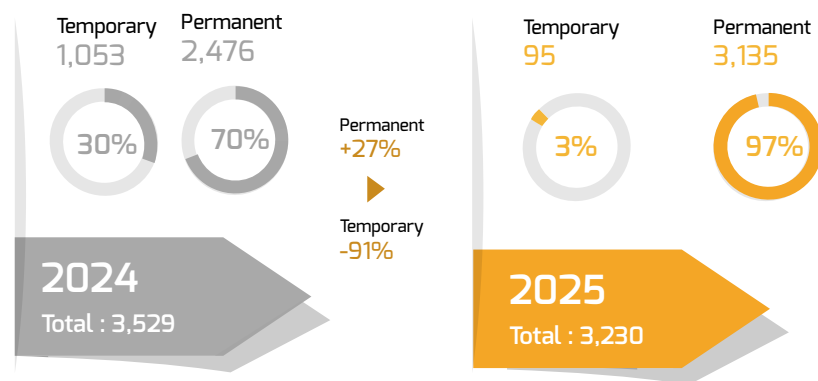


Figure 8 - The Shift to Permanent Employment: Workforce Composition 2024 vs 2025

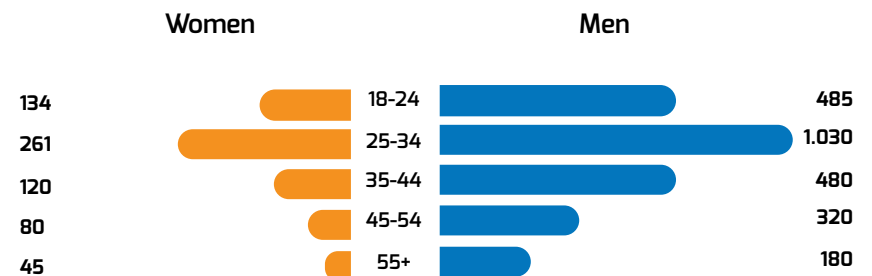
NETIS' workforce is not only changing in profile but in purpose. With permanent employment now the default, the Group is building a more stable, inclusive, and youth-driven workforce, one that strengthens local opportunity and organisational resilience together.

Youth and Early-Career Development

65% of NETIS' permanent workforce is under 35 years old. Within the group, 532 employees are aged between 18 and 24. For many of them, NETIS represents their first structured employment experience, their first access to professional training, and their first step on a long-term career path in one of Africa's most critical infrastructure sectors. This outcome reflects a hiring philosophy grounded in local talent development within young, fast-growing economies, where the working-age population represents a key driver of opportunity and growth.

Africa's next generation

Age & Gender Structure of Permanent Workforce (2025)



60,9%
of the permanent workforce is under 35 years old

Figure 9 - Age and Gender Structure of the Permanent Workforce (2025)

This age profile reflects the Group's broader contribution to early-career employment and skills development across its operational footprint, strengthening the long-term employability and economic resilience of local communities.

Talent Acquisition and career development

NETIS views the ability to attract, select, and develop talent as a strategic capability and a direct enabler of operational performance. Across all operations, the Group maintains a unified, Group-wide recruitment framework that governs how people enter the organisation, how they grow within it, and how their performance is managed during the critical early months of employment.

Recruitment Framework

NETIS maintains a formal, Group-wide recruitment procedure applicable to all subsidiaries and covering all employment categories: permanent employees, internal mobility candidates, temporary workers and intellectual service providers. The procedure aligns with the competency requirements of ISO 9001, ISO 14001 and ISO 45001, ensuring that workforce composition supports the Group's integrated management system obligations.

The framework is built on five non-negotiable principles, applied uniformly across all subsidiaries:



Recruitment principles



Equity

No discrimination on any ground throughout the selection process



Transparency

Clear role descriptions and selection criteria communicated to all candidates



Relevance

Evaluation criteria tied directly to the technical and behavioural requirements of the role



Consistency

Uniform evaluation methodology applied across all candidates and subsidiaries



Legal compliance

Full adherence to applicable labour laws, data protection regulations, and human rights standards

Every recruitment cycle begins with a validated job description and a formally approved hiring request. Candidate sourcing draws on multiple channels, with internal mobility actively prioritised. All candidates undergo structured interviews conducted by trained evaluation panels; written records are required for every candidate assessed. Reference checks are mandatory for management roles and for sensitive functions, including finance, supply chain, fuel management, and operations and maintenance.

The structured interview and mandatory documentation requirements are designed to protect against bias and to create an auditable record of every selection decision.

Onboarding and Probation Management

Every new hire enters a structured onboarding programme prior to assuming full responsibilities. The programme encompasses three components: role-specific technical training, team integration activities, and an introduction to NETIS culture, values, and management systems. Onboarding is not treated as an administrative formality; it is designed to reduce time-to-productivity and to embed the Group's operating standards from the first day of employment.

Probation period management follows a structured cadence. Formal evaluations are conducted at the mid-point of the probation period and again shortly before its conclusion. Each evaluation results in a formal written notification to the employee communicating one of three outcomes: confirmation of employment, extension of the probation period, or termination. This process ensures that expectations are set clearly and that employees receive timely, documented feedback on their performance.

Internal Mobility and Career Progression

NETIS explicitly favours internal candidates when filling vacant positions. The recruitment framework formally supports vertical promotions, horizontal moves across departments, and international mobility between subsidiaries. Employees who have completed a minimum of two years in their current role are eligible to apply for internal opportunities. Transfer timelines are governed by applicable notice period requirements, with a maximum of three months from the date of mutual agreement to the effective transfer date.

This internal-first approach serves multiple strategic purposes. It reduces external sourcing costs, strengthens retention by demonstrating visible advancement pathways, and ensures that institutional knowledge and cultural alignment are preserved as the organisation grows. The policy also supports gender and diversity objectives by ensuring that all qualified internal candidates, regardless of subsidiary or country of origin have access to opportunities across the Group.

By embedding internal mobility as a first-resort mechanism rather than an exception, NETIS reinforces its commitment to workforce stability and the long-term development of its people across Africa.

Employer of Choice Commitment

Beyond formal procedural frameworks, NETIS is committed to being an employer of choice across its operating countries. This commitment is expressed through access to ongoing training and development opportunities, clearly defined advancement pathways, and the cultivation of an inclusive and collaborative working environment. As NETIS continues to deploy and maintain critical telecommunications infrastructure across Africa, the capacity to attract and retain skilled people in competitive labour markets is not incidental to the Group's strategy, it is central to it.



Talent Structure

NETIS' workforce spans four skill levels, from entry level operational support to senior strategic leadership. Skill Level 2 is the largest segment, accounting for 56% of employees. These are the operational and clerical roles that support day to day site management, maintenance, and service delivery across subsidiaries. At the upper end, Skill Level 4 represents 6% of the workforce and includes the professional and managerial talent responsible for strategic leadership across sixteen countries. Levels 1 and 3, covering entry level support and mid-level technical supervision, make up the remaining 38%.

Workforce by Skill Level

Talent Structure 2025

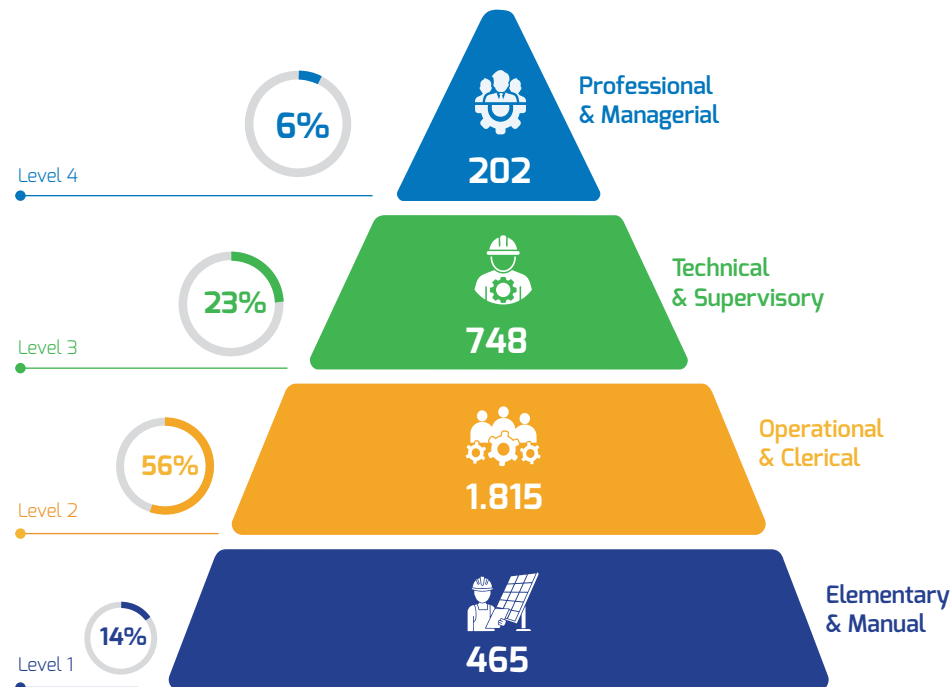


Figure 10: Workforce by Skill Level: Talent Structure (2025)



This pyramid shaped structure reflects NETIS' operational reality: a wide base of skilled site level staff enables execution, while a lean upper tier provides direction and oversight. The Group's talent strategy in 2026 will focus on strengthening progression pathways from Level 2 into Level 3, building technical depth for the future.

Workforce Stability

For permanent employees, reported voluntary departures fell by 57%, from 823 in 2024 to 358 in 2025. Involuntary departures decreased by 90%, from 110 to 11. These indicators concern permanent employees and accompany 27% growth in permanent headcount.

Total reported headcount, including temporary employees, fell from 3,529 to 3,230 (8.5%) as the Group continued its shift towards permanent employment. In 2025, NETIS also conducted its first Group-wide employee satisfaction survey, which recorded a 74% satisfaction rate. This establishes the baseline against which future progress will be measured. An action plan has been developed in response to survey findings and will be implemented across subsidiaries during the 2026 reporting period.

Workforce Stability indicators 2025

Permanent employee departures, 2024-2025

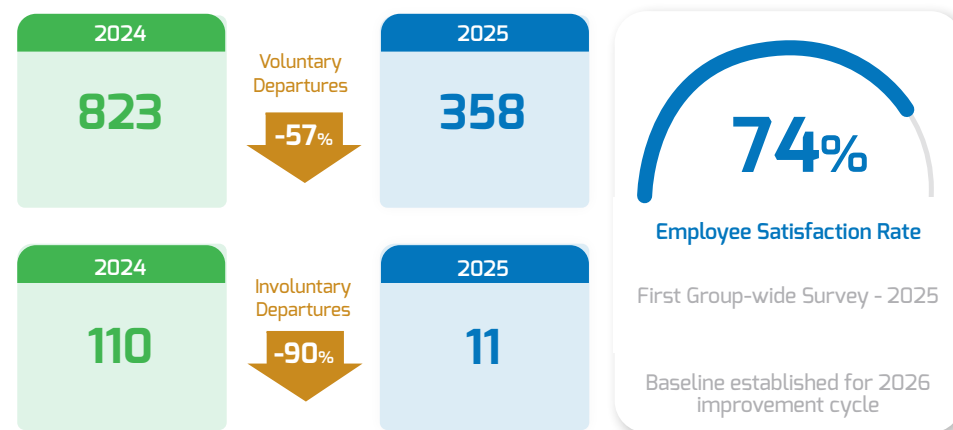


Figure 11 - Workforce Stability Indicators: Turnover Reduction and Employee Satisfaction (2025)

The evolution of workforce stability indicators in 2025 also reflects the gradual reduction of short-term contractual arrangements in certain subsidiaries, particularly in Togo, Ghana, and Côte d'Ivoire, as the Group continued its transition toward a more permanent employment structure. No redundancy plan was implemented during the reporting period.



Fair wages, Social Benefits & Compensation Structure

NETIS is committed to ensuring equitable and compliant employment conditions across all its operations, with a focus on providing competitive remuneration, statutory benefits, and social protections aligned with local regulations and market practices. The Group continuously monitors compensation structures to ensure alignment with legal requirements and to support employee wellbeing and retention across its African footprint.

Social Benefits Coverage

Across its operations, NETIS provides employees with access to essential social protection schemes in line with national legal frameworks. Healthcare coverage is provided to more than 85% of employees, reflecting strong alignment with statutory health insurance systems and employer-supported medical coverage in most operating countries.

Employees are also enrolled in government-sponsored or statutory pension schemes, ensuring access to retirement and long-term social security benefits in accordance with national legislation. In most jurisdictions, pension contributions are jointly supported by both employer and employee contributions, reinforcing long-term financial protection.

Childcare support is provided in line with statutory minimum requirements, with benefits varying according to local legal frameworks. While additional company-sponsored childcare programs are not yet implemented at scale, compliance with national standards is ensured across all subsidiaries.

In terms of parental protection, eligible employees benefit from 13 to 18 weeks of fully paid primary caregiver leave, in accordance with applicable national labour laws. This policy supports work-life balance and reinforces the Group's commitment to gender equity and family wellbeing.

