



Towers of strength



Enabling connections in challenging times

2020 Sustainability Report

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About this report

The report covers the activities of IHS Towers for the period 1 January 2020 to 31 December 2020. The terms 'we,' 'our' and 'us' may refer to either IHS Towers (being IHS Holding Limited and its subsidiaries) and/or any member of the IHS Towers Group, depending on the context. Any specific scope requirements and exclusions are noted in the report. It is our third annual sustainability report; our last report was published in July 2020.

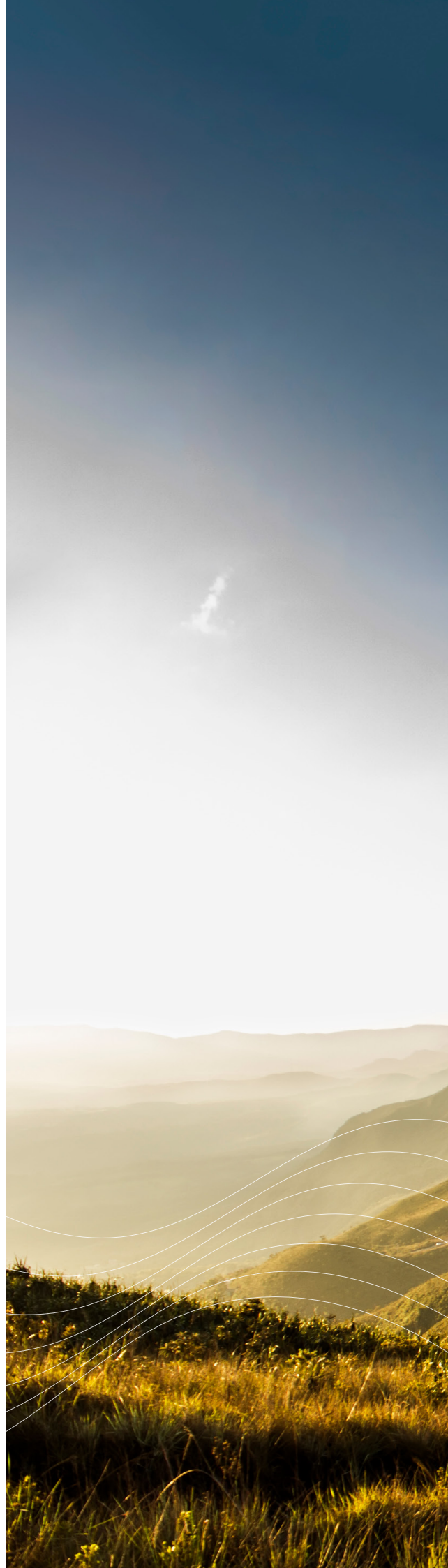
Focusing on the four pillars of our strategic approach to sustainability, outlined below, the report includes metrics by which we measure our impacts:

- Ethics and governance;
- Environment and climate change;
- Education and economic growth;
- Our people and communities.

During 2020, we carried out our first materiality assessment to identify and prioritize the topics that are most relevant to our stakeholders and our business. The results of this analysis have informed this report, and details of the assessment process and results can be found on page 13.

In 2020, we became a Signatory of the UN Global Compact (see page 13). This commits us to producing an annual 'Communication on Progress (CoP)' covering how we are supporting the Compact's ten principles in areas such as human rights, labor standards, the environment and anti-corruption. This sustainability report will serve as our first CoP. The report also maps our sustainability initiatives to the United Nations Sustainable Development Goals (SDGs).

To ensure accuracy and adequacy, PriceWaterhouseCoopers LLP ('PwC') has provided limited assurance over selected information, identified with the symbol 'A' on page 34.



Connecting people is at the core of our business. By providing the infrastructure that allows mobile communications to be offered to millions of people, we help them to stay in touch, to do business, to access health services and to educate themselves.

Maintaining these connections can be demanding even in ordinary times – and particularly in the emerging markets in which we operate. In 2020, the task became especially challenging due to the COVID-19 pandemic.

In this report, we demonstrate how IHS Towers rose to that challenge by preserving connectivity not just for our customers, who provide the mobile communications on which so many rely, but for our own people, our vendors and contractors, the communities in which we operate and wider society in general.

It also demonstrates how, even in such difficult times, we have been able to continue our commitment to championing sustainability throughout the business and beyond.



Who we are

We are one of the world's largest independent owners, operators, and developers of shared telecommunications infrastructure. We provide our customers – most of whom are leading private sector mobile network operators (MNOs) – with critical infrastructure that facilitates mobile communications coverage for almost 600 million people in emerging markets across three regions and nine countries, according to World Bank data.

Our markets

Our 27,800+ towers host equipment such as antennae, transmitters, receivers, and power sources for the largest MNOs in their respective markets. They provide critical telecommunications infrastructure through mobile phone coverage and digital services for more than 280 million people across five African countries – Nigeria, Cameroon, Côte d'Ivoire, Rwanda and Zambia, according to World Bank data.

Additionally, in 2020 we began operations in Kuwait through a sale and leaseback agreement with Zain, Kuwait's leading mobile telecommunications operator, and in Brazil, Colombia and Peru through the acquisition of the Latin American infrastructure company Cell Site Solutions (CSS).

Our customers

We deliver a wide range of options tailored to our customers' needs. These include building new towers for our customers or providing space for them on existing towers. We also buy towers from our customers enabling them to lease space back while we take responsibility for the majority of maintenance and upgrades, thereby removing costs from their balance sheets. Through our customers, we help businesses access better wireless connections in offices, hotels, shopping malls, sports stadiums, and transport systems, including through the provision of smaller, more local towers and via fiber optic cables.

Our people

We employ over 2,000 people, providing connectivity to nine countries with a combined population of almost 600 million.

We are committed to the world's emerging markets, and our aim is to continue expanding across these markets so we can further increase global mobile connectivity.

Sustainability awards

During 2020, we received several national awards in recognition of our sustainability programs and initiatives.

Cameroon

Best Departmental and Employee Initiative (COVID-19 support),
Cameroon Corporate Awards.



Nigeria

Best Company in Partnership for Development, and Most Impactful Intervention,
The Sustainability, Entrepreneurship and Responsibility Awards (The SERAS CSR).



IHS Nigeria's Director, Sustainability and Corporate Communications, (Runner-Up) CSR/Sustainability Professional of the Year, **The SERAS CSR Awards.**

IHS Nigeria CEO Mohamad Darwish awarded as WASH Ambassador, **Clean Nigeria: Use The Toilet Campaign.**

Zambia

COVID-19 Support, and IHS Zambia's Borehole Drilling Project, **CSR Network Zambia Award.**



What we do

At IHS Towers, we are dedicated to engineering excellence. We provide a wide range of telecommunication infrastructure solutions and managed services to enable our customers to achieve their connectivity goals.

- 1 Colocation and Lease Agreement:** Colocation is the addition of new customers to an existing tower. Customers include mobile network operators, internet service providers, broadcasters, security functions or private corporations needing point-to-point secure communications.
- 2 New sites (Built-to-Suit or BTS):** We construct new towers for customers, enabling them to expand their networks, and manage every step of the project from site analysis through to acquisition, legal due diligence and construction. We also provide adaptable solutions such as pole mounted, rooftop mounted masts that can be utilized for different wireless technology applications including voice, data and radio.
- 3 Inbuilding Solutions:** We offer connected solutions for large buildings requiring robust mobile services, such as hotels, offices, metro stations, airports, stadiums and shopping malls. Known as Distributed Antenna System (DAS), this is an efficient and discreet way of creating better coverage for operators.
- 4 Small Cell:** In high density, urban areas we use urban furniture to enable mobile network operators to deliver visually discrete solutions that meet rising consumer connectivity demand. Small cells are installed on commercial premises, poles and lampposts to maximize the most limited of spaces, improving network coverage and quality.
- 5 Fiber Connectivity:** We offer a variety of fiber solutions from our towers and other connectivity solutions to support our customers' digital strategies.
- 6 Rural Telephony:** In remote locations we use open-source software and satellite solutions to deploy 'bolt on' individual base stations powered 24/7 by solar systems with integrated lithium-ion batteries. Our rural telephony solutions provide a more sustainable and cost-effective solution to some of the remotest communities.

Power generation

Where access to the national grid is unavailable, we provide various types of hybrid power systems.

Battery

Used to store and supply electricity to the towers if grid power fails and reduces the dependence on diesel-fuelled generators.

Generator

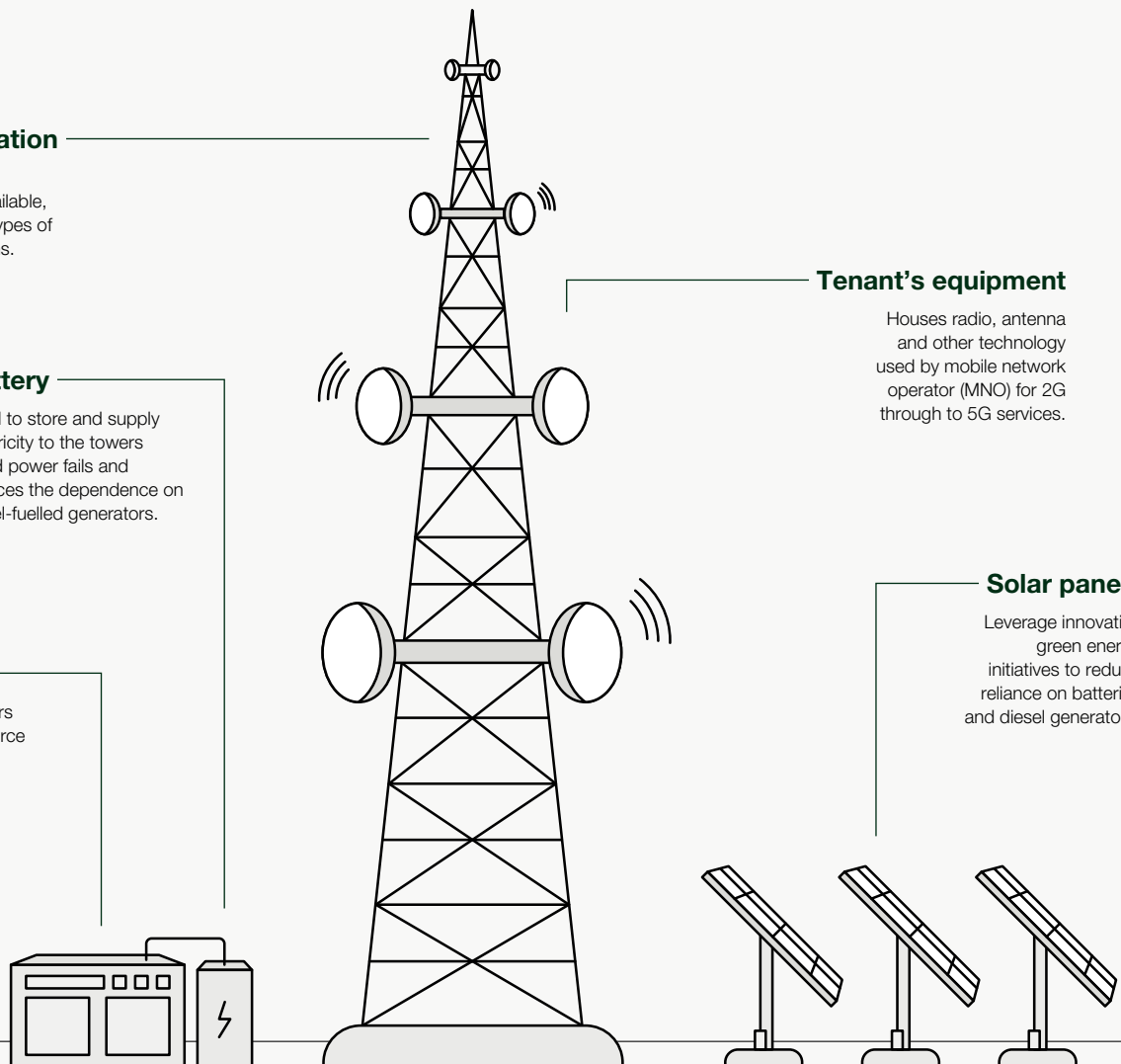
Used to power towers once the battery source has been depleted.