Wage Compliance and Fair Pay

NETIS maintains strong compliance with minimum wage legislation across all operating countries. In 2025, analysis shows that the lowest-paid employees earn at least 75% above the applicable legal minimum wage threshold, demonstrating strong adherence to statutory requirements and a commitment to maintaining fair and competitive baseline compensation levels.

To ensure fairness and competitiveness, NETIS regularly benchmarks remuneration against local market conditions and estimated living wage thresholds.

In addition to base remuneration, NETIS operates an annual performance-based bonus scheme designed to reward employee contribution, operational performance, and individual achievement.

2025 Performance Highlights



+27%

Permanent staff growth

3,135 employees end 2025



98%

Local workforce representation

Employees of local nationality



60.9%

Workforce under 35

1,910 of 3,135 permanent employees



74%

Employee satisfaction

First Group-wide survey



-57%

Permanent voluntary departures

358 vs 823 in 2024



-90%

Permanent involuntary departures

11 vs 110 in 2024



49

Employees promoted

Of which 14 female

2026 Roadmap (2025 plans)

The following priorities govern the Group's human capital agenda for the 2026 reporting period.

Employee Satisfaction

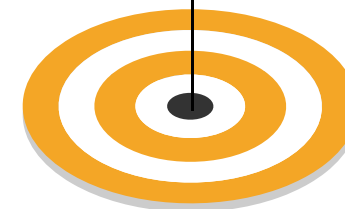
Implement the action plan from the 2025 survey and target a satisfaction rate of 80% or above in the 2026 cycle.

Guinea & Madagascar

Include full workforce data for both new subsidiaries in the 2026 reporting cycle as operations reach full deployment.

Indirect Workforce

Strengthen ESG governance of the indirect workers through enhanced prequalification standards, mandatory training requirements, and structured monitoring protocols.



2026 Target



Safety & Wellbeing

Protecting employees and contractors is central to NETIS' operations. The Group's safety approach combines executive oversight, site-level risk controls, training, inspections and incident reporting. These activities support prevention and a consistent approach to safety across operations. This section presents the Group's reported 2025 safety results and the priorities for further improvement.

Safety Management and Prevention

The Group's safety system combines preventive controls, incident reporting, audits, inspections, and training activities to ensure risks are identified and managed at site level. This integrated approach supports early detection of hazards and reinforces accountability across operational teams and subcontractors.

In 2025, NETIS reported more than 35,000 risk observations and near misses across its subsidiaries. This reflects the scale of operational activity and the strengthening of reporting practices across sites, supported by ongoing training and awareness initiatives. These inputs feed into corrective actions and continuous improvement processes at both subsidiary and Group level.



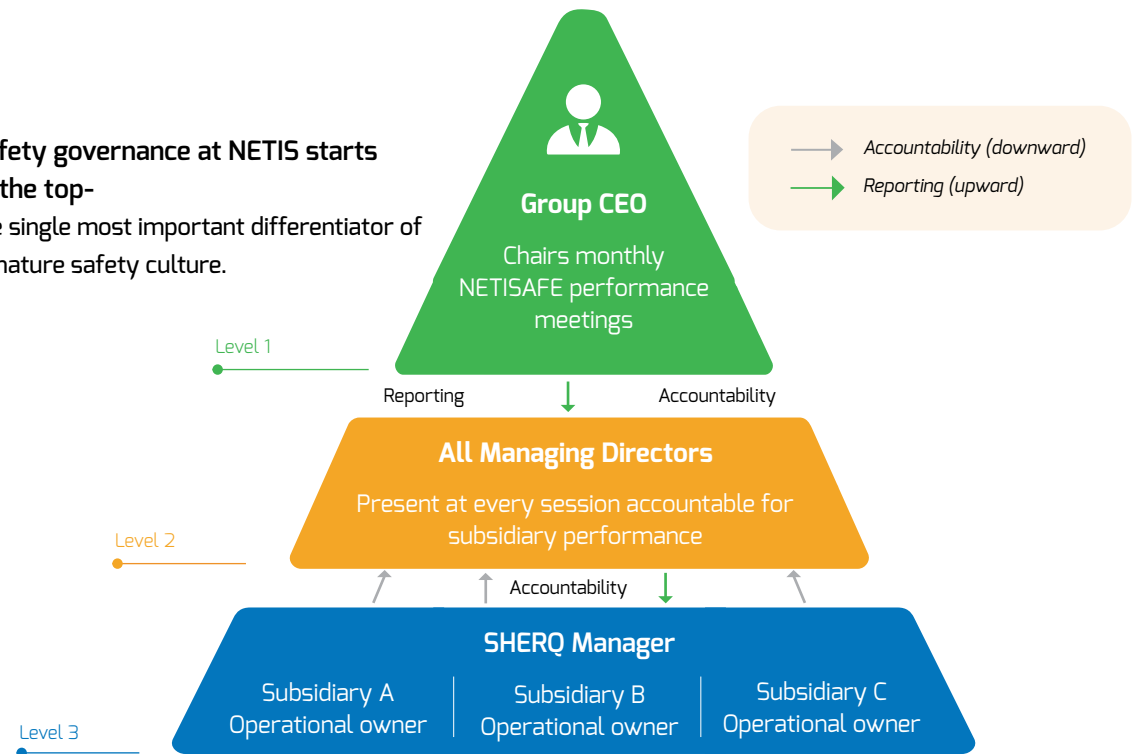
In 2025, 43,400 reported proactive safety interventions corresponded to approximately 1,600 interventions per LTI. This activity measure supports monitoring alongside incident rates, audit findings and corrective actions.

OHS Governance & Management System

NETIS' occupational health and safety management system is certified under ISO 45001:2018 across all operational subsidiaries under a multisite certification framework.

OHS governance is reinforced through structured executive oversight mechanisms designed to ensure consistent performance monitoring and accountability. NETISAFE, the Group's monthly safety review forum chaired by the Group CEO, brings together Managing Directors from all subsidiaries to review performance, address key incidents, and track corrective actions. This is complemented by quarterly Safety Committees that ensure cross-functional coordination on health, safety, and environmental priorities across the organization.

Safety governance at NETIS starts at the top-
the single most important differentiator of a mature safety culture.



At field level, this governance framework is translated into a single shared behavioural standard: the 13 Life Saving Rules.

The 13 Life Saving Rules define the non-negotiable safety behaviours applicable to all employees, contractors, and site visitors. These rules are reinforced through field inspections, toolbox talks, and the annual audit programme, ensuring consistent application across all operational environments.



Incident Performance

In 2025, NETIS consolidated and validated its Group-wide occupational health and safety performance indicators across all operational subsidiaries. Based on 6,895,080 hours worked and 27 lost-time injuries, the Group recorded a Lost Time Injury Frequency Rate of 0.78, representing a 33% improvement compared with 2024. No occupational fatalities were recorded among NETIS employees during the reporting period.

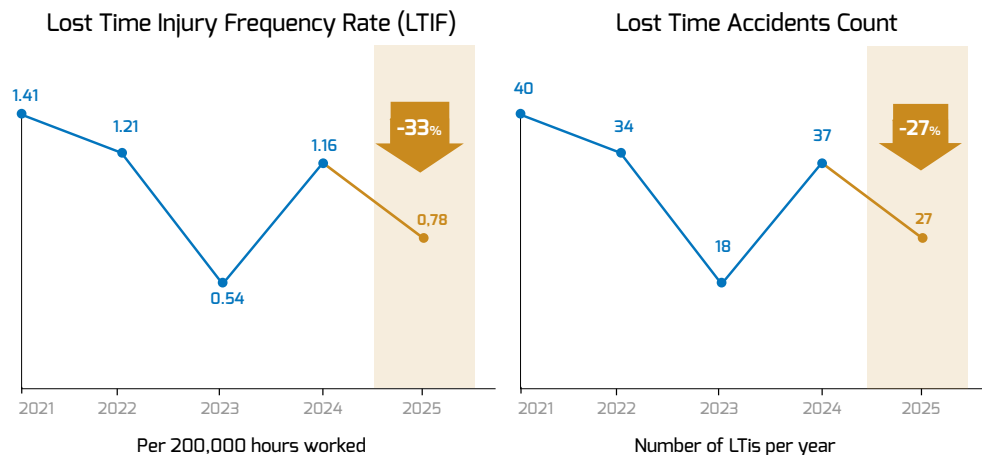


Figure 12: Lost Time Injury Performance - Five-Year Trend (2021-2025)

These results are the outcome of the Group's structured safety governance system, including the NETISAFE monthly review process, the enforcement of the 13 Life Saving Rules and subsidiary-level corrective action plans designed to address identified risks.

Both indicators serve as the baseline from which the Group will measure its improvement trajectory. They are tracked monthly through the UTAD performance management system, enabling real-time identification of deteriorating trends and rapid corrective intervention.

Fitness for Duty

NETIS' Fitness for Duty programme ensures that every employee operating in a safety-critical role is physically capable, technically certified, and mentally prepared before commencing work. The programme is structured across three dimensions and anchored by the 13 Life Saving Rules, which define the non-negotiable minimum standards for operational conduct across all subsidiaries.

Physical Readiness

- Pre-employment medical screenings for all new hires
- Ongoing health surveillance for safety-critical roles
- Medical fitness verification for working at height and electrical work
- Mental health support and employee assistance resources

Technical Competency

- Mandatory certification for working at height (riggers)
- Mandatory certification for electrical workers
- Defensive driving training and certification
- Annual re-certification for all safety-critical roles

Behavioural Standards

- 13 Life Saving Rules — non-negotiable for all personnel
- Alcohol and substance testing programme across all subsidiaries
- Mandatory HSE induction for all new staff and contractors
- Life Saving Rules compliance tracked through toolbox talks and field audits



Fleet Safety Management

Road accidents represent one of the most significant operational safety risks for a Group of NETIS’ geographic scale and intensity of field operations. In 2025, the Fleet Bureau — a dedicated external supervision function operated by Fletti, NETIS’ fleet tracking partner — provided 24/7 real-time oversight of all vehicles and drivers under NETIS responsibility across all operational subsidiaries. The Bureau is staffed by Fletti specialists who operate independently of NETIS line management, providing neutral and objective supervision of driving behaviour at all hours.

The decision to externalise fleet supervision is a deliberate governance choice. An independent Bureau eliminates the risk of line management tolerance toward driver non-compliance and ensures that every breach is escalated consistently, regardless of subsidiary or seniority of the driver concerned. Every vehicle is verified online daily through the IVMS platform. Any untracked or disconnected vehicle is reported immediately to the local fleet manager and a corrective action initiated.



Risk Management Report

Issued daily by Fleet Bureau

Daily mileage, driving time, and harsh events per vehicle and driver. Enables immediate identification of drivers at risk before a pattern becomes an incident.



Driving Behaviour Report

Issued daily by Fleet Bureau

All driving breaches recorded the previous day — speeding, unauthorised driving, rest time violations — with actions taken by the Bureau: calls placed, escalations made, and driver responses recorded.



Dashcam Report

Issued daily by Fleet Bureau

Dashcam connectivity and footage quality status. Any violation recorded on camera — phone usage while driving, seatbelt infractions, unauthorised passengers — flagged for immediate escalation.

Three structured protocols govern the Bureau’s operational response. On harsh event detection, the Bureau alerts the driver directly and simultaneously escalates to local SHERQ and fleet managers, ensuring both immediate behavioural correction and institutional awareness. On unauthorised night or weekend driving, the Bureau contacts the driver for justification and shares feedback with SHERQ and fleet managers for follow-up. On driving time violations, the Bureau enforces the Group’s mandatory rest protocol, a maximum of three consecutive driving hours before a 30-minute break is required, with a nine-hour daily driving limit, intervening directly with drivers who exceed these thresholds.

The effectiveness of this governance model is reflected in the Group's fleet safety performance. During 2025, NETIS recorded **24 Motor Vehicle Accidents (MVAs)**, compared with **35 MVAs in 2024**, representing a **31% reduction**. After normalising for fleet exposure, the MVA frequency rate also improved, decreasing from **1.40 to 1.04 MVAs per one million kilometres travelled**, based on **23.1 million kilometres** driven across the Group during the reporting period.