Tenant's equipment

Houses radio, antenna and other technology used by mobile network operator (MNO) for 2G through to 5G services.

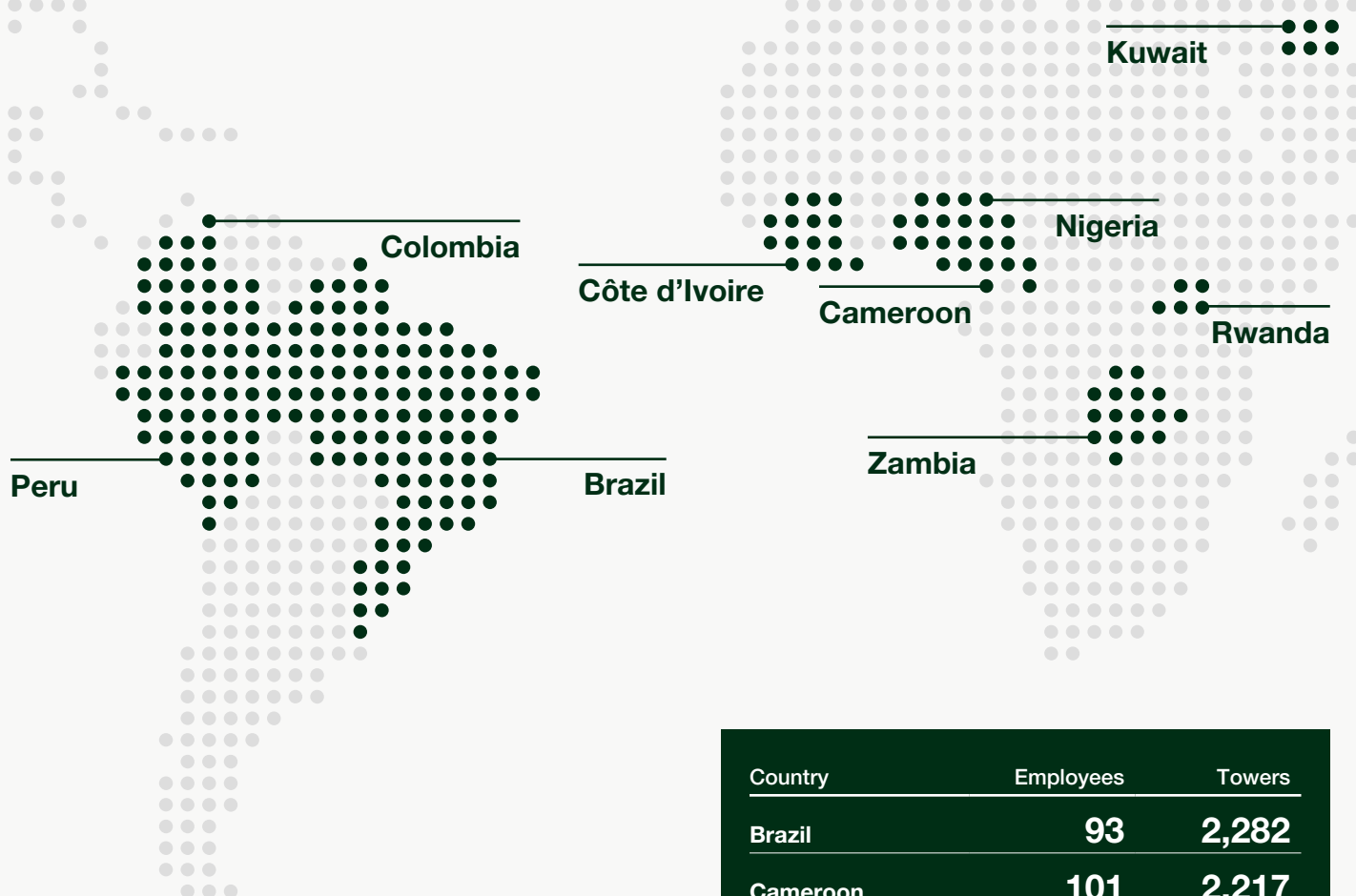
Solar panels

Leverage innovative green energy initiatives to reduce reliance on batteries and diesel generators.



At a glance continued

Where we operate



Country	Employees	Towers
Brazil	93	2,282
Cameroon	101	2,217
Colombia	2	10
Côte d'Ivoire	145	2,705
Kuwait	28	1,022
Nigeria	1,329	16,481
Peru	4	51
Rwanda	78	948
Zambia	92	1,757

How we have grown



Welcome from our Group CEO



As a telecommunications infrastructure provider, IHS Towers is an integral part of the connectivity value chain. Our business model generates value for many different parties including our customers and our communities as we connect individuals and organizations. We believe increased connectivity is one of the keys to prosperity, which creates a ripple effect, increasing access to education thereby aiding economic growth and opportunity.



During 2020, the COVID-19 pandemic highlighted the critical nature of our business, our industry and the integral part they both play in connecting people globally. Mobile connectivity has been essential for millions of people worldwide during the pandemic. It has enabled those who have been displaced from their normal working environments and daily routines, to work, study and access virtual medical support. As a critical component and starting point of that infrastructure, our role in providing connectivity has been vital.

"I am exceptionally pleased with how we pulled together as one company and adapted to what was – and remains – an unparalleled challenge."

In addition to creating jobs, building infrastructure, delivering connectivity in emerging markets and investing in communities, our key priority in 2020 was to protect the health of our employees.

We extended support to our contractors, as well as to the communities in which we operate, by sourcing and donating more than 128,000 face masks and 145,000 medical gloves, as well as five ventilators and 13 oxygen concentrators to support hospitals treating COVID-19 patients (see pages 9-10). Additionally, we partnered with organizations such as UNICEF and the Nigerian Red Cross to provide critical relief to those communities most hard hit by the pandemic (see page 10). Throughout the year, we delivered a series of mental health and wellbeing sessions, which were allied to manager training to ensure all our people were supported throughout the pandemic (see page 9).

Our frontline workers – field engineers, technicians, drivers, security personnel and coordinators – have been steadfast in their commitment to ensuring our customers received strong network uptime during the pandemic. Their dedication has been remarkable, and I commend them.

I am exceptionally pleased with how we pulled together as one company and adapted to what was – and remains – an unparalleled global challenge. In doing so, I believe we showed the kind of collective responsibility that is needed during a time of crisis, and we will continue to support COVID-19 relief efforts in 2021.

Despite the severe disruption caused by COVID-19, I was proud that we were able to maintain our focus on significant parts of our sustainability strategy – and even add new initiatives.

Innovation is a core component of our strategy, and we are always looking for new opportunities and methods to bring increased connectivity to our markets. An innovative development in 2020 has been our solar-powered radio telephony program (see page 25), which uses 100% renewable energy sources to connect rural villages to the internet for the first time – giving people access to the tools needed to work and to educate themselves and their families.

In 2020, IHS Towers became a Signatory of the UN Global Compact, an internationally recognized corporate sustainability initiative designed to help businesses align their operations with its ten universally accepted principles. This report addresses our commitment to the UN Global Compact's principles relating to human rights, labor standards, environment and corruption, and we believe that our overall sustainability strategy aligns with the requirements of the UN Global Compact. We will strive to continue to integrate these across the Group, our sustainability policies and management systems.

During the year, we conducted a materiality assessment to identify and prioritize the Environmental, Social and Governance (ESG) topics that are key to our business and stakeholders (see page 13). We also continued to make progress towards alignment and compliance with the Global Reporting Initiative's (GRI) guidelines on sustainability reporting, with further work to be completed in 2021.

In other areas, we used online resources to continue building momentum on topics that we view to be of great importance – maintaining, for instance, our commitment to the promotion of Science, Technology, Engineering and Mathematics (STEM) education, something I have long championed (see page 25).

128,000+
face masks donated

145,000
medical gloves donated

345,226
tonnes of CO₂ emissions savings

The online capacity of our internal programs was also key to supporting our employees. We managed to more than double the number of training completions carried out through our internal e-learning platform, the IHS Academy (see page 29) and launched a 'Do It Right' compliance portal on our intranet site providing employees with information on business ethics issues (see page 18).

Despite the disruption and adaptations triggered by the COVID-19 pandemic, we continued to pursue our commitment to helping mitigate climate change. We achieved CO₂ emissions savings of approximately 345,226 tonnes across a number of operating entities in 2020, in large part because of an increased investment in solar energy and hybrid batteries.

During 2020, we also made significant progress towards our strategic goal of becoming the world's leading emerging market tower infrastructure provider. By entering two new regions – the Middle East and Latin America – we enhanced the growth potential, not just for our business but for our sustainability strategy. As we seek to become more established in these markets, we will be developing sustainability programs that sit under our four pillars, and which are tailored to local needs.

Of course, one of our overarching objectives during 2020 was to continue increasing mobile connectivity. By pursuing the latest innovations in infrastructure, hybrid power, and fiber and data services, we are exploring new avenues to bolster broadband usage in our markets and thus help increase and diversify socio-economic opportunities for all.

In doing so, IHS Towers is committed to playing a major role in supporting the communities within which we live and work. I hope you enjoy reading our report.

Sam Darwish
Chairman and Group CEO

COVID-19: Our response to the pandemic



The global COVID-19 pandemic made 2020 an extraordinarily difficult time for society at large.

A public health crisis of such magnitude, with its wide-reaching socio-economic impacts, affected both IHS and its stakeholders. It also emphasized the important role telecommunications plays in connecting people during times of crisis, enabling them to work and study remotely, connecting government services and helping to support essential healthcare.

At IHS, we believe we share a collective responsibility to respond during difficult times. As a result, the Company's sustainability strategy was re-focused in 2020 to support those communities hit hardest by the pandemic. At the same time, we were able to successfully launch and run other sustainability initiatives, although sometimes on a smaller scale due to COVID-19 restrictions.



15,136

COVID-related course modules on the online IHS Academy completed



130,000+

COVID-19 test kits donated to the Nigeria Centre for Disease Control



90,000+

items of PPE donated in Côte d'Ivoire

Keeping employees connected and safe



Throughout the pandemic, our primary concern has been for the health, safety and wellbeing of all our employees. For most of 2020, many of our employees worked from home, with our support, for long periods of time. Many of our offices voluntarily switched to remote working even before it became government mandated. Homeworking can present its own challenges, and so we helped employees adjust in various ways, including by providing some with computer equipment, more reliable power supplies and ergonomic seats and desks.

We introduced COVID-19 related awareness and information courses via the IHS Academy, including sessions on working remotely, understanding the pandemic, promoting hygiene, and returning to the office; there were more than 15,000 completions of these modules. Employees were provided with mental health support to help them manage the psychological demands of living through a pandemic.

In all countries, we ran regular online wellbeing sessions, sometimes as often as three times a week, to help employees develop resilience, share experiences and combat feelings of isolation (see page 31). These were linked to weekly sessions for up to 100 senior managers on how to support their teams during a crisis.

In Latin America, we issued a monthly newsletter to employees with guidance on subjects such as mental health, self-care, how to work at home, and COVID-19 prevention. These were augmented by monthly wellbeing webinars.

In Rwanda, online wellbeing sessions were offered to employees, as well as their children, during lockdown periods. These had a particular

emphasis on relieving anxiety and stress caused by the pandemic. In Zambia, we held online 'Mindful Mondays' events for employees from August onwards.

Where employees have been able to return to the workplace, our buildings are operating at reduced capacity and reconfigured to allow for social distancing, with one-way systems and a safer flow of people around spaces. This process was led by a central Return to Work Committee responsible for coordinating a cohesive strategy with local managers in each country to ensure we have a consistent Group-wide response in place. In addition, local HR teams conducted regular employee surveys to identify employee sentiment and concerns and ensure these were addressed in the local delivery of the return-to-work strategy.

For many frontline workers such as drivers, field engineers and security personnel, however, working from home has not been a viable option. We have therefore concentrated on supporting these employees by providing them with the necessary personal protective equipment (PPE). Maintaining regular and sufficient supplies of PPE has been a significant challenge – especially as there have been considerable shortages in some countries. However, through our Group Procurement function, we have been able to maintain adequate PPE stocks throughout the pandemic. This has been achieved through centralized purchasing that has sought a range of different vendors. A similar situation prevailed with hygiene kits provided to frontline workers, despite items such as hand sanitizers being in short supply.



Connecting with our communities

In Nigeria, we used our existing partnership with UNICEF to fund the delivery of more than 130,000 COVID-19 test kits to the Nigeria Centre for Disease Control (NCDC), the government body coordinating Nigeria's national response to the pandemic. As a result, IHS Nigeria was recognized as UNICEF's largest private sector donor to their COVID-19 response. We provided financial support to the Coalition Against COVID-19 (CACOVID); a private sector taskforce in partnership with the Federal Government, the NCDC and the World Health Organization with the sole aim of supporting COVID-19 relief efforts in Nigeria. The funding supported initiatives including the provision of palliatives, purchasing of additional testing kits, contact tracing and increasing the number of isolation centers.

In recognition of our COVID-19 initiatives, IHS Nigeria received the award for the 'Most Impactful Intervention' at the Sustainability, Entrepreneurship and Responsibility Awards (The SERAS CSR) in November 2020. Our efforts were also recognized at the Cameroon Corporate Awards under the 'Best Departmental and Employee Initiative' for IHS Cameroon's COVID-19 community relief response.

We also provided extra ambulances for the Federal Capital Territory, Oyo, Kano and Edo State governments' emergency operation centers to help them improve response times for COVID-19 positive patients, while also distributing PPE to laboratories and healthcare centers nationwide. During lockdown, we provided funding to two states, Lagos and Ogun, to support their online telemedicine facilities, allowing people with regular illnesses to consult doctors without having to leave

their home and therefore helping to reduce community transmission rates. We supported the provision of food supplies, medical equipment, and ventilators across several state level operations and implemented risk communication messaging in partnership with the Ministry of Health and primary health centers across 11 states. We donated additional PPE to the Presidential Task Force on COVID-19 to address the critical shortage of medical supplies across five key states. IHS Nigeria was recognized among the top 10 contributors towards the set-up of Nigeria's largest isolation and treatment center at Idu, Abuja.

In Côte d'Ivoire, we donated more than 90,000 items of PPE, as well as ventilators, to the Ministry of Health and Public Hygiene, while in Rwanda and Zambia, we worked with their Ministries of Health by donating 125,000 items of PPE in each country. In Côte d'Ivoire, we provided financial contributions to assist 300 hard-hit families in Abidjan and raise awareness of COVID-19 prevention measures.

Across our markets, we donated food and hygiene products to the most vulnerable communities affected by COVID-19, including in Côte d'Ivoire through the Solidarity Caravan Project, run by the European Union and the Magic System Foundation, which organizes the distribution of food and hygiene products to families in disadvantaged areas.

Helping customers stay connected



Maintaining connectivity has been doubly important during the pandemic, when much of people's daily activity, both personal and business-related, switched to online and mobile channels. This placed an even greater responsibility on us to make sure our services were available 24/7 for our customers.

Through various measures, including risk mitigation, monitoring of our supply chain for signs of stress, the introduction of longer lead-in times for orders of fuel and equipment, and the identification of alternative channels for surety of supply, we were able to maintain our services in an extremely challenging environment without any significant breaks.

This continuation of service was widely acknowledged in our respective markets. In Nigeria, we were recognized as the Telecom Company of the Year 2020 for our provision of telecom infrastructure, bringing mobile connectivity to millions of Nigerians, and for being a socially responsible corporate organization throughout the COVID-19 pandemic.

In 2021, we will continue our efforts to support all our stakeholders through the pandemic while staying committed to the four pillars of our sustainability strategy.

“In Nigeria, we were recognized as the Telecom Company of the Year 2020 for our provision of telecom infrastructure, bringing mobile connectivity to millions of Nigerians, and for being a socially responsible corporate organization throughout the COVID-19 pandemic.”

Managing sustainability at IHS Towers

The key to our management of sustainability is our focus on the following four pillars:

- Ethics and governance;
- Environment and climate change;
- Education and economic growth;
- Our people and communities.

These pillars rest on a solid governance foundation that seeks to ensure we have a strong, coherent structure within which to work.

They also stand within a system that allows for adjustments in management priorities as they develop over time. These adjustments are instigated by regular communication with stakeholders and through formal materiality assessment, both of which highlight emerging issues to which we can formulate an early response.

At the Group level, sustainability is overseen by our eight-person Executive Committee, which reports directly to the Board. Country CEOs in each market approve sustainability programs according to local community needs, using the four pillars of our sustainability strategy to guide their decisions. We review our Group sustainability strategy annually.

Each country aims to run a minimum of two locally focused programs for each pillar. These are discussed with in-country management teams and with local stakeholder groups before being reviewed and approved at the Group level.

The Group Executive Committee receives reports on sustainability and environmental, social and governance topics every quarter, and the Board is updated regularly.

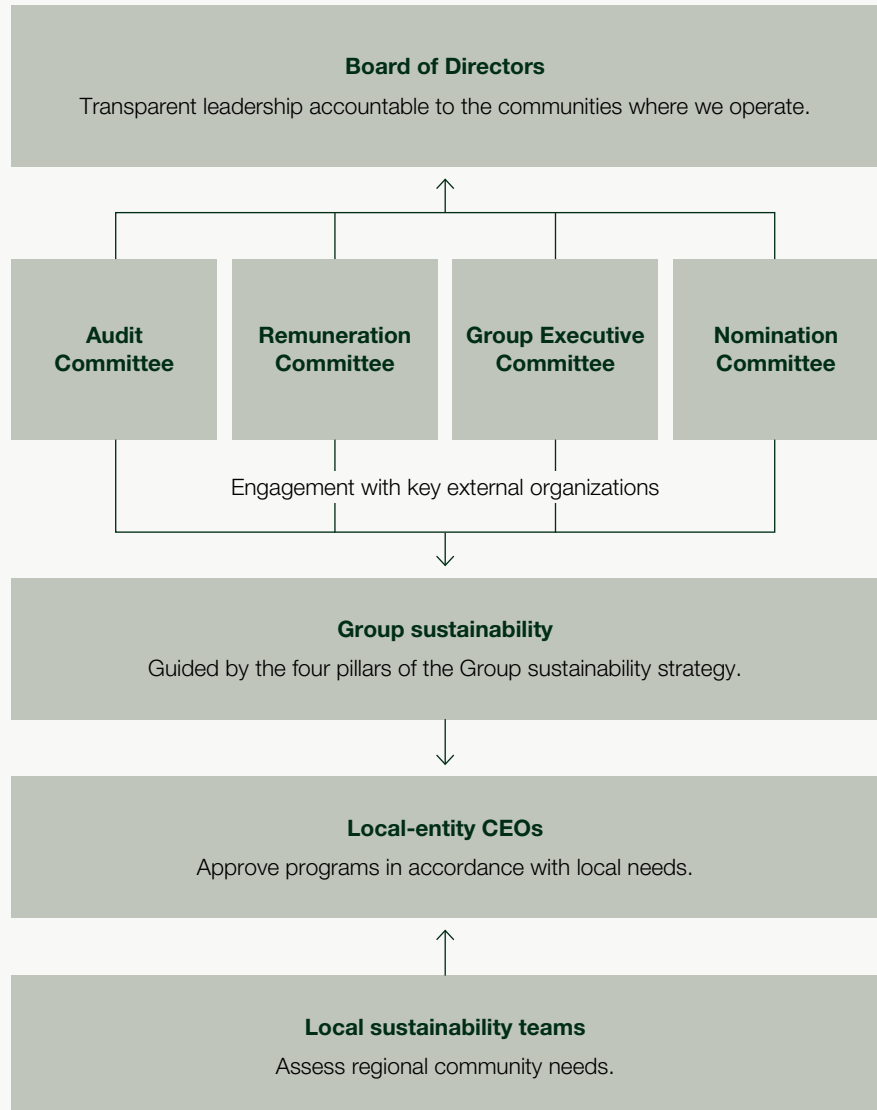
Three Board sub-committees – Audit, Remuneration and Nomination – are involved in overseeing our governance. In addition, three non-executive directors sit on the Board to provide greater independence of thought.

In 2020, we were awarded a Bronze rating in recognition of our corporate social responsibility approach by



EcoVadis, the business sustainability ratings organization. Our sustainability management system is ranked in the top 30% of those assessed across all companies, in the Telecommunications industry.

Sustainability Reporting Structure



UN Global Compact



In 2020, IHS became a Signatory of the UN Global Compact, a corporate responsibility initiative with more than 12,000 participating organizations from over 160 countries.

As a Signatory, IHS is committed to adhering to the ten principles of the UN Global Compact, to act in support of the UN Sustainable Development Goals and to submit an annual Communication on Progress to the UN demonstrating how IHS is incorporating the ten principles into our strategies, policies, and procedures.

Being a Signatory of the UN Global Compact will further develop our focus on sustainability and should help us move towards achieving greater alignment with the UN Sustainable Development Goals. Under the UN Global Compact, companies are brought together with UN agencies, civil society and NGOs with the aim of facilitating the adoption of sustainability norms into business through learning and dialogue.

Stakeholder engagement

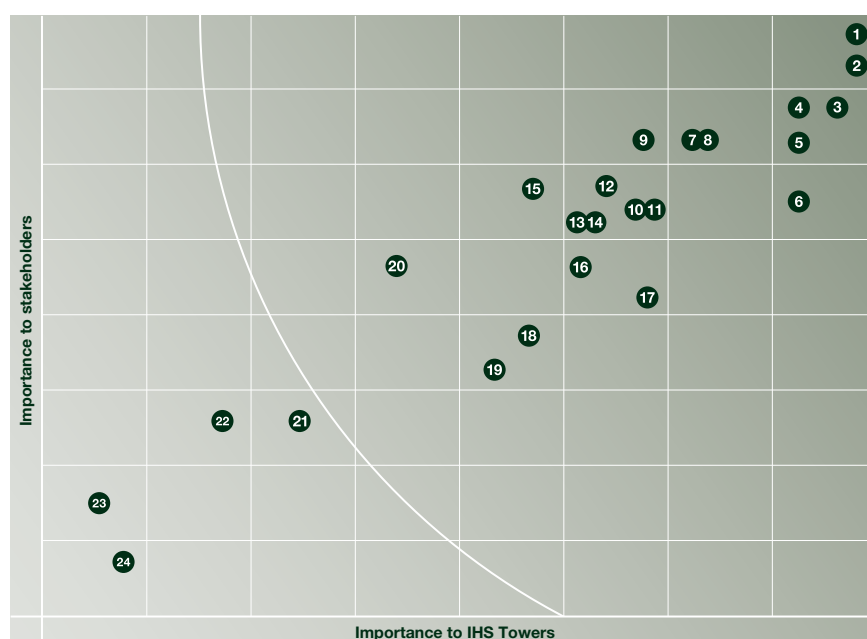
We communicate regularly with employees, customers, vendors, local communities, industry bodies, regulators, governments, shareholders, and investors, seeking their views and responding to areas of concern.