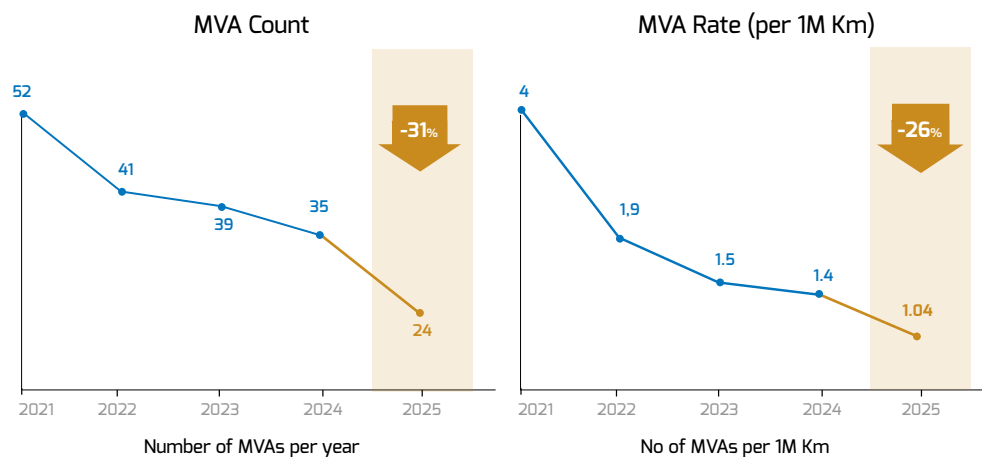
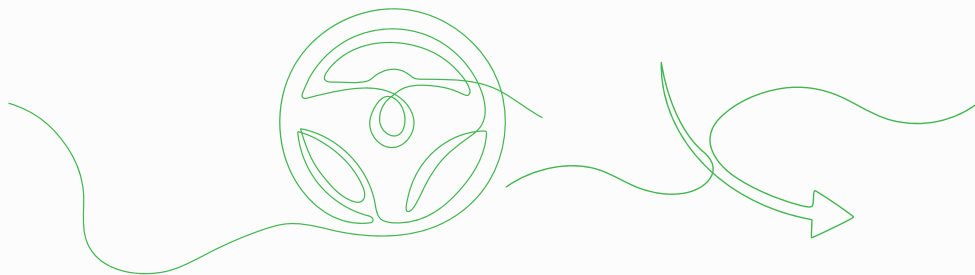


Figure 13: Motor Vehicle Accident Performance - Five-Year Trend (2021-2025)

Both accident numbers and the rate per million kilometres fell in 2025. The lower rate indicates improved performance after accounting for distance travelled. NETIS continues to monitor driving behaviour, review incidents and implement corrective actions across its operations.



Partners' Safety Excellence

For a Group that delivers the majority of its field operations through a combination of direct employees and contracted partners, the safety of subcontractors is not a peripheral concern — it is a core governance responsibility. NETIS' subcontractor safety framework is built on three sequential mechanisms designed to establish standards before engagement, embed culture at onboarding, and verify performance throughout the relationship.

Pre-Qualification

- Structured safety management system assessment before contract award
- Evaluation of HSE policy maturity, certification status, and incident history
- Only partners meeting minimum safety standards are approved for engagement
- Prequalification records maintained and reviewed annually

Cultural Alignment

- Mandatory HSE induction for all subcontractor personnel before site access
- Life Saving Rules training delivered to all contractor staff
- NETIS safety expectations, standards, and behavioural norms formally communicated
- Induction records maintained and verified by SHERQ managers

Performance Monitoring

- Regular safety audits and site inspections by Group SHERQ managers
- SHERQ UTAD reporting requirements extended to all active subcontractors
- Governance and engagement meetings held at defined frequency
- Financial penalties applied for non-compliance with safety requirements

Audit & Assurance

The Group's safety assurance programme operates across three distinct levels, from Group-level structured audits to subsidiary-level operational inspections to manager-led field accountability checks. Together, these three mechanisms generated more than 7,400 formal safety verification touchpoints in 2025, a volume of assurance activity that is itself a disclosure of safety culture maturity.

The 15 UTAD Crosscheck Audits were conducted by qualified Group auditors operating under principles of independence, impartiality, and evidence-based verification. Each audit covers subsidiaries' compliance with NETIS standards, customer requirements, and applicable legal obligations. The process includes structured self-assessment, formal audit reporting, corrective action planning, and verification of non-conformity closure.

The Boots Not Suits audit programme specifically targets field managers rather than field workers, a deliberate governance design choice that places accountability for safety performance at the level where operational decisions are made. The 1,256 Boots Not Suits audits conducted in 2025 represent a direct investment in management accountability as a driver of safety culture.

Employee Wellbeing

NETIS' commitment to employee wellbeing extends beyond physical safety to encompass the financial security, physical health, and professional fulfilment of every member of the Group's workforce. In 2025, this commitment was operationalised through a comprehensive set of benefits and support mechanisms deployed across all subsidiaries, and measured for the first time through a Group-wide employee satisfaction survey — establishing a baseline against which future progress will be tracked



Physical Health

- Medical insurance programmes across all subsidiaries
- Healthcare coverage: 85%+ of employees
- Medical surveillance for safety-critical roles
- Pre-employment and periodic health screenings



Financial Security

- Access to government-sponsored pension and social security schemes — 100% coverage
- Life insurance benefits across all subsidiaries
- Lowest-paid employees earn 75% above applicable legal minimum wages



Mental Health & Balance

- Dedicated psychological wellbeing resources across all subsidiaries
- Employee assistance programmes for personal and professional support
- Work-life balance initiatives integrated into HR policy
- Mental health integration into 2026 Fitness for Duty programme

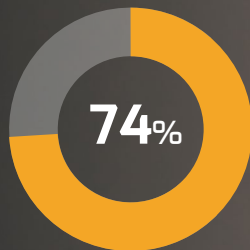


Practical Support

- Vehicle provisions or transport allowances based on job requirements
- Childcare support across subsidiaries
- Flexible working arrangements where operationally applicable

In 2025, NETIS conducted its first Group-wide employee satisfaction survey, covering all operational subsidiaries. The survey recorded a 74% satisfaction rate, providing a baseline for future improvement in working conditions and employee wellbeing. NETIS continues to connect employee feedback with management action and the monitoring of outcomes.

The survey results have been analysed at Group and subsidiary level, with a structured action plan developed to address the areas of improvement identified. Implementation of this plan across all subsidiaries will be monitored through the 2026 reporting cycle, with a target satisfaction rate of 80% or above.



Employee Satisfaction & Engagement

Recorded in the Group's first employee survey in 2025. An action plan is in place to address identified improvement areas ahead of the 2026 cycle.



2025 Performance Highlights

0.78

LTIF

27 LTIs / 6.9M hours worked

35.82

Severity rate

Days lost per million hours

15

UTAD Crosscheck Audits

Group-level compliance audits

1,256

Boots Not Suits audits

Manager-led field accountability

1,600:1

Proactive to reactive ratio

Interventions per LTI

35,967

Near misses & Risk Observation reported

Leading indicator of safety culture

7,433

Safety assurance touchpoints

Audits + inspections + BNS

6,162

Operational inspections

Field-level safety verification

33%

Reduction in LTIF compared to 2024

2026 Roadmap (2025 plans)

The following priorities govern the Group's OHS agenda for the 2026 reporting period, building on the 2025 baseline established across all core indicators.

LTIF Reduction

Control the Lost Time Injury Frequency Rate through enhanced near miss analysis, corrective action tracking, and Life Saving Rule compliance enforcement.

Subcontractor Coverage

Extend SHERQ UTAD reporting requirements to all contractor categories.

Year-on-Year Baseline

Establish full year-on-year comparability for all core OHS indicators by maintaining consistent measurement methodology across the 2026 reporting cycle.

Dashcam Rollout

Complete Group-wide deployment of AI dashcam-based driver surveillance across all operational subsidiaries, building on the pilot implementations completed in 2025.

Mental Health

Formally integrate mental health and psychosocial risk assessment into the Fitness for Duty programme across all subsidiaries, with dedicated support resources deployed at Group level.



2026 Target

Employee Training & Upskilling

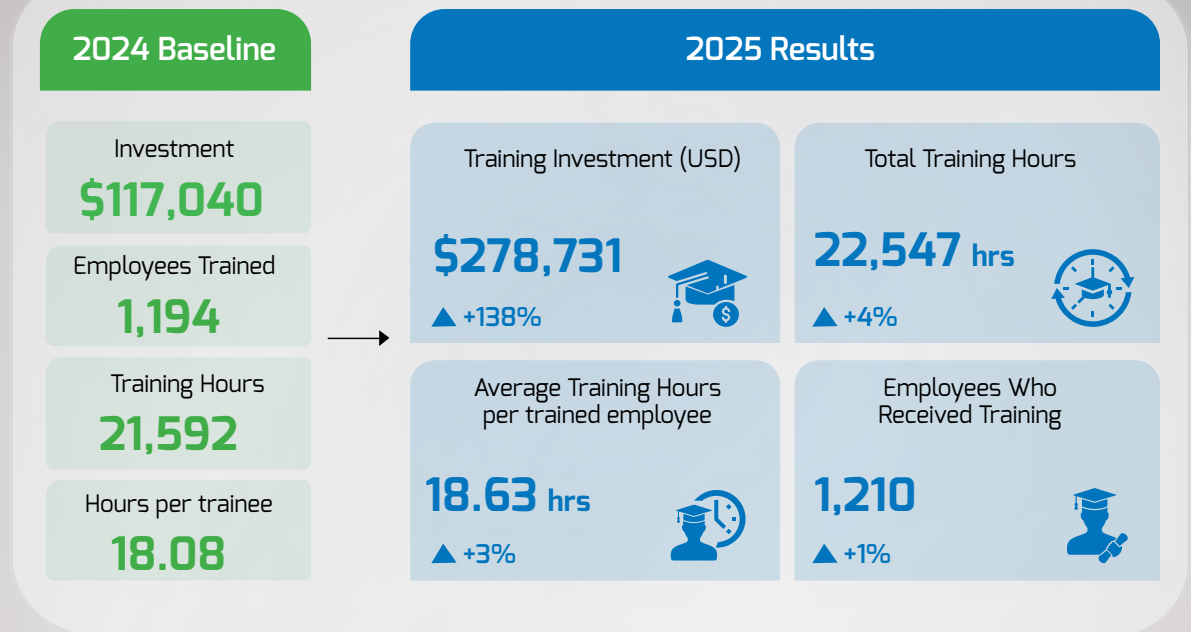
Employee training and skills development form an integral part of the Group’s approach to maintaining technical competence, operational excellence, and a strong safety culture across its operations. With more than 3,000 employees deployed, the Group implements structured training programmes to support workforce capability, respond to evolving operational requirements, and promote continuous professional development.

Investment and Reach

During 2025, the Group increased its investment in employee training by 138% compared with the previous year’s reporting. Training hours increased by 4%, while the number of employees participating in training increased by 1%. Beyond this quantitative growth, the annual training programme was expanded to include a broader range of technical, functional, leadership, and behavioural learning opportunities.

Training was delivered across all business functions and focused on strengthening technical competencies, enhancing operational performance, supporting leadership development, and reinforcing the skills required to meet the Group’s strategic and operational objectives.

22,547 / 1,210 trainees = 18.63 hours per trainee.
22,547 / 3,230 employees = 6.98 hours per employee.



Training Content and Scope

The 2025 training programme was more diverse in content than any previous year at NETIS. Six distinct training categories were delivered across the Group, spanning both mandatory compliance requirements and voluntary capability development. The breadth of this portfolio reflects the Group's understanding that building a world-class infrastructure workforce requires more than technical competence, it requires behavioural standards, leadership capacity, digital literacy, and the kind of professional identity that makes employees want to stay and grow within the organisation.



Quality, Health, Safety & Environment

Mandatory across all subsidiaries. Covers Life Saving Rules, incident reporting, environmental compliance, and ISO 9001/14001/45001 management system requirements. Foundational to the Group's safety culture and EcoVadis/IFC compliance posture.



Vocational & Technical Training

Delivered to every technical department in 2025, providing subject-matter depth in fibre optic deployment, energy systems, civil infrastructure, and managed services. Directly supports operational quality and the Group's ISO certification standards.



Leadership & Soft Skills

Formalised in 2025 as a standard component of the annual training plan. Covers management effectiveness, communication, team leadership, and decision-making. Aligned with the Group's talent development strategy and the ePERF performance assessment framework.



Gender-Based Violence & Harassment

Addresses the Group's zero-tolerance policy on GBVH and reinforces the reporting mechanisms available to employees. Directly supports NETIS' internal requirements and the Group's IFC Performance Standard 2 obligations.



Data Protection & IT Security

Covers data handling obligations, cybersecurity awareness, and responsible use of digital systems. Supports the Group's ISO/IEC 27001 alignment and the information security governance commitments described in Chapter 2.



Enterprise & Business Development

Develops commercial, financial, and project management competencies that support the Group's multi-country expansion and the professionalisation of operational management at subsidiary level.

Training as a Strategic Lever

UNINET: The University of NETIS

UNINET is NETIS' corporate university, founded to serve as a trusted training ground for personnel at all levels. It provides technical, managerial, and personal development through an extensive curriculum designed to advance careers, ensure service consistency, and safeguard business continuity across the Group's sixteen country footprint.

In 2025, UNINET delivered more than 17,600 training hours to over 650 trainees across all operational subsidiaries. The programme draws on the expertise of more than 10 internal experts and has achieved a satisfaction rate exceeding 90% among participants.



the course was very interesting. The skills that I learned here will help me to know how to protect my life during at work and after work. Thank you



What our people say ▲



J'aime énormément cette vidéo pédagogique pour assimiler et ancrer les valeurs de NETIS. Go UNINET !