Materiality

In 2020, we completed our first materiality assessment, designed to formally identify the environmental, social and governance topics that are most important to our business and stakeholders¹.

The assessment involved an analysis of sustainability reports published by peer group companies, which helped produce an initial long list of priority focus areas. This was followed by an online survey of representatives of internal stakeholder groups, including members of the Group Executive Committee and Board of Directors, to identify and prioritize the most important topics.

To ensure we continue to focus on the most important topics and stay on top of any emerging sustainability trends, further materiality assessments will be carried out as appropriate.



- | | |
|---|--|
| 1 Economic performance | 13 Human rights assessment |
| 2 Energy | 14 Anti-competitive behavior |
| 3 Anti-corruption | 15 Child, forced or compulsory labor |
| 4 Occupational Health and Safety | 16 Indirect economic impacts |
| 5 Non-discrimination, diversity and equal opportunity | 17 Supply chain management (Social) |
| 6 Training and education | 18 Customer privacy |
| 7 Compliance | 19 Supply chain management (Environment) |
| 8 Local communities | 20 Individual economic prosperity |
| 9 Employment | 21 Materials |
| 10 Customer health and safety | 22 Marketing and labeling |
| 11 Emissions | 23 Water effluents |
| 12 Market presence | 24 Biodiversity |

1. The 20 topics were identified as the highest level of importance. Four topics – materials, marketing and labeling, water effluents and biodiversity – were deemed less relevant to our current business given the sector in which we operate.

Our approach to sustainability

We believe our business model is inherently sustainable, as it brings connectivity to millions of people worldwide, which in turn creates economic and social opportunities. These benefits are particularly magnified in emerging markets, where telecommunications can act as a catalyst for a more connected and economically prosperous society.

Our services make it easier for people to stay in contact with family and friends, to conduct business more efficiently, and to create support networks in their communities. In emerging markets, they can also – often for the first time – provide access to healthcare, allow people to open a bank account or help them receive education and find employment.

This ripple effect has many benefits. According to the 2020 Mobile Industry Impact Report from GSMA, which represents the interests of mobile operators worldwide, since 2015 mobile connectivity has contributed an extra US\$360bn to global GDP or 4% of overall growth. Over the same period the industry has increased global employment by approximately five million employees.

These benefits are especially prevalent in the emerging markets to which we are committed and in which we operate. Mobile phone use in emerging economies is forecasted by the GSMA to extend to an additional 600 million people by 2025. We strive to be one of the key enablers of this revolution, by expanding coverage and capacity across Africa, Latin America and the Middle East.

Our investment in buying, building and managing telecom towers, as well as small cell, distributed antenna systems, and fiber connectivity, is already enabling further rapid expansion of connectivity in these markets, including through 5G deployment. This has an impact on increasing mobile connections and in fostering the socio-economic opportunities they create.

All of this contributes to our global effort to fulfill many of the 17 United Nations Sustainable Development Goals (which are shown opposite), which set out desired improvements in areas such as poverty, health and wellbeing. We believe that through our work we contribute to nine of the UN goals. Each of these feeds into our sustainability strategy, which guides our everyday performance and underpins our business.

SUSTAINABLE DEVELOPMENT GOALS



For the official SDG website, please visit <https://www.un.org/sustainabledevelopment>

The four pillars of our sustainability strategy

Our sustainability strategy is structured around four pillars:



Ethics and governance

Striving to be a best-in-class responsible business and promoting the highest standards everywhere we operate, with a focus on conducting business fairly and highlighting the sustainability agenda whenever we can.

Material topics

- Compliance
- Anti-competitive behavior
- Anti-corruption
- Customer privacy
- Supply chain management
- Child, forced or compulsory labor



**Link to
UN Global Compact
Principles 1, 2, 4, 5, 10**

Read more on page 16



Environment and climate change

Seeking to minimize the impact of our operations and protect the environment by investing in more renewable energy sources such as solar and hybrid power systems, with a focus on leading-edge engineering and operational excellence while raising awareness of environmental issues.

Material topics

- Emissions
- Energy



**Link to
UN Global Compact
Principles 7, 8, 9**

Read more on page 20



Education and economic growth

Aiming to enable greater access to mobile communications and help increase the number of people benefiting from connectivity, with a focus on strengthening education opportunities and supporting the development of business and enterprise.

Material topics

- Local communities
- Indirect economic impacts
- Economic performance



**Link to
UN Global Compact
Principle 3**

Read more on page 24



Our people and communities

Building a diverse and inclusive workforce and contributing to the success of the communities in which they live, with a focus on helping our employees and communities thrive.

Material topics

- Training and education
- Non-discrimination, diversity and equal opportunity
- Market presence
- Individual economic prosperity
- Health and Safety
- Human rights
- Employment



**Link to
UN Global Compact
Principles 1, 2, 6**

Read more on page 28

Ethics and governance

Promoting high standards of governance and ethical conduct wherever we operate

Highlights

Frequency of Group-wide risk assessments increased to twice a year

Sample audits on bribery and corruption conducted with selected vendors

'Do It Right' portal launched on our intranet site to provide employees with learning material on ethical issues





We aim to promote high standards of governance wherever we operate and conduct our business according to the highest ethical criteria. We also promote sustainable development and the global sustainability agenda within IHS, our sector and more widely.

Maintaining standards

We raise awareness of bribery and corruption risks, and other issues, while carrying out a variety of measures to maintain our commitment to high levels of ethical conduct among our employees, contractors, vendors, and other business partners. An anti-bribery and corruption training course is assigned once per year to all employees and contractors, and is available year-round for self-enrolment, and in 2020, there were 1,866 completions of this training.

Our IHS Group Employee Code of Conduct, Vendor Code of Conduct and Whistleblowing and Non-Retaliation Policy, as well as our Anti-Bribery and Corruption policy, all underscore our zero-tolerance policy on unethical behavior and encourage doing business ethically. These policies are designed to ensure that anyone who works for, or with, IHS does so with integrity and accountability.

Regular training for employees, contractors and vendors reinforces these codes and policies. Since our expansion into Latin America, policies and training materials relating to ethics and governance have been translated into Portuguese and Spanish. Online anti-bribery and corruption training modules were revised in 2020 to provide more up-to-date and engaging visuals and case studies.

“Our Group Code of Conduct requires employees to break away from any meetings if questionable discussions or anti-competitive behavior occur – and to promptly inform our Legal department.”

We take a firm stance on fair competition and are committed to gaining competitive advantage through superior service delivery rather than unethical or illegal business practices. Our Group Code of Conduct requires employees to break away from any meetings if questionable discussions or anti-competitive behavior occur – and to promptly inform our Legal department.

1,866

completions of the anti-bribery and corruption training course module

We are not affiliated with any political party or charitable bodies, and donations to community and charitable organizations are guided by our internal Donations Policy, which sets out ethical guidelines and parameters.

Under our Whistleblowing and Non-Retaliation Policy, we have a 24/7 third-party-run ‘Speak Up’ whistleblower line that is available to all internal and external stakeholders to anonymously report concerns and ask relevant questions. All cases highlighted through this channel are investigated, with actions taken as necessary and escalation to the Audit Committee where appropriate.

Assessing risk

Given the nature of our markets, risk management is one of our key areas of focus, and we are working towards a robust management system that mitigates potential risks to the sustainability and success of the Company. We assess risks across the business to enable us to create sustainable value for all our stakeholders. Our Audit and Risk department is responsible for identifying business risks, developing risk management strategies and overseeing their implementation. It also oversees annual risk assessments both at Group level and within each of our markets.

In 2020, we increased the frequency of these to twice a year.

Risk assessments identify principal and emerging risks to the business and report them to the Group Executive Committee, along with actions that might be needed to mitigate and control those risks. Once agreed, managers at Group and country level are given responsibility for their implementation, with Board-level oversight. Following our expansion into Latin America and the Middle East, in 2020, we recruited local teams to provide us with risk and audit services in those regions.

Working with vendors

We buy directly from all our vendors, which we categorize from Tier 1 (core providers) through to Tier 4 (supplying us more intermittently). IHS applies a due diligence process to our vendors before signing or renewing a contract. This involves our internal team using third-party compliance processes to examine the backgrounds of vendors in areas such as financial and reputational risk and the backgrounds of directors. If risks are deemed to be high, then we may decide not to proceed with a contract. Arrangements with vendors mandate compliance with our policies on ethics and governance.

In 2020, we placed an increased focus on communicating with Tier 3 and 4 vendors, using online materials in local languages to convey messages, in particular on how to treat and manage employees. In all, 105 vendors registered for this training, with two or three employees taking part from each vendor. Many Tier 3 and 4 vendor employees received such training, along with 416 employees from Tier 1 and 2 businesses. In total, there were 1,340 online training completions, with topics including our Vendor Code of Conduct, health and safety, risk assessments and business continuity planning alongside reminders of our best practice.

Educating employees

All new employees take part in a tailored induction program that emphasizes the importance of fair business practices, sound ethics and adherence to our Employee Code of Conduct, which sets out a zero-tolerance policy on bribery, corruption, and money laundering.

In 2020, we launched a 'Do It Right' portal on our intranet site which provides employees with access to training exercises, advice notes, case studies and policy documents on ethical issues relating to the Company.

1,340²

vendor online training completions

10,369³

completions of our integrity and good governance modules on the IHS Academy platform

Our online training platform for employees and contractors, called the IHS Academy, provides several modules on integrity and good governance. During 2020, there were more than 10,300 completions of these courses. A dedicated compliance team is responsible for ensuring employees are aware of, and adhere to, our ethical policies.

On 9 December 2020 – International Anti-Corruption Day – we released a Company-wide training video on bribery and corruption, with a particular emphasis on the negative impact corruption has on national economies. This was run in conjunction with a competition and prize for employees in each market.

Combating forced and child labor

We strictly follow the principles of international and national legislation on forced and child labor. We are clear and explicit that there shall be no recruitment of forced or child labor, in any region, under any circumstances. We have zero tolerance towards this matter across the supply chain.

Ensuring customer and employee privacy

We have an Information Security Policy and IT policies that support the data privacy of our employees and our customers. We view information security as a broad term that applies to all the ways in which we protect information from unauthorized access, acquisition, use, disclosure, modification, copying or destruction. This means protecting our IT systems by preventing unauthorized access to our systems. All sensitive information about IHS, as well as the companies and individuals we do business with, is confidential. To ensure all employees help protect data privacy, we have included mandatory cybersecurity training content in our tailored induction program for all new employees and contractors.



Promoting sustainability across our industry

In 2019, IHS was instrumental in the creation of the Telecommunications and Technology Sustainability Working Group (TTSWG), a collaborative effort among telecommunications and technology companies to encourage the adoption of sustainable practices across Nigeria. The first meeting of 17 member representatives took place in January 2020. Other member organizations include the Nigerian Communication Commission, Airtel, the Association of Licensed Telecoms Operators of Nigeria, IBM, Vodacom and Zinox Technologies.