2025

Key Figure

650+

Trainees

17,600+

Training hours

16

Covered countries

10+

Internal expert contributors

90%+

Satisfaction rate

UNINET is directly connected to the Group's broader people strategy. Permanent voluntary departures declined by 57% in 2025, from 823 to 358. This is not attributable to any single cause, but investment in structured development pathways through UNINET is among the key factors that make employment at NETIS increasingly worth retaining. Employees who receive training, who see their technical skills recognised and deepened, and who understand that the organisation is investing in their long term capability, are less likely to leave.

The 2025 UNINET curriculum also supports the Group's gender equality agenda. GBVH training, delivered across all subsidiaries, reinforces the Group's zero tolerance policy and enables the cultural shift that the Gender and Empowerment Initiative requires. Leadership and soft skills development creates the management pipeline from which both male and female employees can advance – directly relevant to the objective of strengthening female representation in supervisory and leadership roles. At NETIS, training and inclusion are not parallel programmes; they are interdependent.

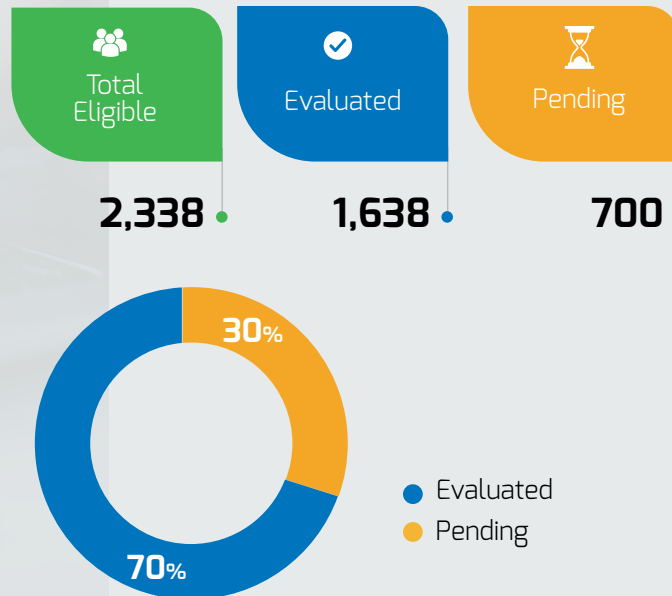
Performance Assessment and Skills Evaluation

E-Perf is the Group's digital performance management platform, used across all NETIS entities to deploy annual evaluation campaigns. It serves as the single system of record for objective-setting, selfassessment, manager reviews, and final score calculation. Results generated through E-Perf directly determine performance ratings, bonus eligibility and support for eligible employees through Performance Improvement Plans (PIP) or Personalised Development Plans (PDP).

In 2025, NETIS Group conducted its annual E-Perf evaluation campaign across all eligible entities.

Employee evaluation dashboard

Total Scale : 0 to 2,338 Employees



Of the 2,338 employees in scope (excluding interns, probationary, and notice-period staff), 1,638 completed evaluations, yielding a group-wide completion rate of 70%.

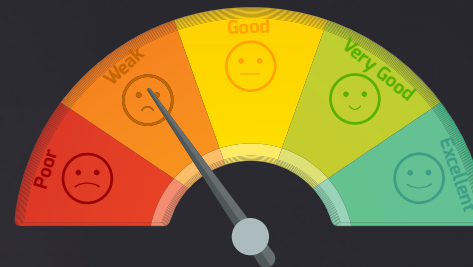
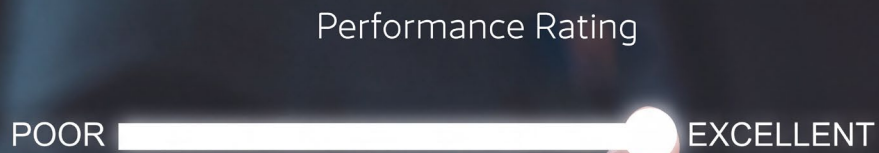
The 30% gap (700 employees) is attributable primarily to pending 1st and 2nd Direct Manager signoffs and outstanding final interviews in certain subsidiaries. Planned remediation actions include:

- Targeted escalation to local HR teams and deadline enforcement via E-Perf automated notifications.
- Divisional follow-up where evaluation completion rates were below 60%.
- Closure was targeted for the end of Q2 2026.



Performance Distribution

Final ratings are calibrated by local and Group Performance Review Committees. Group policy uses a Gaussian distribution approach for calibration. The framework below sets out the five rating bands and the associated development actions.



Rating framework illustration

	Performance Improvement Plan mandatory	≤ 1.5
	Performance Improvement Plan mandatory	1.6 – 2.0
	Monitoring & coaching	2.1 – 3.0
	Monitoring & coaching	3.1 – 3.5
	Personalized Development Plan eligible	> 3.5

Beyond performance assessment, the E-Perf process supports employee development by identifying competency gaps, training needs, coaching priorities, and career development opportunities. Evaluation outcomes are used by managers and HR teams to guide employee growth, strengthen capabilities, and support talent development across the Group.

2025 Performance Highlights



+138%
Training Investment
 \$278,731 · from \$117,040



1,210
Employees Trained
 22,547 hrs · 6 categories



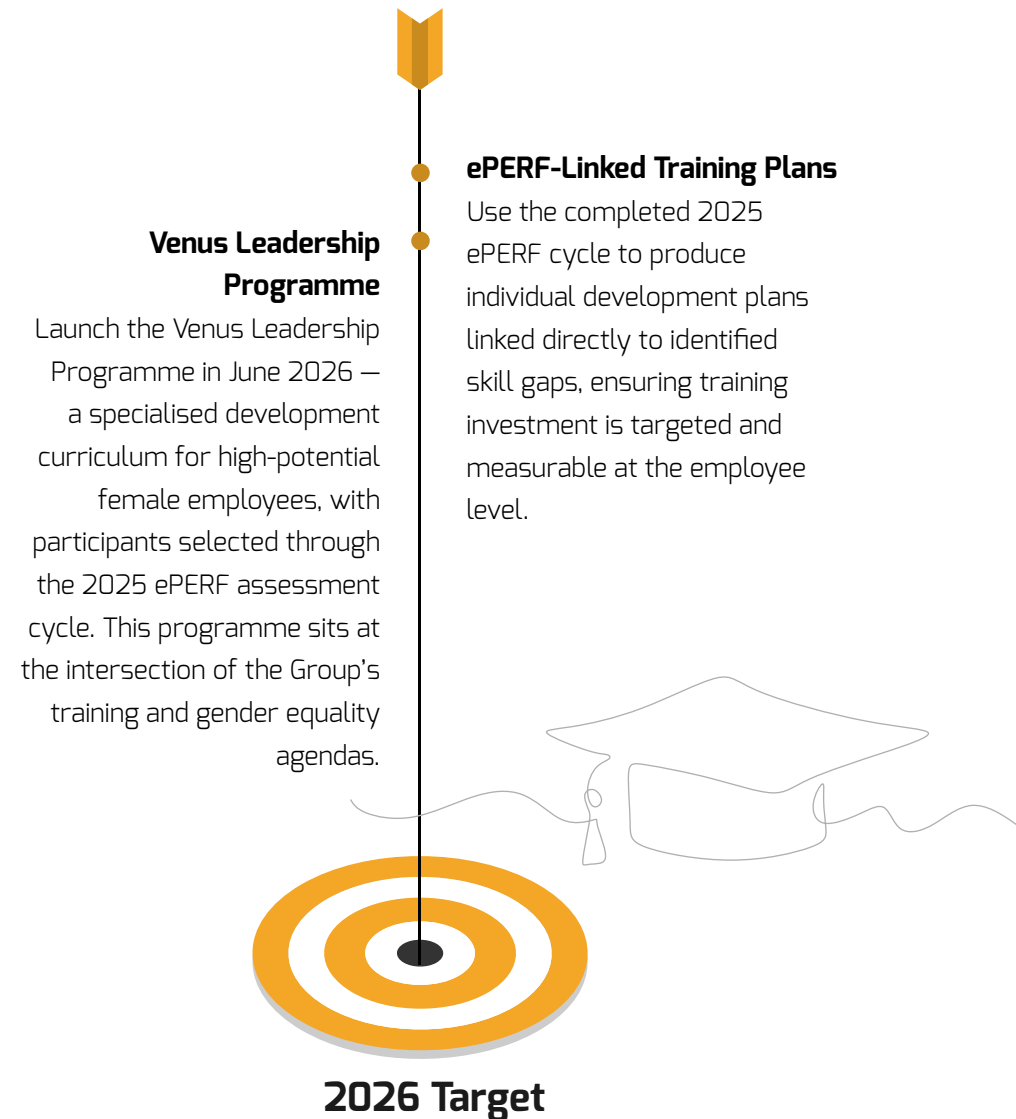
18.63
Hours per trained employee
 Participant average; +3% vs 2024



6
Training Categories
 Most diverse programme to date

2026 Roadmap (2025 plans)

The following priorities govern the Group's training and development agenda for the 2026 reporting period.



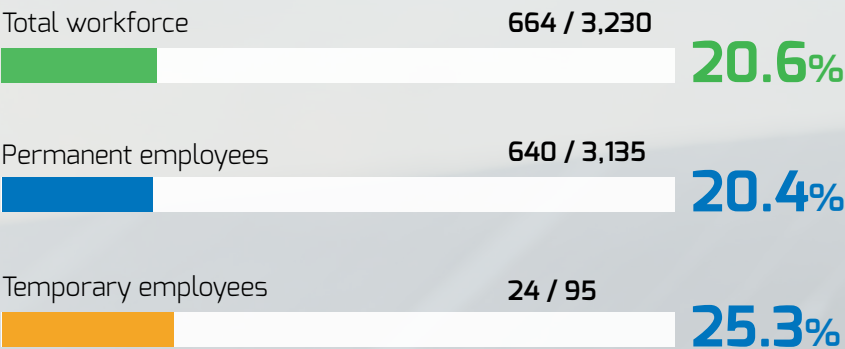
Gender Equality & Diversity

The Group's female workforce representation of 20.6% provides an overview of the current gender composition of the organisation. In 2025, efforts remained focused on strengthening gender diversity through targeted recruitment, career development, and leadership initiatives. Progress is reflected not only in overall representation but also in the increasing participation of women in professional and management roles, demonstrating the continued implementation of the Group's gender diversity strategy.

Gender Representation Overview

Women represented 20.6% of NETIS' direct workforce in 2025, with 664 female employees out of 3,230. Within permanent roles, female share stood at 20.4% (640 of 3,135), while temporary roles showed a slightly higher share of 25.3% (24 of 95).

Female representation by employment type



As of December 2025, women represented 20.6% of total reported headcount (664 of 3,230 employees), with an average target rate of 25% across subsidiaries.

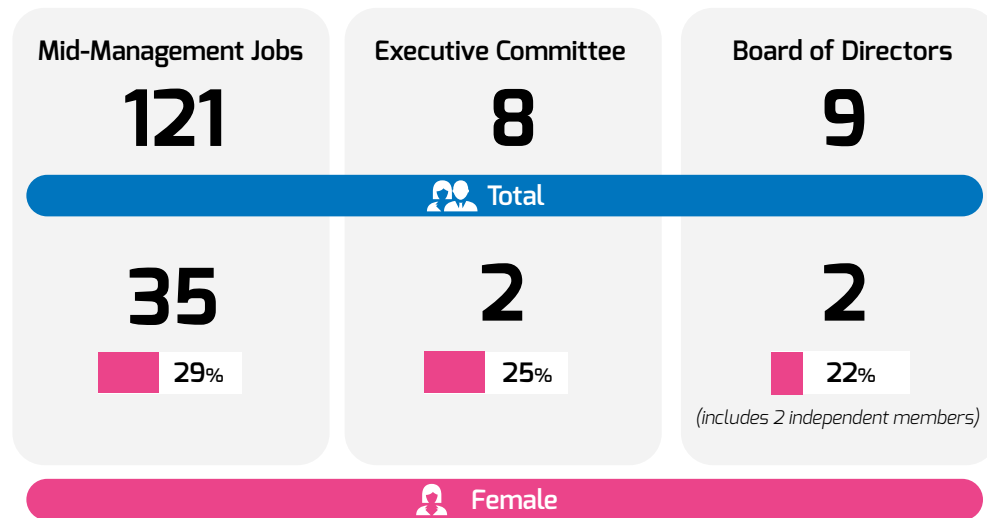
0 confirmed incidents of discrimination were recorded during the 2025 reporting period across all sixteen operational subsidiaries.

In 2025, women accounted for 14 of the 49 promotions (28.6%), compared with 20.6% of reported headcount. Women's share of promotions was higher than their share of the workforce. NETIS continues to support career development and female representation in senior roles across the Group.



Leadership Representation

Advancing gender balance requires visible female leadership at every level of the organisation. In 2025, NETIS tracked female representation across its mid-management layer, Executive Committee, and Board of Directors, establishing a governance baseline against which future progress will be measured.



Middle management continues to represent an important stage in the leadership pipeline and remains a key focus for strengthening gender diversity in senior leadership positions.

Gender Transformation Roadmap

The Group's approach to gender diversity is supported by a structured Gender and Empowerment Initiative comprising four complementary stages. The programme is designed to strengthen female representation throughout the employee lifecycle by expanding access to employment opportunities, fostering an inclusive

workplace culture, supporting career development, and establishing formal sponsorship and leadership initiatives. Each stage builds on the progress of the previous one, providing a phased approach to increasing female representation and advancing gender diversity across the organisation.



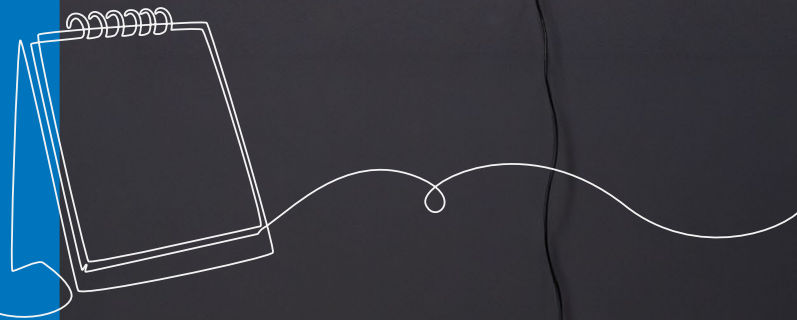
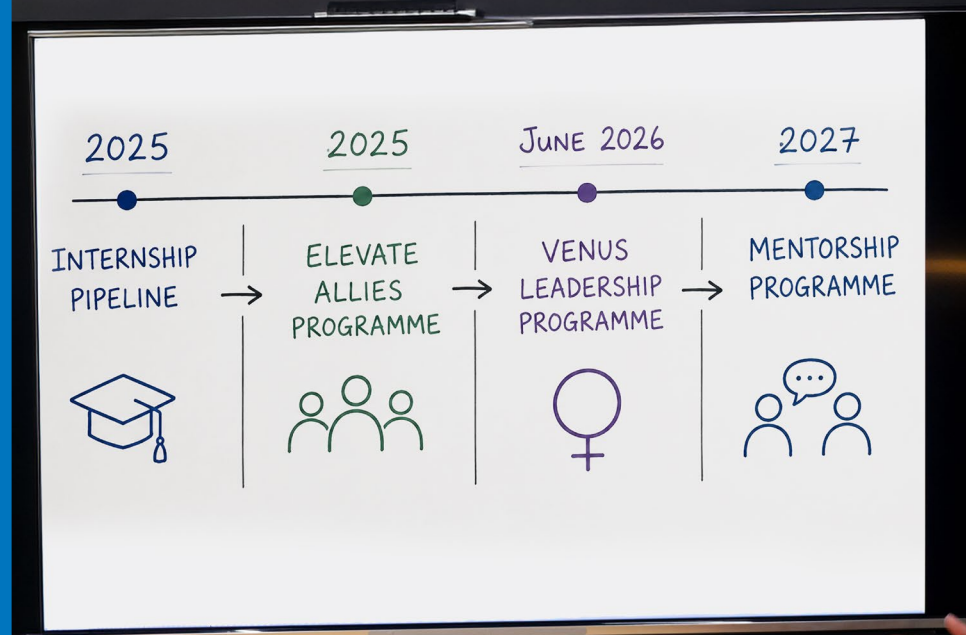
Figure 14: Gender & Empowerment Initiative: A Phased Transformation Roadmap

In 2025, the **Internship Pipeline** was implemented across all subsidiaries, providing structured entry-level opportunities for young women and strengthening the Group's future talent pipeline.

The **Elevate Allies Programme**, which engages employees in promoting an inclusive workplace, was implemented in four subsidiaries during the reporting period. Participation reflected local organisational contexts, with varying levels of male and female engagement across Burkina Faso, Benin, Togo, and Ghana. The programme will cover the entire Group by June 2026.

The **Venus Leadership Programme**, designed to support the development of high-potential female employees, is scheduled to launch in June 2026 following completion of the Group's first annual ePERF performance assessment cycle.

A formal **Mentorship Programme** is planned for 2027 to connect emerging female talent with experienced leaders and further support career development across the Group.



Women-centered actions

On 8 March 2025, NETIS joined the global #AccelerateAction movement for International Women's Day, with seven subsidiaries across Africa organising independent, locally designed initiatives that reflected the specific cultures, communities, and contexts of their operational territories. This decentralised approach, each subsidiary defining its own action within a shared Group theme, is itself a statement about how NETIS drives inclusion: not through top-down mandates but through genuine local ownership.

NETIS Tanzania

Led a STEM awareness session at Igogo Primary School, presented by female NETIS staff to inspire young girls toward careers in telecommunications and engineering.

NETIS Kenya

Organised a ladies-only breakout session and team bonding activities, creating a dedicated space for women to share experiences and empowerment strategies.

NETIS Togo

Supported local women's associations through a community food donation, combining company funding and employee contributions as a direct social solidarity action.

NETIS Benin

Facilitated a structured dialogue session on gender inequalities, with employees sharing personal insights and experiences to drive collective commitment to change.

NETIS Ghana

Participated in the Women in STEM event with senior female leaders, hosted a networking dinner for female professionals, and organised an internal panel discussion on gender in the workplace and leadership.

NETIS Uganda

Hosted an open post-lunch discussion on gender equality and female leadership, providing a platform for employees to share perspectives and explore pathways to inclusion.

NETIS DRC

Engaged teams across Kinshasa, Kasai, and Goma in multi-location discussions and activities promoting gender equality across the Group's largest operational territory.

Seven subsidiaries. Seven actions. One commitment.

The diversity of approaches — from community STEM education to internal dialogue sessions to social solidarity actions — reflects a gender equality agenda that is genuinely embedded in NETIS' operational culture, not centrally mandated.



2025 Performance Highlights

20.6%

Female direct employees
664 of 3,230

28.6%

Female share of promotions

100%

Internship Pipeline
All subsidiaries live

4

Elevate Allies subsidiaries
Expanding to all by Jun 2026

7

IWD subsidiaries engaged
#AccelerateAction 2025

0

Discrimination incidents

2026

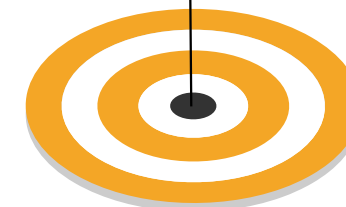
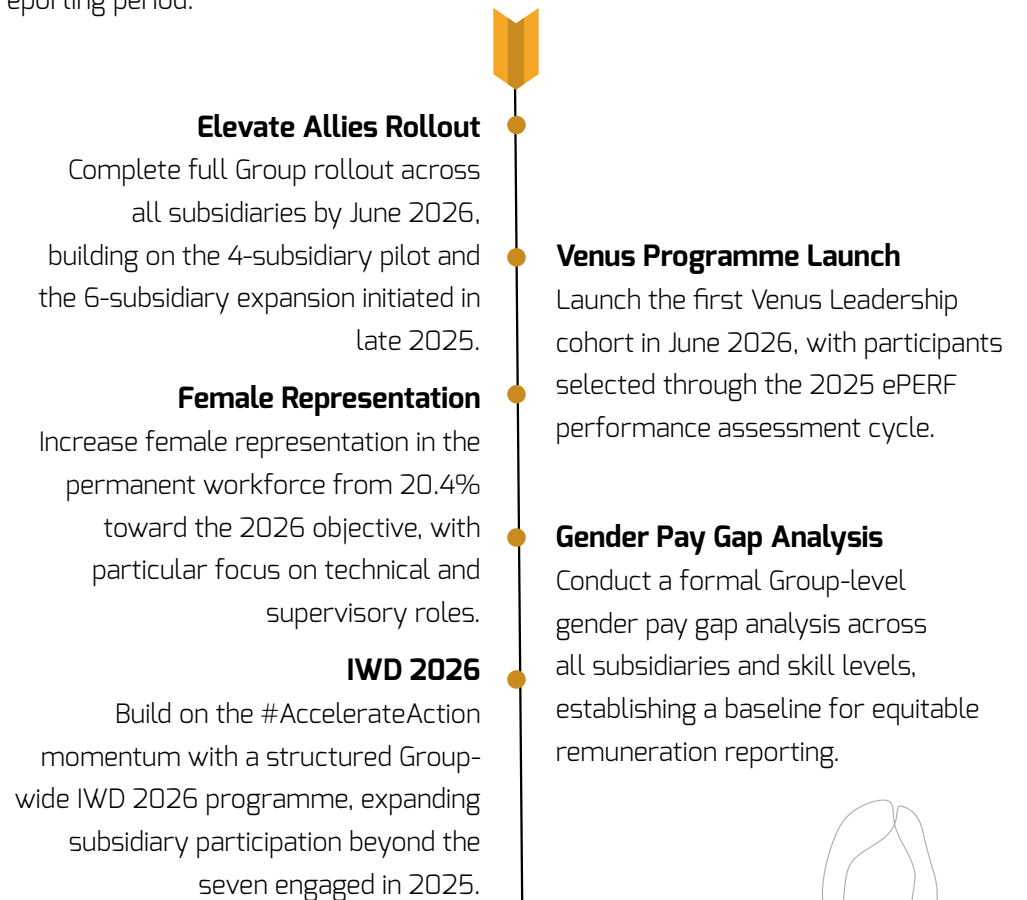
Venus Programme launch
Planned following ePERF 2025 cycle

2027

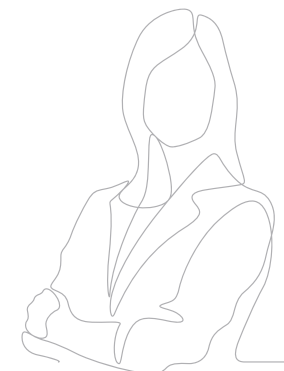
Mentorship Programme
Planned; building on 2026 baseline

2026 Roadmap (2025 plans)

The following priorities govern the Group's gender equality agenda for the 2026 reporting period.



2026 Target

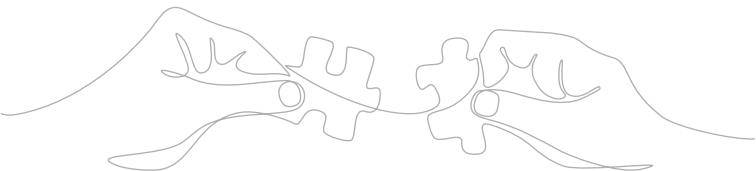


Community Engagement

NETIS operates where people live. The Group's infrastructure projects are embedded in communities across Africa, and with that presence comes a responsibility to contribute beyond the scope of contracts. In 2025, NETIS formalised its community engagement approach around locally led, employee driven initiatives that address specific needs identified by subsidiaries themselves, not centrally mandated programmes. This section reports on CSR actions carried out across NETIS' operational footprint, reflecting the Group's commitment to being a responsible neighbour in every country where it works.

Subsidiary-Led Engagement

Community engagement at NETIS is decentralised. Each subsidiary identifies local priorities, such as education, health, environmental clean-up and support for vulnerable groups, and designs actions that match its context. The Group provides coordination and funding, but the ownership rests with local teams. This model ensures relevance and builds trust.





INSPIRING THE NEXT GENERATION



NETIS Morocco



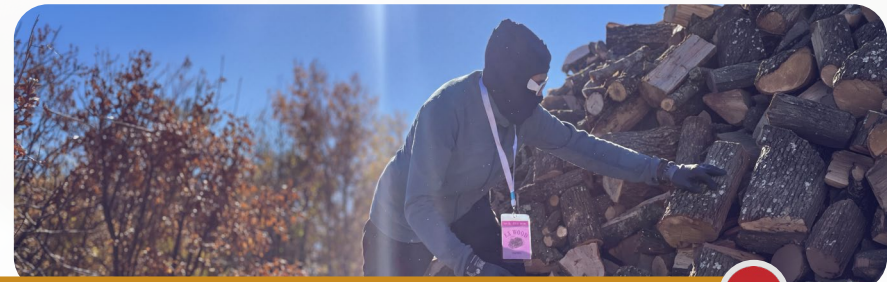
As part of our CSR commitment to education and youth empowerment, NETIS recently visited two schools in Morocco: Groupe Scolaire Romandie in Casablanca and Groupe Scolaire l'Ange Bleu in El Jadida.

Led by our Group HR Department and technical experts, these sessions introduced students to the NETIS mission and the vast opportunities in the telecom and energy sectors across Africa.

Through real-world insights and engaging discussions, we helped students explore potential career paths and envision their future with confidence.



LA WOOD DONATION



NETIS Morocco



NETIS recently joined forces with the Rotaract Association for the "La Wood" initiative in Ifrane, a meaningful charitable action aimed at bringing warmth, light, and comfort to households during the winter season.

Through a strong collective effort, 28 tons of wood were collected and distributed to families facing harsh temperatures and seasonal challenges. Beyond providing essential resources, this initiative embodies a genuine spirit of solidarity, one that seeks to support vulnerable communities and make a tangible difference in their daily lives.

By participating in "La Wood," NETIS reaffirms its commitment to impactful humanitarian actions, ensuring that warmth reaches those who need it most.



BEACH CLEANUP ACTION

Community Cleaning Initiative

NETIS Ghana organized and participated in a cleaning exercise around our office area to improve the local environment and promote community well-being.