Several online members' meetings were held later in the year, and a group website launched. In addition, IHS hosted two webinars, one on the opportunities presented by 5G and the other on tax issues affecting the telecommunications and technology industries, which included a presentation by Nigeria's Minister of Finance. These webinars were open to non-members and together attracted more than 2,000 participants.

Although IHS Nigeria has a leadership role within the group, and provides funding and consultancy services, our aim is for other members to play an equal part in its future administration. To this end, we are supporting the creation of an advisory group in 2021 to take charge of its operations.

Educating the next generation

Our work in Nigeria to help secondary school students understand the UN Sustainable Development Goals was suspended in 2020 due to COVID-19 restrictions. However, we plan to resume the program, which is carried out by IHS employee volunteers alongside the charitable organization WeforGood, once conditions allow.

2. The reporting scope covers vendors on-boarded through Procurement.
3. The number represents the completions of the following training items: Anti-Bribery and Corruption (ABC), Cybersecurity, HSE, Ethical Leadership, Conflicts of Interests, Anti-Fraud and Gifts and Entertainment.



Our values

Our values – which are based around customer focus, integrity, innovation and boldness – form the bedrock of our operations and have sustained our international expansion.



Customer focus

- Understanding and exceeding our customers' needs
- Developing trusted, reliable and collaborative relationships
- Consistently operating to the highest standards of service and delivery



Integrity

- Being open and honest in everything we do
- Supporting financially and environmentally sustainable growth
- Making socially responsible decisions
- Treating stakeholders with respect



Innovation

- Constantly seeking new and improved ways to deliver our products and services
- Championing engineering and skills development
- Working to create a collaborative and supportive operating environment



Boldness

- Being courageous in expanding existing markets and developing new ones
- Demonstrating robustness and thoroughness in our analysis and decision making
- Confidently pursuing appropriate financial opportunities
- Always being forward thinking and ambitious

Environment and climate change

Minimizing the impact of our operations and protecting our shared environment

Highlights

42% of our African sites now have solar power available⁴

CO₂ emissions savings of approximately 345,226 tonnes⁵ (320,000 tonnes in 2019)





By investing in renewable energy sources such as solar – and installing hybrid power systems – we can help mitigate the impact of climate change by cutting CO₂ emissions while simultaneously working to protect the local environment in areas in which we operate. We are committed to finding innovative engineering solutions and promoting operational excellence while also raising awareness of environmental issues.

Our key impacts on climate change are through our operations, so it is in this area that we concentrate our efforts. We have a Group Policy on Health, Safety, and Environment (HSE), which helps to promote attitudes and actions that continually improve the HSE performance both on our telecommunication tower sites and in our offices through the active involvement of employees, partners, and stakeholders (regulators, clients, contractors and local communities).

As part of our general management systems, we have established key performance indicators to assess the effectiveness of our actions on reducing CO₂ emissions and diesel consumption.

Connecting to renewable power

IHS operates in emerging markets where electricity grids can be intermittent, therefore we have traditionally relied upon diesel generators to provide consistent power to our towers and sites. However, we have increasingly begun to use solar energy and hybrid battery technology to replace diesel. By the end of 2020, approximately 42% of our African sites had solar power available to them, with the remainder relying on a combination of generators, hybrid and recycled batteries, and the grid.

123,951

batteries deployed

21,641

batteries recycled

We aim to continue reducing our diesel dependence by increasing the amount of renewable energy we use. Reducing our reliance on diesel helps to reduce our carbon emissions and save costs through lower fuel and logistics costs, as well as a reduced need for the maintenance of generators. In 2020, we made CO₂ emissions savings of approximately 345,226 tonnes across our six operating markets, following on from 320,000⁶ tonnes saved in 2019.

On some sites where the use of solar power or hybrid batteries has not yet been possible, we have switched from AC generators to DC or single-phase generators, which consume less diesel. We also save resources by recycling batteries: 21,641 of them in 2020.

Our new rural telephony project (see page 26) will be wholly powered by solar energy, with hybrid batteries (mainly lithium ion), rather than diesel generators, used as the back-up power source. At sites where diesel generators are still in place, we increasingly use hybrid batteries to store and release power, meaning we can cut back on the running time of generators by approximately between 50% and 60%. We are working to bring in new bespoke batteries which we believe would help decrease our generator running times further still. Having spent much of 2020 evaluating these new batteries and holding discussions with vendors, we anticipate that they will be introduced in 2021.

4. Sites with solar power are currently not available in Brazil, Colombia, Peru and Kuwait.

5. The reporting scope includes five operating markets in Africa and Kuwait, and excludes Brazil, Colombia and Peru.

6. The 2019 reporting scope included five operating markets in Africa.

Switching to solar

In 2020, as part of our ongoing commitment to the introduction of solar energy, we began to use solar panels at one of our sites in a suburb of Kano in Nigeria, serving around 19,000 people.

The panels are now part of a hybrid system with a back-up battery to store power, and a diesel generator to top-up electricity requirements as needed. Previously, the site relied entirely on the diesel generator to provide energy.

Assembled in a 3 x 3 array, the panels supply power to the telecom equipment, with any excess energy stored in the on-site battery. When solar radiation is insufficient to continue powering the site, the battery kicks in to use the stored energy, and once the battery is depleted the diesel generator provides power until solar energy becomes available again.

Solar energy now provides around 79% of power used on the Kano site, either directly or via the battery. This has reduced the need for diesel fuel by over 40%, reducing CO₂ emissions at the site by 19.2 tonnes a year, cutting costs and paying back capital investment.

19,000

people served by the solar panels in Kano, Nigeria

19.2 tonnes

reduction in CO₂ at the site in Kano in a year





Respecting our shared environment

Through our in-country sustainability teams, we help raise awareness of environmental issues within our local communities and work closely with these communities to help protect the environment.

One example of this in 2020 was the funding by IHS Côte d'Ivoire of a one-year partnership agreement with UNICEF to build schools using bricks made from recycled plastic. This program is being carried out in collaboration with Conceptos Plastico, a third-party social enterprise. Bricks will be manufactured in Côte d'Ivoire, and the factory will provide employment opportunities for locals.

Each year we celebrate the UN World Environment Day on 5 June. In 2020, we took part in a virtual commemoration of the day and a webinar hosted by Nigeria's Federal Ministry of Environment in collaboration with the Nigerian Conservation Foundation, which attracted 115 participants.

“Funding by IHS Côte d'Ivoire of a one-year partnership agreement with UNICEF to build schools using bricks made from recycled plastic.”

Education and economic growth

Strengthening education opportunities and supporting the development of business and enterprise

Highlights

Annual spend on sustainability projects rose to almost US\$5.4m⁷ (US\$1m in 2019)

Launch of our rural telephony program in Nigeria, bringing mobile connectivity to some of the country's most remote areas

Support for the education of street children in Côte d'Ivoire through a partnership with the Amigo Foundation

Funding for 30 tech-based social enterprises in Nigeria to help their businesses grow





We aim to enable mobile access in a way that helps increase the number of people benefiting from the learning opportunities brought by connectivity. Our focus is on delivering long-term positive impact wherever we operate, by strengthening educational opportunities and supporting the development of business and enterprise.

Our sustainability projects are based on local needs, and we maintain an open dialogue with our local communities. In 2020, our spend on sustainability projects was almost US\$5.4m, up from just over US\$1m in 2019, with the bulk of that spending targeted on education, healthcare infrastructure improvements and COVID-19 support.

Bringing connectivity to rural areas

One of our most innovative projects in 2020 was our rural telephony program in Nigeria, which has begun to bring mobile connectivity to some of the country's most remote areas.

According to the five-year Nigerian National Broadband Plan (NNBP) launched by the Ministry of Communications and Digital Economy for Nigeria, approximately 30 million people in the country have no access to mobile services, the majority living in rural locations without a local power supply and where the traditional model of using a large telecoms tower to house antennae is not commercially viable.

Rural telephony, however, harnesses satellite connections and solar power. With between six and eight solar panels affixed to a large pole – or on a frame at ground level – power is available 24 hours a day.

This enables satellite signals to be captured by radio devices that provide basic 2G and 3G voice and data connectivity to mobile phone users within a 4-5km radius, at no greater cost than if inhabitants were living in an urban area.

Enabled by recent advances in solar and satellite technology that have brought down costs, the radio telephony model is now commercially viable both for us and for our customers, who are keen to gain access to underserved markets.

By the end of 2020, we had set up 30 operational radio telephony sites, with the first two in the villages of Marini, Kano state and Yeba, Bauchi state. We aim to initially expand this to around 2,000 rural settlements, representing IHS' investment of approximately US\$60m, and providing connectivity to around six million people.

For the communities involved, the impact of this new connectivity will be significant – helping farmers, fishermen and traders, for example, to find new buyers for their products, check weather reports and monitor the latest wholesale food prices in real-time. We believe that the resulting economic stimulus will be beneficial to individuals and local economies.

IHS' presence in emerging markets, and our reach across them, provides an excellent opportunity to deliver the benefits of rural telephony, and complements our existing business model. Once we have established the program in Nigeria, we plan to extend it to our other African markets and into Latin America, in-line with our customers' needs.

Promoting STEM in secondary schools

We believe education is key to social and economic development, and we concentrate many of our community-building initiatives on strengthening local education systems, with a primary focus on science, technology, engineering and mathematics (STEM). This also benefits our wider industry, as it helps to produce a pool of well-qualified and talented people who can work for the telecommunications sector in the future.

30m

people in Nigeria have no access to mobile services

30

operational rural telephony sites were set up by the end of 2020

7. Annual spend on external sustainability initiatives. External initiatives are defined as activities, projects or programs that support and engage our external stakeholders such as local communities, regulators, customers and vendors.

Taking mobile connectivity to the underserved

In March 2020, the five-year Nigerian National Broadband Plan (NNBP) was launched by the Ministry of Communications and Digital Economy to grow the National Digital Economy and diversify Nigeria's traditional economy. Under the NNBP, data download speeds are set to increase across Nigeria, to a minimum of 25Mbps in urban areas, and 10Mbps in rural areas. By 2025, 90% of the population are expected to have internet access and 100% of previously unconnected communities, are likely to be connected.

We believe better connectivity leads to better opportunities, including through the creation of employment and sustainable socio-economic development. As a key player in the Nigerian telecommunications sector, IHS Nigeria is committed to the NNBP's goals and on increasing connectivity in remote or underserved communities.

IHS Nigeria has partnered with major MNOs to build the first 30 rural telephony sites. Over the next two years, more will be rolled out across Nigeria's six geo-political zones, having a positive impact on the lives of millions of Nigerians. This innovative solution, using a telephony base station, differs from a conventional base station and is more environmentally friendly in terms of its build and operations.

The rural telephony Base Transceiver Stations (BTS) are designed to minimize both power consumption and the bandwidth per voice call, between the BTS and Base Station Controller (BSC). The low bandwidth required to carry traffic to/from the core telecommunications network minimizes the cost of connecting to the rural base station. Instead of a conventional high-power diesel generator, the solution can be solely powered 24/7 by solar systems with integrated lithium-ion batteries, which further reduces overall costs.

In addition to the technical support, IHS Nigeria is working with MNOs, local leaders and relevant stakeholders to educate local communities on the socio-economic opportunities telecommunication services can provide.



“We hosted a four-week digital skills training program for 707 teachers from 28 states.”