NETIS Ghana



EASTER KITCHEN ACTION

Easter Kitchen for Employees - Hosted an Easter kitchen event to provide meals and celebrate with employees, fostering team spirit and appreciation.



NETIS Ghana



INSPIRING THE NEXT GENERATION

During a recent industrial visit, technology students had the opportunity to step into our operational environment and discover the realities of the telecom industry. From theory to practice, it was a powerful moment of inspiration, helping shape the future of engineering, one student at a time.

NETIS Ghana



DONATION ACTION

NETIS donated essential supplies to Ankaful Main Camp Prisons, supporting the wellbeing of inmates and contributing to rehabilitation efforts.

NETIS Ghana





DONATION ACTION

NETIS Togo

NETIS Togo made a donation on behalf of its female employees to support vulnerable families, demonstrating solidarity and care for the local community.



DONATION ACTION

NETIS & Reime Rwanda

NETIS and REIME teams visited widows who survived the genocide in Nyarugenge District to offer support, express solidarity and honour their resilience.



FROM THEORY TO PRACTICE AT LBS BUSINESS SCHOOL

NETIS Togo

As part of its CSR efforts, NETIS Togo led a practical workshop on “Fibre Optics, Handling and Use Cases” in partnership with Lomé Business School.

The session offered hands-on training in fibre optic cable handling, splicing, and real-life applications, helping students connect theory to field practices.

This initiative aims to inspire young talent to explore careers in fibre optics, connectivity, and telecom infrastructure.



ROOTED IN ACTION, GROWING FOR THE FUTURE

NETIS Togo / Benin

On June 1st, to mark National Tree Day, NETIS Benin took part in a meaningful reforestation effort in the commune of Comè, 62 km from Cotonou.

This initiative perfectly reflects our vision: building a carbon-free network for a competitive Africa. It was a powerful experience for our teams, awakening a sense of purpose and reinforcing our role as active players in sustainable development.

These initiatives brought teams together in a shared commitment: when we plant together, we grow together.



SPORT & WELLBEING INITIATIVE

NETIS & Reime Rwanda



Sport & Wellbeing Initiative
NETIS Rwanda organised a friendly football match with REIME Rwanda to promote employee wellness, strengthen team spirit, and foster positive connections.



SUPPORTING SEA TURTLE CONSERVATION WITH AMSHART

NETIS Benin



In line with our commitment to sustainable development and CSR values, NETIS Benin partnered with NGO AMSHART to support the protection of sea turtles along the Benin coast. This field visit included awareness activities and the symbolic release of a turtle back into its natural habitat.

2025 Performance Highlights



12
CSR Actions



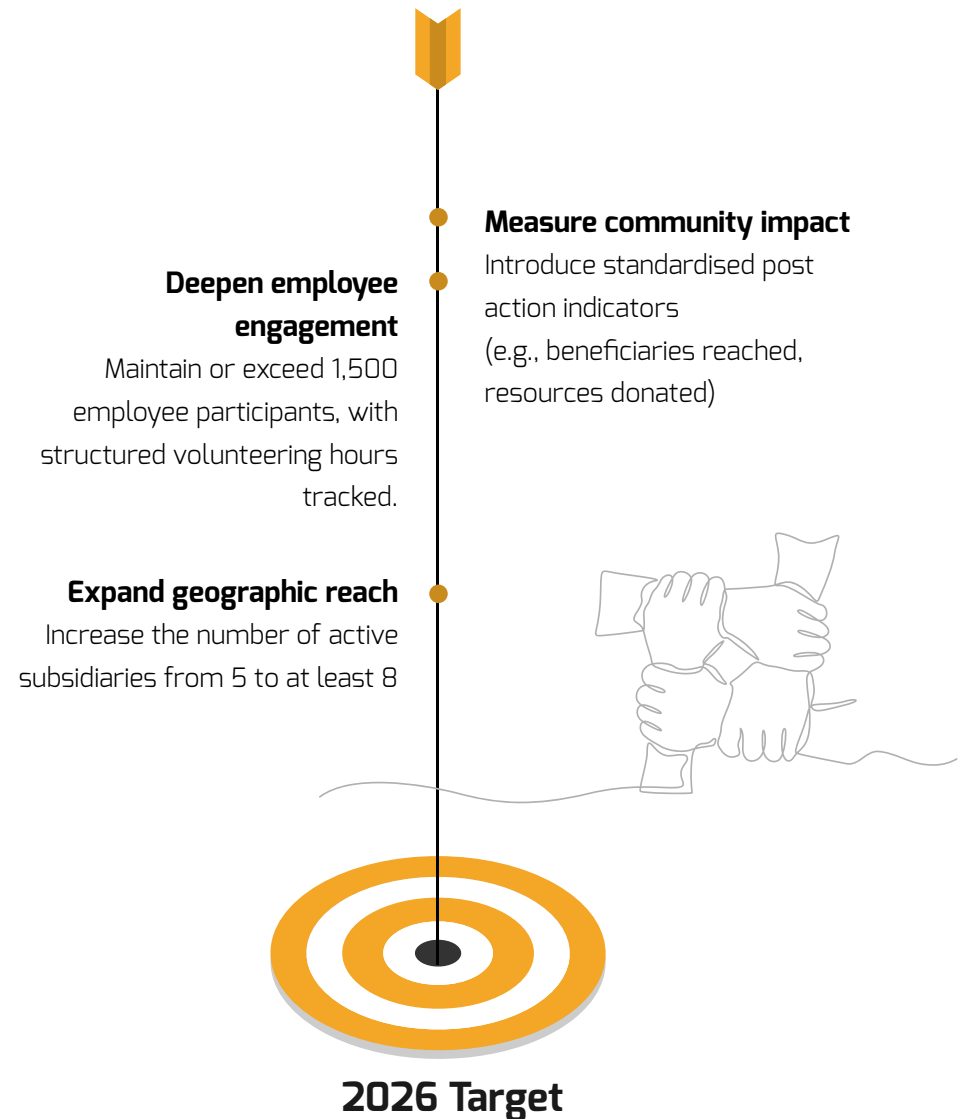
1500+
NETIS Employees
Involved



5
Countries with
CSR actions

2026 Roadmap (2025 plans)

The following priorities govern the Group's training and development agenda for the 2026 reporting period.





04 Environmental Sustainability & Impact

NETIS operates across sixteen African countries, deploying and maintaining telecommunications infrastructure in environments that are acutely sensitive to climate change. That reality shapes every dimension of the Group's environmental strategy: how it measures and reduces its carbon footprint, how it manages energy and resources, and how it assesses and responds to the physical and transition risks that climate change presents to its operations, assets, and people.

In 2025, NETIS received formal approval of its science-based emissions reduction targets from the Science Based Targets initiative — the most significant environmental milestone in the Group's history. This chapter documents the emissions performance, resource consumption, and climate risk management that underpin that commitment and sets out the roadmap for delivering it.

[Read more](#)

GHG Emissions & Carbon Reporting

NETIS' GHG inventory was developed in-house using the GHG Protocol Corporate Accounting and Reporting Standard. Collecting data across the Group, harmonising methodologies and identifying emission factors for local contexts required substantial internal investment. This internally developed inventory supports the Group's SBTi-approved targets; target validation does not constitute inventory assurance. The 2025 inventory covers the reporting entities consolidated in the GHG data. Guinea and Madagascar are scheduled for inclusion in 2026. Monthly performance monitoring supports tracking of emissions and identification of performance deviations.

SBTi-Approved Targets (2025)

Absolute reductions from a 2024 base year

42%

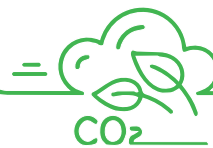
Scope 1 and 2 emissions
by 2030

38%

Scope 3 emissions
by 2035

Net zero

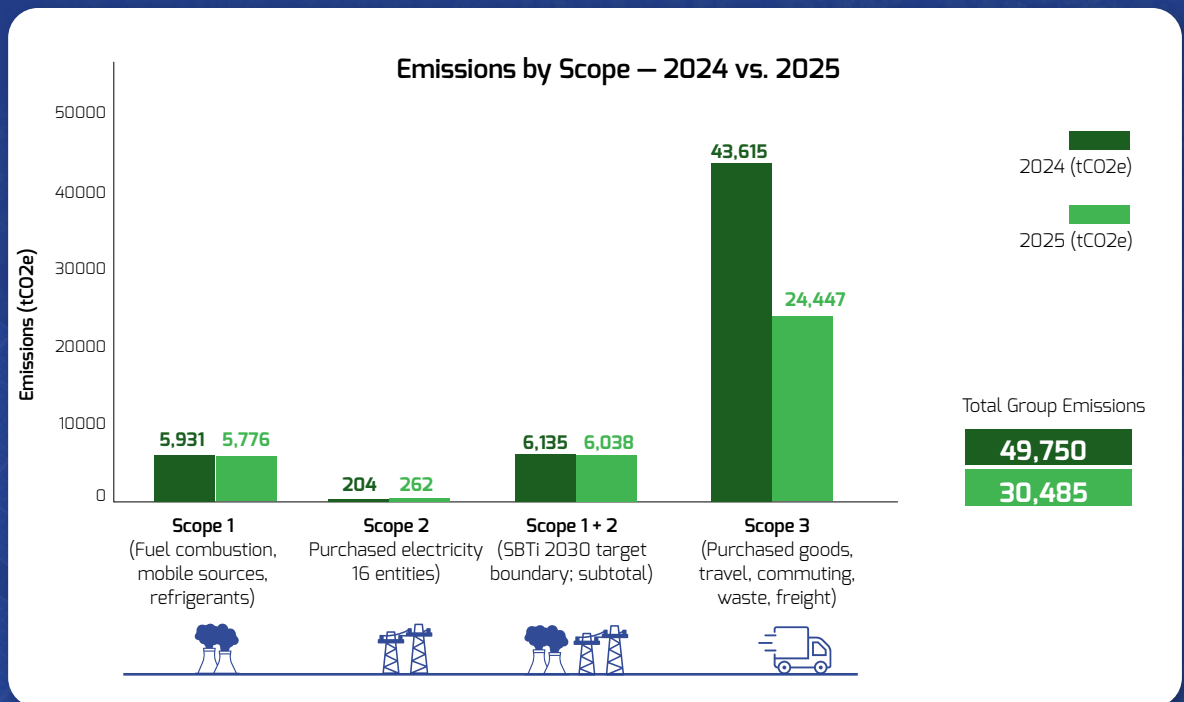
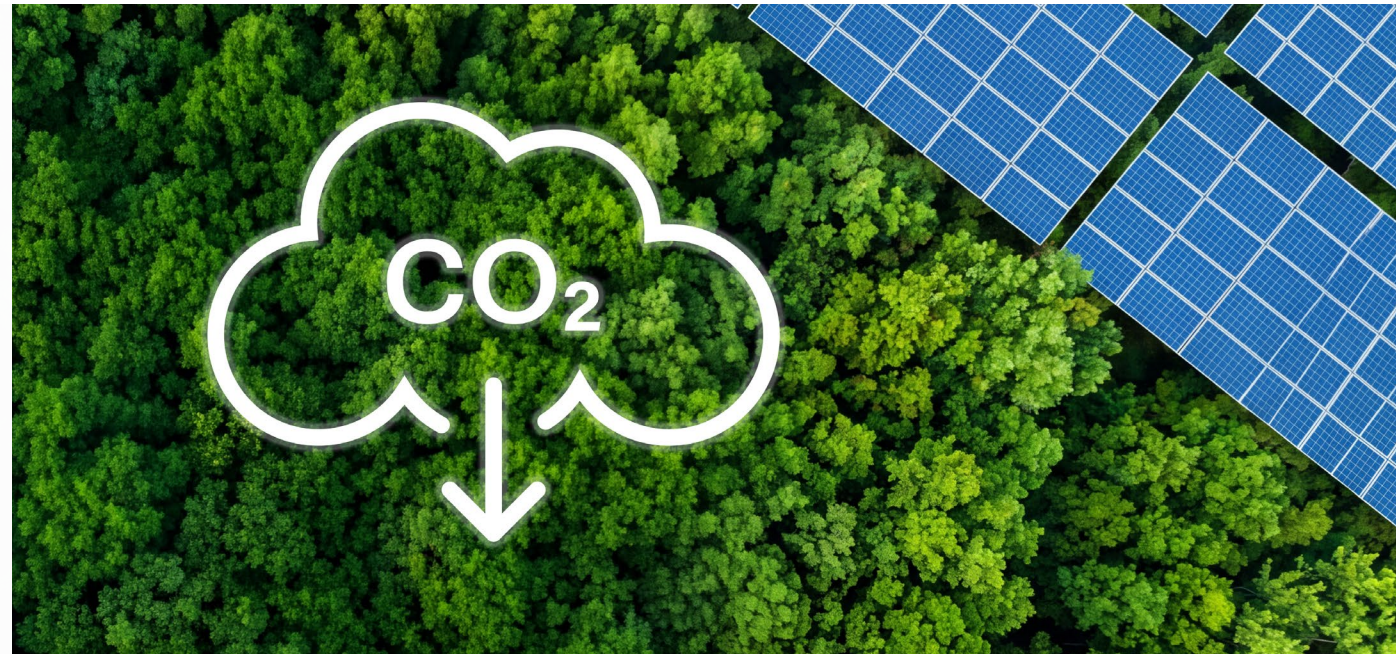
Across the value chain by 2050
90% absolute reduction across all scopes



GHG Performance

Reported emissions were 30,485 tCO₂e in 2025 and 49,750 tCO₂e in 2024, a 38.7% difference. Methodology and emission-factor changes make these inventories non-comparable on a like-for-like basis. The difference is not a measure of operational decarbonisation. Scope 3 was 43.9% lower, with data and methodology refinements contributing substantially. Scope 1 declined by 2.6%, while Scope 2 increased by 28.4%. The methodological changes and baseline work are described below.

** The changes observed in Scope 2 and Scope 3 emissions are primarily attributable to methodological refinements rather than significant changes in operational activity. During the 2025 reporting cycle, updated country-specific emission factors were applied where available, replacing more generic factors used in the baseline year across several electricity and value-chain emission categories. This refinement resulted in more accurate emissions estimates and explains both the increase in Scope 2 emissions and a substantial portion of the reduction in Scope 3 emissions. To ensure consistency and maintain a like-for-like comparison in line with GHG accounting best practice, the Group is currently recalculating its baseline year using the updated methodology and country-specific emission factors.*



Scope 3: Value Chain Emissions

Scope 3 accounts for 80.2% of the Group's total 2025 emissions footprint. The dominant category is Purchased Goods & Services (Category 1), reflecting the embodied carbon in the infrastructure materials and equipment NETIS deploys across its projects. Employee Commuting (Category 7), Capital Goods (Category 2), Fuel & Energy Related Activities (Category 3), and Air Travel (Category 6) are also significant contributors. The Group has initiated supplier engagement and contract clause requirements as the first steps in its Scope 3 reduction programme, with structured supply chain decarbonisation measures advancing from 2026 onward.

GHG Reduction Action Plan

NETIS has developed a structured GHG Reduction Action Plan covering all three scopes, with programmes spanning 2025 to 2035. Actions are assigned to specific subsidiaries, responsible functions, and timelines, spanning five priority intervention areas.

● Planned
● Ongoing



Action	Scope	Description	Timeline	Status
 Fleet Renewal & Electrification	1	Replace fuel-inefficient vehicles with hybrid or lower-emission models; eco-driving and vehicle allocation optimisation across all subsidiaries	2026 2035	●
 Solar PV & LED Conversion	2	Rooftop solar PV at offices and warehouses (Tanzania, Togo, Côte d'Ivoire); sub-metering; LED lighting conversion across all subsidiaries	2026 2030	●
 Low-Carbon Procurement	3	Materials with Environmental Product Declarations (EPDs); supplier emissions clauses; carbon scoring in RFPs; low-carbon micro-trenching	2025 2035	●
 Business Travel & Commuting	3	Virtual-first travel policy; economy-class rule; carpooling and shuttle programmes; teleworking arrangements	2026 2029	●
 Waste Reduction & Recycling	3	Source segregation at all sites; recycling partnerships for batteries and hazardous materials (ongoing); waste reduction framework aligned with SBTi targets in preparation for Group rollout	2026 2030	●

2025 Performance Highlights



Approved

SBTi Targets

-42% S1+2 by 2030



CDP Climate Score

Improved from D · 2024

CO₂

2026 Roadmap (2025 plans)

Supplier Scope 3 engagement

Expand contractual emissions reporting clauses to top 20 suppliers by spend; begin structured decarbonisation dialogue

Roll out of the GHG reduction action plan

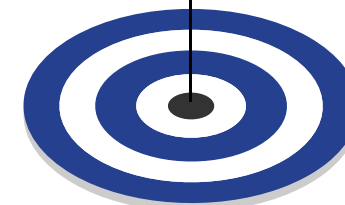
All interventions active; subsidiary owners assigned; quarterly reviews

SBTi trajectory monitoring

Establish monthly UTAD tracking of Scope 1+2 against 2030 reduction pathway; publish quarterly performance dashboards.

GHG Inventory Maturation

Establish full year-on-year comparability for all GHG indicators; improve Scope 3 data quality for upstream categories; integrate Guinea and Madagascar into the inventory. Maintain UTAD GHG tracking and publish 2025 vs 2026 reduction trajectory.



2026 Target





Nature and Climate Resilience

Energy consumption

NETIS' energy footprint is dominated by mobile combustion, diesel and gasoline consumed by the Group's operational vehicle fleet is by far the largest energy input across sixteen countries. Stationary combustion from backup generators reflects the reality of power supply instability across many of the Group's operational territories. Purchased electricity from the grid is consumed across offices, warehouses and operational facilities. Direct fossil fuels and purchased electricity are reported separately below. Increasing renewable energy use is a central objective of the Group's Scope 1 and 2 reduction programmes.

2025 Energy Consumption Summary

Fuel Consumption (Litres)

965,443 L



Gasoline *(vehicles)*

1,244,165 L



Diesel *(vehicles & backup generators)*

Electricity Consumption (kWh)



638,170 Kwh

Purchased Electricity

(offices, warehouses & operational facilities – 16 entities)

The Group's 2026 energy roadmap prioritises reduction of Scope 2 emissions through sub-metering, LED conversion, and rooftop solar PV at high-consumption sites in Tanzania, Togo, and Côte d'Ivoire. On mobility, eco-driving programmes are underway and fleet renewal targeting lower-emission vehicles is in preparation across all subsidiaries. Establishing a renewable energy tracking baseline is a 2026 priority.

Water Consumption

Total Group water consumption in 2025 was 188,619 m³, drawn from municipal and utility supply sources. Water is consumed primarily at office facilities and operational sites for sanitation, cleaning, and welfare purposes. NETIS does not engage in water-intensive manufacturing or processing. Formal water stress mapping across operational territories is planned for 2026, recognising that several of the Group's countries face medium to high water stress under long-term climate projections.

Waste Management

NETIS generated 194,022 kg of waste across its operations in 2025. Of that total, 66,468 kg (34.3%) was recycled. Hazardous waste totalled 93,696 kg and consists of lead-acid and lithium batteries, electronic waste with hazardous components, and used oils and lubricants — arising directly from telecommunications infrastructure deployment and maintenance. The Group has developed a waste reduction framework aligned with its SBTi targets, currently in the planning and preparation phase ahead of Group-wide rollout. The framework targets waste minimisation at source, improved segregation, expanded recycling partnerships, and substitution of hazardous materials where technically feasible. Recycling partnerships for batteries and used oils are already operational across several subsidiaries.

2025 Environmental Performance Overview

Waste recycled

66,468 kg (34.3%)

Group recycling rate



Hazardous waste

93,696 kg

Batteries, e-waste, used oils & lubricants



Water consumed



188,619 m³

Municipal supply;
stress mapping planned 2026

Total waste generated

194,022 kg

Group-wide, all subsidiaries

Biodiversity and Ecosystem Services

NETIS recognises that its infrastructure projects and field operations can affect biodiversity and ecosystem services. In 2025, the Group formalised a Biodiversity Management Procedure aligned with IFC Performance Standard 6, national regulations, and international best practices. The procedure applies to all NETIS activities, subsidiaries (including Reime), and subcontractors operating on the Group's behalf.

Site screening and risk assessment. Before any project initiation, each site undergoes a biodiversity risk assessment using IFC risk screening tools (including IBAT, BirdLife International, and the IUCN Red List). The assessment identifies the presence of critical habitats, legally protected areas, and species of conservation concern.

Mitigation hierarchy. NETIS applies a four step mitigation hierarchy: avoid, minimise, restore, offset. Activities in critical habitats are avoided where feasible. Impacts are minimised through project design adaptations such as trenchless technology and route deviation. Affected habitats are restored post project through revegetation and erosion control. Offsetting is used only as a last resort for residual impacts.

Management and monitoring. Biodiversity risks are integrated into the Group's HIRA register and project risk registers. Where required, a dedicated Biodiversity Management Plan is developed. Site inspections verify compliance on issues such as no illegal tree cutting, waste disposal away from sensitive areas, and prohibition of hunting or wildlife disturbance by staff and subcontractors.

Training and awareness. Toolbox talks cover biodiversity sensitive practices, waste management near water bodies, and staff behaviour near protected areas. Biodiversity modules are included in HSE induction for relevant sites.

Documentation. Site screening forms, photos of habitat restoration, and subcontractor commitments are maintained as part of the Group's environmental management records.

In 2025, no NETIS operations were located in or near UNESCO World Heritage sites or internationally recognised critical habitats. A formal biodiversity reporting baseline will be established in the 2026 reporting cycle.



Climate Risk & Opportunities

Climate and E&S risks at NETIS operate under dual-level governance: the Board of Directors retains ultimate oversight, particularly in alignment with the Group's development finance institution investors, and the Executive Committee ensures integration of climate and E&S considerations into operational and strategic decision-making. The SHERQ & Sustainability function coordinates implementation across all sixteen subsidiaries, ensuring that climate risks are embedded both strategically and operationally.

Climate risks are assessed at the subsidiary level within each entity's risk register and integrated into Emergency Response Plans. The monthly GHG reporting system provides the data foundation for ongoing climate performance monitoring. Climate and E&S factors guide infrastructure planning, market expansion, energy sourcing, and capital investment decisions. Just Transition measures balance decarbonisation with workforce and community stability.



Horizon	Physical Risks	Transition Risks	Opportunities
Short 0-3 yrs	Extreme weather events (flooding, heatwaves) disrupting telecom sites and fibre networks; increased OHS risk for field technicians; infrastructure damage in climate-exposed geographies	Stricter carbon reporting regulations; rising investor ESG expectations; increasing energy costs	Energy efficiency at telecom sites; hybrid and solar-powered infrastructure deployment; strengthened ESG-investor positioning
Medium 3-7 yrs	Increasing frequency and severity of climate events; water stress in operational geographies; long-term asset vulnerability in high-risk regions	Potential carbon pricing; supply chain decarbonisation requirements; increased client demand for low-carbon service providers	Expansion into renewable energy integration for telecom sites; low-emission infrastructure solutions; competitive advantage in ESG-credentialed tenders
Long 7+ yrs	Structural climate shifts affecting site planning and network resilience; higher insurance premiums or reduced insurability of assets in exposed geographies	Fundamental shifts in energy markets; mandatory emissions reduction targets affecting operational models	Green infrastructure leadership in African telecom markets; strategic partnerships in clean energy and digital climate solutions; access to sustainable finance instruments

Selected 2025 Performance Highlights

188,619
Water Consumed (m³)

Municipal supply ·
16 subsidiaries

194,022
Total Waste (kg)

Group-wide · all subsidiaries

1,244,165
Diesel Consumed (L)

Vehicles & generators

**Biodiversity
Procedure**

IFC PS6

Formalised April 2025

93,696

Hazardous Waste (kg)

Batteries, e-waste and
used oils

638,170

Electricity (kWh)

Purchased electricity
16 entities

0

**Operations at sensitive
sites**

No operations in or near
specified sites (page 89)

2026 Roadmap (2025 plans)

The following priorities govern the Group's gender equality agenda for the 2026 reporting period.

Water Risk Mapping

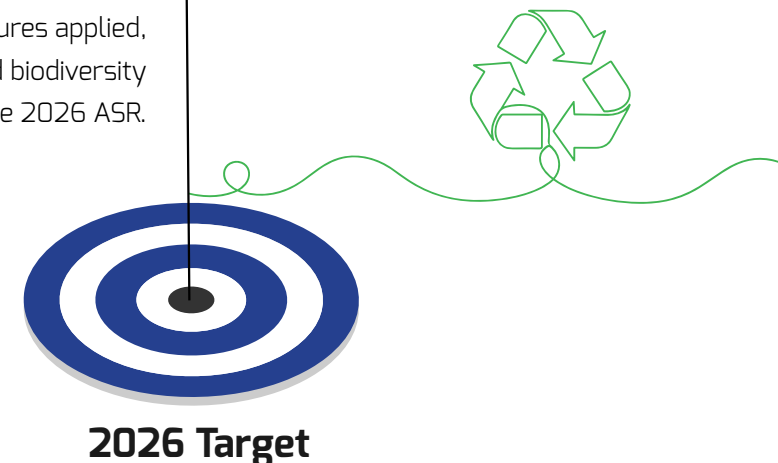
Complete formal water stress mapping across all sixteen operational territories. Identify subsidiaries in medium-to-high stress zones and define site-level water efficiency measures for the 2027 reporting cycle.

Biodiversity Baseline

Establish the Group's first formal biodiversity reporting baseline: document all active project sites screened under the Biodiversity Management Procedure (IFC PS6), record mitigation measures applied, and publish aggregated biodiversity performance data in the 2026 ASR.

Waste Reduction Framework

Deploy the Group's SBTi-aligned waste reduction framework across all subsidiaries. Target measurable improvement on the 34.3% Group recycling rate. Formalise hazardous waste recycling partnerships for batteries and used oils where not yet in place. Reduce hazardous waste generation through substitution where technically feasible.