In Nigeria, our Mission-T Program, set up with the non-profit organization TechQuest, sought to improve the quality of Information and Communications Technology (ICT) education and encourage more secondary school pupils to take up, and continue with, the subject. Our Mission-T mobile app for teachers, which supports remote learning, proved significant especially during 2020, as it enabled teachers to maintain contact with their pupils and continue lessons despite school closures due to COVID-19.

The app, which features 65 interactive modules and 47 explainer videos, is used as an additional teaching aid in classrooms, and provides experiential learning for teachers, 74 of whom used the app for this purpose in the period 2019/2020. Over the same period, the app was used by 6,000 students in 54 schools across three states in Nigeria.

To help offset the impact of the pandemic on the Nigerian educational system, we hosted a four-week digital skills training program for 707 teachers from 28 states and 806 students across 36 states who directly accessed the app. Overall, a total of 1,513 beneficiaries participated in the program.

To commemorate International Day for Women and Girls in Science, in February, we promoted STEM education for girls in three cities in Nigeria: Abuja, Lagos and Kano. In Abuja, we held the first ever symposium and outreach program on ‘Engineering for Girls,’ attended by 113 female secondary school students from ten schools, alongside 15 teachers.

We also staged a science fair in Lagos designed to stimulate interest among girls in engineering, robotics, ICT, coding and programming and basic science. This was attended by 170 girls from ten of the city’s junior and senior secondary schools. In Kano, we partnered with the Association of Professional Women Engineers of Nigeria to organize a career talk and science fair for 50 girls on coding, robotics, software and app development. The program was divided into three core areas: Engineering & Robotics, ICT: Coding & Programming and Basic Science to stimulate interest and encourage more active inclusion of females in STEM related fields.

Promoting STEM in higher education

In higher education, we regularly work with universities and other institutions to promote STEM subjects, including offering internships to university students in our African markets. Unfortunately, due to COVID-19, we were unable to re-run these successful programs during 2020, but the aim is to restart them in 2021. In Cameroon, we intend to increase our capacity from six to ten annual internships.

In Côte d’Ivoire, we renovated a computer room at the Centre for the Development in the Trades of Mechanics and Electricity School, which delivers training to more than 1,300 students around the age of 18. We also funded the purchase of a Windows license for the school to allow for better use of its computer equipment.

Other educational work

In 2020, we supported the education of street children in Côte d’Ivoire through a financial partnership with the Amigo Foundation, which runs two centers, Amigo Doume and Zagal, for 72 young people who have been given a safe place to live.

The students are provided with literacy training and also offered the chance to learn a trade such as ironwork, carpentry, or animal husbandry to provide them with future employment opportunities. IHS Côte d’Ivoire donated equipment and food for the animal breeding program, and financial support for the reading and writing program.

In Cameroon, we made a financial contribution to UNICEF’s Connect My School project, which provides internet for schools in the north of the country. This is expected to benefit more than 87,000 primary schoolchildren.

In Rwanda, we continued our partnership with the Imbuto Foundation Scholarship Program by paying the school fees of a further 150 secondary schoolchildren. Under the program, an additional commitment has been made to provide mentoring and internship opportunities for students in tertiary education.

Connecting businesses to opportunities

Our business enables mobile connectivity, which in turn helps businesses to launch, develop and flourish. However, we seek to augment this by delivering a range of programs that focus on supporting and training entrepreneurs, enabling them to run their companies more efficiently with the right financial and technical resources.

In 2020, we supported 30 tech-based social enterprises in Nigeria with funding that will help their businesses grow. This was carried out in conjunction with the NGO, WeForGood International, which is responsible for providing the companies with training, coaching and mentoring programs. We have set milestones for each business, with a new tranche of funding released as each is achieved. The initiative was designed to promote and support productivity, creativity, and innovation as a large proportion of small business in Nigeria has been particularly vulnerable to the effects of the COVID-19 pandemic.

In Nigeria, we also hosted our annual conference, held on World Youth Skills Day, for around 500 young social entrepreneurs. Although delivered online due to COVID-19, it followed its established format, including offering selected participants a free, four-month coaching program delivered by the Africa Institute of Technology on budgeting, marketing and branding. Once completed, we intend to offer financial help to around 30 of the new businesses that have taken part. Among those currently receiving IHS support are a social enterprise that reduces food waste by offering cold storage space for farmers, and another that provides health kits for public health centers.

Our two business center kiosks in Nigeria – set up in rural areas in the Kaduna and Oyo states in 2018 – continue to be popular. The kiosks use excess power from nearby IHS tower sites to enable people in areas with minimal grid coverage to access the internet, charge up and buy credit for phones, and use printers. This helps local businesses by providing connectivity that puts them in touch with their customer base. In 2021 we intend to explore options to open additional kiosks in Nigeria.

Our people and communities

Promoting an inclusive work environment and helping advance the wellbeing of our local communities

Highlights

119,161 IHS Academy course completions, almost three times the total in 2019

Launched 'My IHS, My Career,' an internal framework to help employees understand how they can develop their careers at IHS

Set up the Women In IHS Network (WIIN) female mentoring program, with 220 mentoring pairs established





“5,500 courses offered through the IHS Academy, an increase of more than 3,000 courses from 2019.”

We have introduced practices and policies designed to keep more than 2,000 employees safe and healthy at work. We aim to ensure a fair and inclusive working environment for all, providing equal opportunities in line with our commitment as a Signatory of the UN Global Compact and its labor and human rights principles. By promoting the wellbeing of our people and nurturing their knowledge and skills, we are able to motivate our people, as well as attract and retain new talent. At IHS, we also embrace and value a diverse culture where our people learn, lead and grow together – key to our core values. With 45 nationalities across our teams, IHS is an equal opportunity employer. We celebrate diversity and are committed to creating an inclusive environment for all employees.

Our primary focus is on providing our employees with a high level of care and commitment, and helping them thrive. With almost 95% of employees local to where we operate, we seek to offer stable employment in areas where unemployment is traditionally high, contributing to the long-term success and prosperity of communities.

Creating an exemplary workforce

Developing our people is a fundamental component of our business and of our success. The better trained and more motivated our employees, the better they perform and the longer they are likely to stay with the Company. Our global employee attrition rate for 2020 was 7%.

By providing training for our employees, we believe that we also help the wider community, providing a store of knowledge and skills that can be used in other spheres. Our IHS Academy now offers more than 5,500 different short training

courses, an increase of more than 3,000 on 2019. Subject areas range from interpersonal and leadership skills, compliance and ethics, to health and safety and IT, while the content includes a wide range of formats from e-learning, videos and bite-size content, with most content lasting between five to thirty minutes. The Academy also provides a number of dedicated, longer courses for learners to deep dive into specialized topics like management, MS Office programs and data science. Following our expansion into Latin America, we are expanding our library of courses in Portuguese and Spanish and providing modules for employees who want to learn English.

During 2020, there were 119,161 course completions on the Academy, almost three times the total in 2019 (40,075). This was partly due to COVID-19 related courses, but also because we mandated that all employees should build their own learning plan, a Personal Development Plan (PDP) through the Academy. More than 80% of employees developed PDPs via the Academy in 2020. As our business grows, we see PDPs as key to unlocking the potential of our employees, helping them to develop new skills and strengthen existing ones.

Employee PDPs are supported by ‘My IHS, My Career,’ an internal framework which was introduced to guide employees on how they can develop their careers within IHS. This sets out various possible career paths, with details of roles. It also ensures there is consistency in job grades, roles and pathways across all our markets. In addition, the Group Executive Committee approved the global Leadership Core Curriculum (LCC), which sets out the management and leadership development framework at IHS. The LCC Level 1 Program is aimed at senior managers, managers and team leaders across all countries and functions. The program outlines what is expected of an IHS manager, and provides opportunities for participants to apply their learning and consider day to day opportunities to do things differently. Over 200 managers had completed the program in 2020.

7%

employee attrition rate

21%

of our employees were female

Mentoring success

IHS Cameroon's Delphine (pseudonym) was among the many female employees who benefited from the Women In IHS Network's mentoring program during 2020.

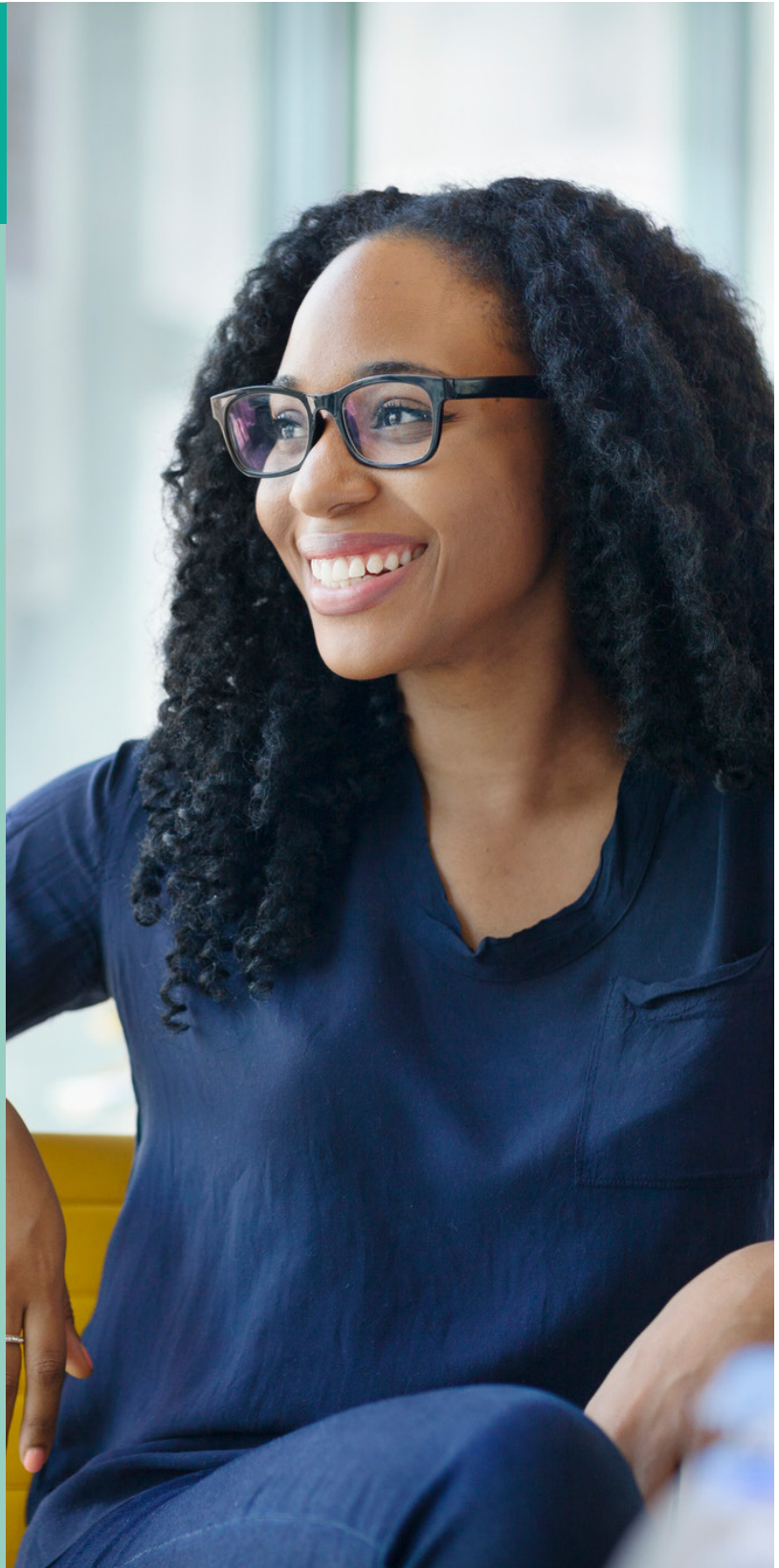
The mentoring program enabled Delphine, who began the year as a Finance Analysis Officer, to learn new skills, develop her confidence and access advice from a third party – a female owner of a private tax advisory firm.

'I was blessed to be assigned to my mentor,' says Delphine, who has since been promoted to the position of Tax Accountant. 'She had her plate full running her own business, but her guidance on what to read and how to go about things really helped me to move into my new position.'

Delphine says the key to being a successful mentee is to keep the communication flowing – and not to expect the mentor to do all the work.

"It's important to put in the effort to keep the conversation going, to come back with updates as much as possible, and to help your mentor know what you are achieving and where you are lacking."

Delphine



In 2020, we ran a series of 'Leadership Perspectives' sessions for 100 senior managers to share insights into leadership at times of crisis. The series covered topics such as how to build trust, how to keep close to stakeholders and how to improve communication. Delivered by external business leaders, each session consisted of an informal presentation followed by a question and answer section.

Supporting female employees

Female employees account for 21% of the Company's total. We are working to increase this proportion and are committed to increasing gender diversity in our workforce.

In 2020, we launched the Women In IHS Network (WIIN) mentoring program, with 220 mentoring pairs formed in the first year. Despite the restrictions of COVID-19, the WIIN program was able to run ten successful virtual 'learning events' for participants, covering eight countries and supplemented by over 30 training items in the IHS Academy. The program provides opportunity for all IHS female employees to be mentored and helps to facilitate new professional relationships, enabling mentees to build networks and improve skillsets. Most mentors come from within the business, but a number are recruited from external organizations. We are also looking at introducing 'reverse mentoring', whereby more junior female employees pair up with more senior employees to provide them with insights into their own experiences and ways of working.

To promote gender equality, in 2020, managers at executive level were offered a 'listening session' led by our Group Chief Financial Officer and Chief Human Resources Officer, during which employees were invited to express their views. We are developing a diversity and inclusion strategy that will be launched in 2021. In addition, a range of training programs, offered via the IHS Academy, cover topics such as unconscious bias, equality and diversity, age diversity, LGBTQ issues, gender, promoting diversity in workgroups and understanding diversity. We also mandate that each new employee, as part of their onboarding exercise, completes a module on unconscious bias.

Enabling more female employees to move into management and Board positions is equally important. A third of the Board is now female, and in 2020 we appointed our first female country CEO in Côte d'Ivoire.

Health and safety

We believe that providing a safe, secure and healthy working environment is important to support our employees. A strong health and safety culture also has many business benefits, including improved employee morale, lower absenteeism and a reduced exposure to regulatory penalties. This applies across our supply chain, and we aim to purvey the same health and safety messages to our contractors.

Although much of our attention during 2020 centered on keeping employees safe throughout the COVID-19 pandemic (see page 8), we continued to maintain our focus on general health and safety issues. We released online training in the first quarter of 2020 to support the introduction of our new HSE manual, which was released in late 2019. The manual is based on principles of the ISO45001 health and safety standards and provides a roadmap for all IHS markets to progress towards full ISO45001 accreditation.

We offer 420 health and safety related training courses to employees and contractors, ranging from fire safety and working at height, to auditing against ISO safety standards. Within this offering, there are 25 courses related specifically to the Company's HSSE policies, practices and procedures, and around 80 courses tackling direct and indirect issues associated with working through a pandemic, including work-life balance, posture and home desk safety, hand hygiene and creating COVID-safe workplaces. In 2020 there were over 45,000 health and safety related course completions.

Our lost time injury frequency rate among employees and contractors, expressed as the number of injuries per 200,000 man hours worked, was 0.11. We have made good progress regarding employee HSSE and we are continuing to help improve HSSE practices within the IHS contractor base. If a serious accident occurs, a comprehensive investigation is undertaken, and appropriate measures are implemented to prevent recurrences.



Road safety

Many of our frontline workers spend a significant amount of time on the road – in Nigeria, for instance, employees and contractors drive around 3.3 million kilometers each month. In emerging markets where road traffic accident rates are often higher, road safety is one of our major concerns.

To help reduce the number of road traffic accidents, we train employees in areas such as defensive driving, emotional intelligence and journey management procedures, while also introducing physical measures such as fitting speed limiters on vehicles and installing telematics to monitor driver behavior. We also support government road safety campaigns.

“The Physical Security Operations Center in Nigeria is connected to motion detection cameras that use artificial intelligence software.”

In 2020, in Nigeria we brought the monitoring of the majority of our vehicles under the umbrella of our new dedicated Fleet Monitoring unit (see ‘Security’ below), which uses the latest technology to monitor driver behavior in areas such as braking, seat-belt use, speed and mobile phone use. Any driver found putting themselves or others at risk faces disciplinary action ranging from a verbal warning to termination of their contract.

Although road safety training was disrupted by COVID-19, the majority of our drivers in Zambia were able to take a defensive driving course. We also managed to introduce driver observation cards (which are filled in by drivers as a way of tracking their behavior), journey management plans, and breathalyzers for drug and alcohol screening. In Nigeria, despite COVID-19, we continued to deliver defensive driving training for all our drivers, albeit virtually.

In Rwanda, we introduced journey management planning procedures to reduce stress and fatigue for drivers, field engineers and contractors and, in Côte d’Ivoire, we placed awareness stickers in vehicles to remind everyone to wear seat belts. In Cameroon, weekly driver awareness sessions were introduced, with a special focus on the visibility of motorcyclists.

23

generators donated across our five markets

95%

of our employees come from the communities we operate in

Perfect HSE Day initiative

One of the main ways in which we emphasize our commitment to establishing a robust health and safety culture is through our Perfect HSE Day initiative. This focuses on achieving as many ‘perfect days’ as possible – those where there are no recordable incidents or illnesses, no road traffic incidents, and no significant environmental spills.

The initiative began in Nigeria, where it has been supported with awards, recognition programs, the creation of local health and safety champions, and publicity campaigns that encourage employees and contractors to stop work and report any safety concerns.

We plan to expand the program into Cameroon, Côte d’Ivoire, Rwanda, Zambia, Kuwait and our Latin American markets from 2021 onwards.

Security

In January 2020, we opened a Physical Security Operations Center in Nigeria. Motion detection cameras, combined with artificial intelligence software, are assisting the Physical Security Operations Center to identify when unauthorized visitors enter an IHS site.

The center also monitors health and safety practices, including looking out for any safety lapses by contractors or employees when maintenance is performed on towers. We also continued rolling out battery cages on our sites which resulted in a significant reduction of thefts.

Wellbeing

Employee wellbeing is of paramount importance to us. While COVID-19 took up much of the focus of our program during 2020 (see page 9), we continued to offer employees the opportunity to learn about techniques and behaviors that will improve wellbeing, including through numerous webinars focusing on topics such as general self-care, prostate and breast cancer awareness and looking after mental health.



Building strong connections with communities

The health and prosperity of the communities within which we operate is a key priority. Not only do approximately 95% of our employees come from these communities, around 92%⁸ of our vendors do so too. Our focus on community support has a wider benefit to our employees, our vendors and therefore to our business.

One of our flagship community programs aimed at addressing social and economic inequalities is the Child Friendly Communities Initiative in Nigeria, which is run in conjunction with UNICEF and for which we are the main funding partner. By the end of 2020, the initiative was working in 100 communities across 15 states – encouraging local authorities to improve access to education, immunization, birth registration, sanitation and potable water, as well as basic health services. IHS Nigeria continued its partnership with UNICEF on its Child Friendly Community Initiative and was recognized for it at The SERAS CSR Awards in the category of ‘Best Company in Partnership for Development’.

Our Nigeria and Cameroon teams support remote communities through our Wellness-On-Wheels program and mobile health clinics, which provide free health checks to those living in these isolated areas. In 2020, our ability to provide this service was hit by COVID-19, but we intend restoring it when possible.

In Nigeria, we support the government’s aim of making the country free of open-air defecation by 2025. We are doing this by providing communications, funding and practical help around the national Clean Nigeria: Use The Toilet campaign. In 2020, Mohamad Darwish, IHS Nigeria CEO, was declared one of the country’s top ten ambassadors for this campaign. In 2021, we intend to help at least one community become free of open-air defecation by fixing and providing sanitation and sewage systems.

A place of sanctuary

In early 2018, Victory (pseudonym) was visiting family in Benin City in Nigeria when her cousin’s wife offered her the chance to travel abroad to become a retail sales assistant. She accepted what she thought was a wonderful opportunity, however, the dream quickly turned into a nightmare as she found herself forced into prostitution.

Victory escaped with the help of an Italian-based organization, Slaves No More, and was put in contact with the IHS-funded Bakhita Village project in Nigeria. She found a warm welcome at the shelter and began her recovery.

At Bakhita, Victory was not only given safe accommodation; she received counseling and was provided the opportunity to train as a hairstylist, qualifying in late 2019. Today she owns her own salon and employs two apprentices, with plans to expand her business nationally. ‘My graduation as a hairstylist was a joyful day for me,’ she says. ‘I am happy now because I live in dignity.’

Donating generators

Where possible, when we upgrade sites by supplementing generators with solar or hybrid battery power, we refurbish the generators and donate them to schools, orphanages, hospitals, and medical and community centers. In 2020, we donated a total of 23 generators across our five markets, and since the Group-wide Generator Recycling Program began in 2017, the total has reached 240.

In 2020, in Côte d’Ivoire, for instance, we donated refurbished generators to provide electricity to medical centers in the villages of Wendene, Garango and Ancien Prozi, plus three communities in the rural area around Bangolo city and a maternity hospital in Abengourou. In each case, we also donated an initial 500 liters of diesel fuel to run the generators. In Nigeria, we donated a generator to a 1,000-patient hospital in Lagos state, allowing for essential equipment to remain connected to an electricity source during grid outages.

Bakhita Village

In 2019, we began providing funding for the Bakhita Village project in Lagos, Nigeria, which offers a home, as well as counseling and vocational training, for female victims of human trafficking. We continued our support in 2020, not just in monetary terms, but through donations of a generator, a diesel tank and quarterly diesel donations.

To date, 61 women have benefited from the safety that Bakhita Village provides, and many have now moved out into accommodation of their own, with some living independently and others in full-time education or learning trades such as hairdressing, catering and tailoring. The village is run by the St. Louis Empowerment Network, an NGO connected to the Sisters of St. Louis mission.