Conclusion

With over 16 years of expertise and a strong market presence, NETIS is a leading player in Africa's telecommunications and energy industries. The high-performance network solutions we design and develop drive progress and efficiency.

As we reflect on the achievements of this year, we remain committed to strengthening our operational excellence while embedding sustainability at the core of our strategy. Across all our subsidiaries, we continue to advance our Environmental, Social, and Governance priorities, improving data transparency, enhancing compliance systems, and driving measurable impact in line with international standards and investor expectations.

Looking ahead, NETIS will continue to accelerate its transformation by investing in innovation, strengthening its climate commitments, and fostering a responsible and inclusive growth model across all regions of operation. Guided by a long-term vision and a strong sense of accountability, we are determined to create lasting value for our stakeholders, our communities, and the environment.



APPENDIX

GRI content index

SUSTAINABILITY DISCLOSURES

Our reporting. Connected.



Reporting period
1 January - 31 December 2025

About this index

This index connects information in the NETIS Sustainability Report 2025 with the GRI Universal and Topic Standards. It brings together references on governance, people, communities and environmental performance.

Reporting framework

GRI 1: Foundation 2021

GRI 2: General Disclosures 2021

GRI 3: Material Topics 2021

Using the index

Page references identify related content in the report. Select a page reference to navigate to the corresponding section in the complete report. "Not stated" indicates information that is not provided in the report. Topic Standards and their publication years are listed at the end of the appendix.

GRI 2: GENERAL DISCLOSURES 2021

Organisation & reporting

GRI	Disclosure	Report pages
2-1	Organizational details	9, 13-14, 24
2-2	Entities included in the organization's sustainability reporting	5, 49, 56, 83, 86
2-3	Reporting period, frequency and contact point	2
2-4	Restatements of information	84
2-5	External assurance	2, 5, 83
2-6	Activities, value chain and other business relationships	9-14, 41-47
2-7	Employees	49-56, 71
2-8	Workers who are not employees	45, 56, 61

GRI 2: GENERAL DISCLOSURES 2021

Governance & accountability

GRI	Disclosure	Report pages
2-9	Governance structure and composition	24-28, 72
2-10	Nomination and selection of the highest governance body	23-25
2-11	Chair of the highest governance body	24
2-12	Role of the highest governance body in overseeing the management of impacts	24-28, 90
2-13	Delegation of responsibility for managing impacts	26-28
2-14	Role of the highest governance body in sustainability reporting	21, 28
2-15	Conflicts of interest	29, 38
2-16	Communication of critical concerns	30, 34, 45
2-17	Collective knowledge of the highest governance body	Not stated
2-18	Evaluation of the performance of the highest governance body	Not stated

GRI 2: GENERAL DISCLOSURES 2021

Policies & stakeholder engagement

GRI	Disclosure	Report pages
2-19	Remuneration policies	55, 68-69
2-20	Process to determine remuneration	55
2-21	Annual total compensation ratio	Not stated
2-22	Statement on sustainable development strategy	15-17, 92
2-23	Policy commitments	6-8, 29, 38, 44-45
2-24	Embedding policy commitments	27-30, 38-45, 58-62
2-25	Processes to remediate negative impacts	30, 34-36, 45, 59-62
2-26	Mechanisms for seeking advice and raising concerns	30
2-27	Compliance with laws and regulations	Not stated
2-28	Membership associations	18
2-29	Approach to stakeholder engagement	19-21, 30, 63, 76-81
2-30	Collective bargaining agreements	Not stated

GRI 3: MATERIAL TOPICS 2021

Material topics & management

GRI	Disclosure	Report pages
3-1	Process to determine material topics	19-21
3-2	List of material topics	19-21
3-3	Management of material topics	23-91

Pillar 1 - A Responsible & Resilient Business

Topic ref.	Material topic	Report pages
1	Governance & Leadership	23-28
2	Ethics, Compliance & Information Security	29-33
3	Risk Management & Strategy	34-37, 90
4	Anti-Corruption	38-40
5	Supply Chain Management	43-47
6	Digital Transformation & Cybersecurity	31-33, 41-42

GRI 3: MATERIAL TOPICS 2021 - CONTINUED

People & environmental topics

Topic ref.	Material topic	Report pages
7	Occupational Health & Safety	57-64
8	Employee Wellbeing	55, 62-64
9	Gender Equality & Diversity	71-75
10	Labour Rights & Fair Compensation	29, 51-55, 62
11	Employee Training & Development	65-70
12	Community Engagement & Development	76-81
13	GHG Emissions & Carbon Reporting	83-86
14	Energy Efficiency	85-87
15	Renewable Energy Usage	10, 85, 87
16	Energy Conservation	85-87
17	Resource Efficiency (Water, Waste)	88, 91
18	Climate Risk & Opportunities	35-36, 90

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Business conduct & supply chain

GRI	Disclosure	Report pages
201-1	Direct economic value generated and distributed	9, 18
201-2	Financial implications and other risks and opportunities due to climate change	35-36, 90
202-1	Ratios of standard entry level wage by gender compared to local minimum wage	55, 62
204-1	Proportion of spending on local suppliers	43, 46
205-1	Operations assessed for risks related to corruption	39-40
205-2	Communication and training about anti-corruption policies and procedures	29, 39-40
205-3	Confirmed incidents of corruption and actions taken	29, 38-40
308-1 / 414-1	New suppliers screened using environmental / social criteria	44-47
308-2 / 414-2	Negative environmental / social impacts in the supply chain and actions taken	45, 47

PILLAR 2 - SELECTED TOPIC DISCLOSURES

Employment, development & diversity

GRI	Disclosure	Report pages
401-1	New employee hires and employee turnover	50-54, 56
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	55, 62
401-3	Parental leave	55
404-1	Average hours of training per year per employee	65, 70
404-2	Programs for upgrading employee skills and transition assistance programs	65-70
404-3	Percentage of employees receiving regular performance and career development reviews	68-70
405-1	Diversity of governance bodies and employees	24, 26, 50, 71-72
405-2	Ratio of basic salary and remuneration of women to men	Not stated
406-1	Incidents of discrimination and corrective actions taken	71, 75

PILLAR 2 - GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018

Occupational health & safety

GRI	Disclosure	Report pages
403-1	Occupational health and safety management system	57-58
403-2	Hazard identification, risk assessment, and incident investigation	35, 57-62
403-3	Occupational health services	59, 62
403-4	Worker participation, consultation, and communication on occupational health and safety	58-59
403-5	Worker training on occupational health and safety	59, 61, 66
403-6	Promotion of worker health	55, 62-64
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	45, 61
403-8	Workers covered by an occupational health and safety management system	58, 61, 64
403-9	Work-related injuries	57, 59, 61, 64
403-10	Work-related ill health	Not stated

PILLARS 1 AND 2 - SELECTED TOPIC DISCLOSURES

Human rights, communities & privacy

GRI	Disclosure	Report pages
203-1	Infrastructure investments and services supported	10-13, 77-80
203-2	Significant indirect economic impacts	13, 43, 49, 76-81
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	29, 44-45
408-1	Operations and suppliers at significant risk for incidents of child labor	29, 44-45
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	29, 45, 47
413-1	Operations with local community engagement, impact assessments, and development programs	36, 76-81
413-2	Operations with significant actual and potential negative impacts on local communities	35-36, 89
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Not stated

PILLAR 3 - GRI 305: EMISSIONS 2016; GRI 302: ENERGY 2016

Emissions & energy

GRI	Disclosure	Report pages
305-1	Direct (Scope 1) GHG emissions	83-84
305-2	Energy indirect (Scope 2) GHG emissions	83-84
305-3	Other indirect (Scope 3) GHG emissions	84-85
305-4	GHG emissions intensity	Not stated
305-5	Reduction of GHG emissions	84-86
302-1	Energy consumption within the organization	87, 91
302-2	Energy consumption outside of the organization	Not stated
302-3	Energy intensity	Not stated
302-4	Reduction of energy consumption	85-87
302-5	Reductions in energy requirements of products and services	10-13, 85

PILLAR 3 - GRI 303: WATER AND EFFLUENTS 2018; GRI 306: WASTE 2020

Water & waste

GRI	Disclosure	Report pages
303-1	Interactions with water as a shared resource	88, 91
303-2	Management of water discharge-related impacts	Not stated
303-3	Water withdrawal	88
303-4	Water discharge	Not stated
303-5	Water consumption	88, 91
306-1	Waste generation and significant waste-related impacts	88
306-2	Management of significant waste-related impacts	85, 88, 91
306-3	Waste generated	88, 91
306-4	Waste diverted from disposal	88
306-5	Waste directed to disposal	Not stated

PILLAR 3 - GRI 101: BIODIVERSITY 2024

Biodiversity & ecosystem services

GRI	Disclosure	Report pages
101-1	Policies to halt and reverse biodiversity loss	89, 91
101-2	Management of biodiversity impacts	79-80, 89
101-3	Access and benefit-sharing	Not stated
101-4	Identification of biodiversity impacts	35-36, 89
101-5	Locations with biodiversity impacts	89, 91
101-6	Direct drivers of biodiversity loss	83-89
101-7	Changes to the state of biodiversity	Not stated
101-8	Ecosystem services	Not stated

APPENDIX - SOURCE REFERENCES

GRI Standards

GRI 1: Foundation 2021

GRI 2: General Disclosures 2021

GRI 3: Material Topics 2021

GRI 201: Economic Performance 2016

GRI 202: Market Presence 2016

GRI 203: Indirect Economic Impacts 2016

GRI 204: Procurement Practices 2016

GRI 205: Anti-corruption 2016

GRI 308: Supplier Environmental Assessment 2016

GRI 414: Supplier Social Assessment 2016

GRI 401: Employment 2016

GRI 403: Occupational Health and Safety 2018

GRI 404: Training and Education 2016

GRI 405: Diversity and Equal Opportunity 2016

GRI 406: Non-discrimination 2016

GRI 407: Freedom of Association and Collective Bargaining 2016

GRI 408: Child Labor 2016

GRI 409: Forced or Compulsory Labor 2016

GRI 413: Local Communities 2016

GRI 418: Customer Privacy 2016

GRI 305: Emissions 2016

GRI 302: Energy 2016

GRI 303: Water and Effluents 2018

GRI 306: Waste 2020

GRI 101: Biodiversity 2024

APPENDIX

Abbreviations

BNS	Boots Not Suits
CEO	Chief Executive Officer
CDP	CDP (formerly Carbon Disclosure Project)
CSR	Corporate Social Responsibility
EHS	Environment, Health and Safety
EPD	Environmental Product Declaration
ESG	Environmental, Social and Governance
ExCom	Executive Committee
FO	Fibre Optic
GHG	Greenhouse Gas
GRI	Global Reporting Initiative
HIRA	Hazard Identification and Risk Assessment
HR	Human Resources
HSE	Health, Safety and Environment
IFC	International Finance Corporation
ISO	International Organization for Standardization
IT	Information Technology
IWD	International Women's Day (8 March)
KPI	Key Performance Indicator

LTA	Lost Time Accident
LTI	Lost Time Injury
LTIF	Lost Time Injury Frequency
MD	Managing Director
MS	Managed Services
MVA	Motor Vehicle Accident
NM	Near Miss
O&M	Operations and Maintenance
RO	Risk Observations
SBTi	Science Based Targets initiative
SDC	Sustainable Development Committee
SDG	Sustainable Development Goal
SHERQ	Safety, Health, Environment, Risk and Quality
STEM	Science, Technology, Engineering and Mathematics
UN	United Nations
UNGC	United Nations Global Compact
UNINET	University of NETIS
UTAD	NETIS' central performance and reporting platform

APPENDIX

Terms and definitions

Near miss

An incident that, under different circumstances, could have caused injury, illness, fatality, property damage or environmental damage.

Risk observation

An observation of a hazardous situation that could lead to an incident.

Lost time injury

A work-related injury or illness that prevents a person from working for one or more days after the day of the incident.

Greenhouse gases

Gases in the atmosphere that trap heat and contribute to the greenhouse effect, including carbon dioxide (CO₂), methane (CH₄) and nitrous oxide (N₂O).

Science Based Targets initiative

A corporate climate action organisation that enables companies and financial institutions to establish science-based emissions reduction targets.

Total GHG emissions

The total greenhouse gases emitted within the reporting boundary, expressed as carbon dioxide equivalent (CO₂e) to account for the different global warming potentials of individual gases.

Scope 1 emissions

Direct greenhouse gas emissions from sources owned or controlled by the reporting subsidiary, including combustion in owned backup generators and vehicles.

Scope 2 emissions

Indirect greenhouse gas emissions associated with purchased electricity, steam, heat or cooling consumed by the reporting subsidiary.

Scope 3 emissions

Other indirect greenhouse gas emissions in the value chain of the reporting subsidiaries, including upstream and downstream activities.

Hazardous waste

Waste that is dangerous or potentially harmful to human health or the environment, including materials that are toxic, corrosive, flammable or reactive.

Toolbox talk

An informal group discussion on specific safety topics, held regularly to support safety awareness and health and safety discussions at work sites.