8. The reporting scope covers vendors on-boarded through Procurement.

Key performance indicators 2020

Sustainability pillar	Key performance indicator	2018	2019	2020
Environment and climate change	CO ₂ emissions savings ¹	Over 250,000 tonnes	320,000 tonnes	345,226 tonnes
	Diesel consumption (liters)	Not reported	285,748,110	326,209,325²
	Total number of batteries recycled	22,595	39,934 (B) ³	21,641 (A)
	Total number of batteries deployed	51,277	103,986 (B)	123,951 (A)
Our people and communities	Total number of employees	1,914	1,807 (B)	2,036 (A)
	Female employees (%)	20%	19% (B)	21% (A)
	Females in management positions ⁴ (%)	Not reported	Not reported	23% (A)
	Employee attrition (%)	9%	9% (B)	7% (A)
	TRIFR ⁵	Not reported	Not reported	0.26
	LTIFR ⁶	Not reported	Not reported	0.11
	RTAF ⁷	Not reported	Not reported	1.36 per million km
	Overall learning and development courses completions (via the IHS Academy)	30,155	40,075 (B)	119,161 (A)
	Code of Conduct training completions (%)	92%	85% (B)	75% (A)
	Total number of donations under the Generator Recycling Program	58	46 (B)	23⁸ (A)
Education and economic growth	Total sustainability spend (\$)	\$857,383	\$1,005,332 (B)	\$5,372,816⁹ (A)
	Total number of sustainability initiatives	104	119 (B)	143 (A)
Ethics and governance	Total number of Anti-Bribery and Corruption (ABC) training completions	1,773	1,823 (B)	1,866 (A)
	Total number of Cybersecurity training completions ¹⁰	1,782	N/A	2,056 (A)
	Total number of Health, Safety and Environment (HSE) training completions	1,742	1,513 (B)	1,801 (A)
	Female board members (%)	N/A	17% (B)	31% (A)
	Board committees	The Board of Directors has established a number of Committees to facilitate the efficient and effective execution of its duties, including an Audit Committee, Remuneration Committee, Nomination Committee and Ethics and Compliance Committee.		Audit Committee¹¹, Remuneration Committee and Nomination Committee

- I. Diesel saving is calculated as the diesel usage variation pre- and post-implementation (excluding incremental usage of new equipment if it has been deployed the same month of the measurement). II. Some new towers (Built To Suit) have been included in the towers with diesel initiatives deployed, with usage pre-information assumed to be in line with the average of each country portfolio. III. In Cameroon, Côte d'Ivoire, Rwanda and Zambia diesel savings are based upon actual usage (consumption), whereas in Nigeria it is based upon delivery to site (allocation). IV. The reporting scope includes Cameroon, Côte d'Ivoire, Rwanda, Nigeria and Zambia.
- Driven by growth in Nigeria and includes Kuwait operations for the first time in 2020.
- (B) IHS's 2019 data was subject to external independent assurance in 2020. For the limited assurance opinion please see <https://www.ihstowers.com/sustainability/>
- Management includes permanent employees in positions defined as grades 6 to 2.
- Total Recordable Injury Frequency Rate. The reporting scope includes IHS employees and contractors across five operating African markets.
- Lost Time Injury Frequency Rate. The reporting scope includes IHS employees and contractors across five operating African markets.
- Road Traffic Accident Frequency rate. The reporting scope includes five operating markets in Africa.
- Generators that have reached the end of their industrial life cycle are recycled and donated to in-need organizations. The number of generators depends on generators availability.
- The reporting scope has been expanded by including Brazil. Spend associated with the COVID-19 initiatives is included in the total spend.
- The training name has been updated from Information Security Management to Cybersecurity.
- The Ethics and Compliance Committee's mandate is now subsumed within the Audit Committee's functions.

Assurance

PwC has been commissioned to provide independent limited assurance on the selected information described in the 2020 Sustainability Report for the year ended 31 December 2020. The symbol A indicates the data has been assured by PwC. A copy of PwC report is available on pages 35 and 36. The Criteria Document, which sets out the principles, criteria and methodologies used to report the assured data, is available [here](#).

Assurance statement



Independent Limited Assurance Report to the Directors of IHS Holding Limited

The Board of Directors of IHS Holding Limited (IHS) engaged us to provide limited assurance on the information described below and set out in IHS's Sustainability Report 2020 for the year ended 31 December 2020.

Our conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Selected Information for the year ended 31 December 2020 has not been prepared, in all material respects, in accordance with the Reporting Criteria.

This conclusion is to be read in the context of what we say in the remainder of our report.

Selected Information

The scope of our work was limited to assurance over the information marked with the symbol 'A' in IHS's Sustainability Report 2020 (the "Selected Information"). The Selected Information and the Reporting Criteria against which it was assessed are summarised in the table below. Our assurance does not extend to information in respect of earlier periods or to any other information included in IHS's Sustainability Report 2020.

Selected Information	Total
Total number of batteries recycled	21,641
Total number of batteries deployed	123,951
Total number of employees	2,036
Female employees (%)	21
Females in management positions (%)	23
Employee attrition (%)	7
Overall learning and development courses completions (via the IHS Academy)	119,161
Code of Conduct training completions (%)	75
Total number of donations under the Generator Recycling Program	23
Total sustainability spend (\$)	5,372,816
Total number of sustainability initiatives	143
Total number of Anti-Bribery and Corruption (ABC) training completions	1,866
Total number of Cybersecurity training completions	2,056
Total number of Health, Safety and Environment (HSE) training completions	1,801
Female board members (%)	31

Professional standards applied and level of assurance

We performed a limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised) 'Assurance Engagements other than Audits or Reviews of Historical Financial Information' issued by the International Auditing and Assurance Standards Board. The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Our independence and quality control

We complied with the Institute of Chartered Accountants in England and Wales (ICAEW) Code of Ethics, which includes independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour, that are at least as demanding as the applicable provisions of the IESBA Code of Ethics.

We apply International Standard on Quality Control (UK) 1 and accordingly maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our work was carried out by an independent team with experience in sustainability reporting and assurance.

Understanding reporting and measurement methodologies

The Selected Information needs to be read and understood together with the Reporting Criteria (IHS's 2020 Reporting Principles, Criteria and Methodologies that can be found at <https://www.ihostowers.com/sustainability/>), which IHS is solely responsible for selecting and applying. The absence of a significant body of established practice on which to draw to evaluate and measure non-financial information allows for different, but acceptable, measurement techniques and can affect comparability between entities and over time. The Reporting Criteria used for the reporting of the Selected Information are as at 31 December 2020.

1. The maintenance and integrity of IHS's website is the responsibility of the Directors; the work carried out by us does not involve consideration of these matters and, accordingly, we accept no responsibility for any changes that may have occurred to the reported Selected Information or Reporting Criteria when presented on IHS's website.

Work done

We are required to plan and perform our work in order to consider the risk of material misstatement of the Selected Information. In doing so, we:

- made enquiries of IHS's management, including the sustainability team and those with responsibility for sustainability management and group sustainability reporting;
- evaluated the design of the key structures, systems, processes and controls for managing, recording and reporting the Selected Information, including controls over third party information (if applicable) and performing walkthroughs to confirm our understanding;
- assessed the risks that the Selected Information may be materially misstated and determined the nature, timing and extent of further procedures;
- performed limited substantive testing on a selective basis of the Selected Information to check that data had been appropriately measured, recorded, collated and reported; and
- considered the disclosure and presentation of the Selected Information.

IHS's responsibilities

The Directors of IHS are responsible for:

- designing, implementing and maintaining internal controls over information relevant to the preparation of the Selected Information that is free from material misstatement, whether due to fraud or error;
- establishing objective Reporting Criteria for preparing the Selected Information;
- measuring and reporting the Selected Information based on the Reporting Criteria; and
- the content of the Sustainability Report 2020.

Our responsibilities

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the Selected Information is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our conclusion to the Directors of IHS.

This report, including our conclusions, has been prepared solely for the Board of Directors of IHS in accordance with the agreement between us dated 26 March 2021, in order to assist the Directors in reporting IHS's sustainability performance and activities. We permit this report to be disclosed in the Sustainability Report 2020 for the year ended 31 December 2020 at <https://www.ihostowers.com/sustainability/2>, to assist the Directors in responding to their governance responsibilities by obtaining an independent assurance report in connection with the Selected Information. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Board of Directors and IHS for our work or this report except where terms are expressly agreed between us in writing.

PricewaterhouseCoopers LLP

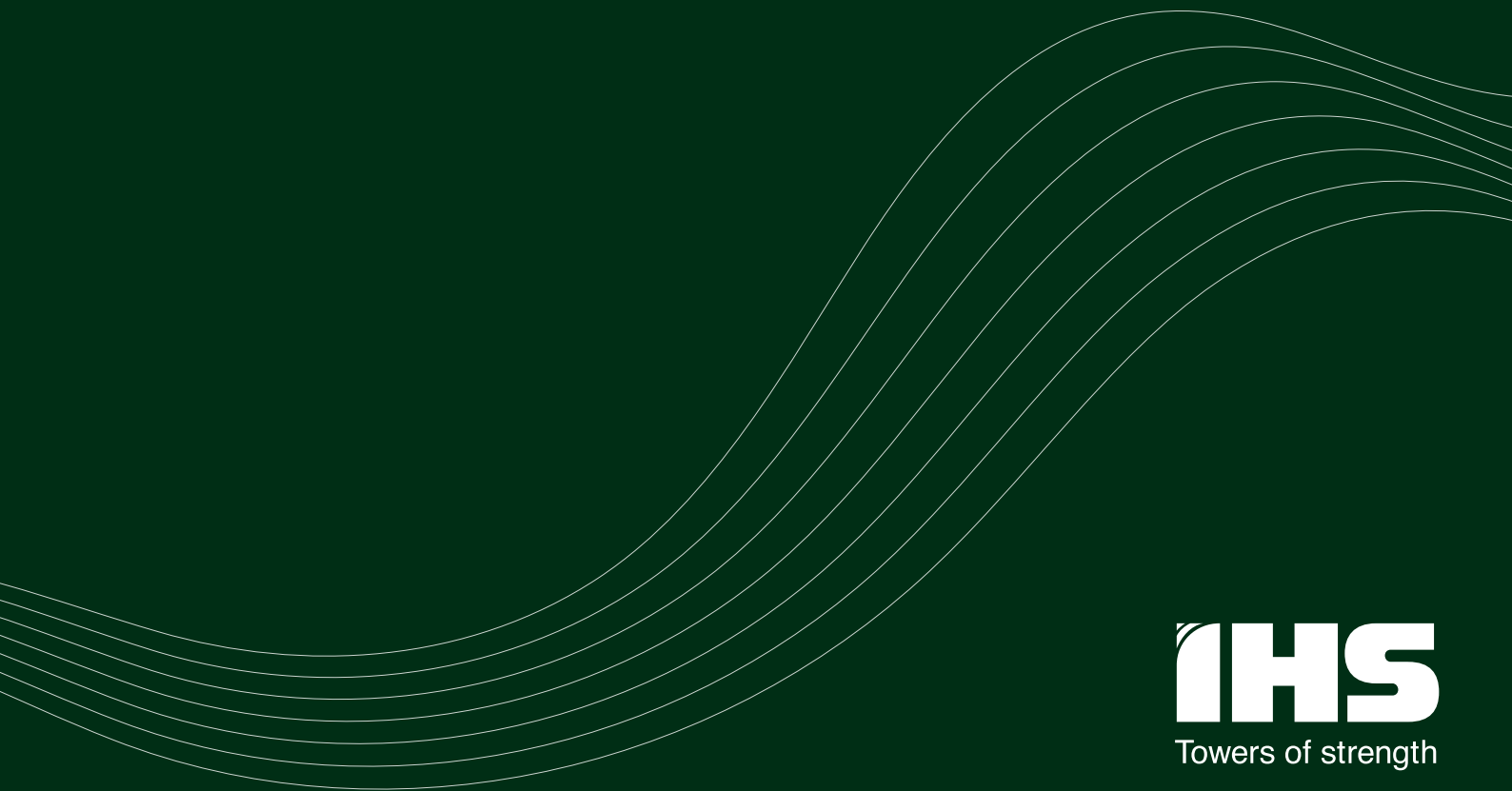
PricewaterhouseCoopers LLP

Chartered Accountants
London

13 May 2021

2. The maintenance and integrity of IHS's website is the responsibility of the Directors; the work carried out by us does not involve consideration of these matters and, accordingly, we accept no responsibility for any changes that may have occurred to the reported Selected Information or Reporting Criteria when presented on IHS's website.





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