



Value creation for our stakeholders and providers of capital

Our capitals



We define the capitals we use in our business in a way that aligns with the International Integrated Reporting framework.



Financial capital

The financial resources available to the group include cash held and cash generated, existing third-party leases and debt funding, and untapped equity and debt funding available through capital markets. We also leverage partnerships where appropriate to defray the capital outlays required by the group e.g., through co-productions or wholesale and distribution agreements.

Provided by:



-  Shareholders and lenders
-  Suppliers and partners



Technology and platforms

Our physical and virtual infrastructure includes our satellite broadcast networks, online streaming platforms, fintech investments, insurance products and broader information technology support systems. We are continually developing innovative products and services and leveraging partner capabilities in video entertainment, interactive entertainment, fintech, and consumer household services.

Provided by:



-  Employees
-  Suppliers and partners



Industry expertise and intellectual property (IP)

Our understanding of customer preferences and industry dynamics across our markets. Our expertise spans the entire value chain, from key differentiators like entertainment and sport content curation and local content development, to unrivalled capabilities in marketing, logistics and payment integration, to perfecting the basics in regulatory compliance and signal transmission.

Provided by:



-  Employees
-  Suppliers and partners



People

The people in our organisation contribute their time, skills and expertise to make a positive impact on our operations across our markets and segments. We also rely on critical people who are not directly employed by our group, such as our accredited DSTv installers, employees in our non-controlled investee companies or agents operating for both our traditional and new business lines.

Provided by:



-  Employees
-  Suppliers and partners



Customer, supplier and partner relationships

Our established ties and working relationships with our customers, suppliers, and partners, without whom we would not be able to operate or prosper. We always aim to develop sustainable relationships with the customers we serve and the entities that work with us by nurturing and reinvesting in these relationships over time. Upholding and enhancing our corporate reputation is paramount.

Provided by:




-  Customers
-  Suppliers and partners



Corporate citizenship

Our social licence to operate in the communities we serve necessitates broader stakeholder engagement beyond our immediate corporate constituencies. We use our established scale, reach and distribution to make a positive contribution in these communities. In addition, even though our consumption of natural resources is low, we ensure that we minimise our footprint through sustainable initiatives.

Provided by:

-  Suppliers and partners
-  Government and regulators
-  Society



Value creation for our stakeholders and providers of capital continued

Our stakeholders

How we engage



Customers

We offer our customers a variety of service channels to suit their needs. These include digital channels such as Live Chat and T.U.M.I., WhatsApp and similar instant messaging platforms, social media, Self Service via our apps, websites and USSD, notifications through our set-top boxes; face-to-face service channels such as service centres and agencies as well as traditional service channels like phone, including our Interactive Voice Response system, and email. We also engage our customers through our DStv, GOtv and Showmax platforms, outbound sales channels for product lines like DStv Insurance, our websites, our Rewards offering, which was refreshed in FY24, mass media (above the line), targeted campaigns, sponsorships, and activations. In addition, we engage directly with business customers in advertising and cybersecurity. Most of our interactions with advertisers happen through our frontline sales team. These include ongoing meetings directly with clients or through their media agencies. We also interact with advertisers through email communication, trade events, and agency roadshows.



Employees

We aim to engage with our employees in a way that fosters care and allows us to create experiences we can all be proud of within our organisation. We create opportunities for in-person interactions through company-wide town halls, leadership forums, *ad hoc* employee events, training, and workplace forums to bolster common understanding, alignment and a culture we can all own. We also interact digitally through regular email updates, social collaboration tools, live engagement tracking and anonymous feedback channels. In addition, we engage indirectly through the employee support services we offer, that are curated to meet every employee's needs while maintaining our delivery standards, which range from facilitating day-to-day tasks, to financial planning and mental health services.



Suppliers and partners

We strive to build and maintain meaningful relationships with our suppliers and partners. We engage through several channels, including a bespoke platform in the Video Entertainment business, chat interfaces, video and audio conferencing, email, face-to-face meetings, and industry conferences. We have a thorough outsourced third-party risk management process in place to mitigate various risks, including but not limited to reputational, compliance and fraud risks. We also maintain ongoing engagement to ensure that we remain fully aligned to contractual commitments via formal budgets and reviews, including additional informal feedback loops.



Shareholders

We engage with financial market participants in a timely, consistent and transparent manner, using a variety of channels. These include the hosting of annual general meetings (AGMs), conducting calls and meetings (in-person or virtual) with shareholders and banking partners, hosting conference calls (specifically around the announcement of results or other important developments) and issuing announcements through the JSE Stock Exchange News Service (SENS) to keep the market informed. We also conduct virtual or in-person investor roadshows, host Capital Market Days and attend investor conferences. In addition, we publish reports and results materials, host tours of our facilities when feasible, maintain an updated company website and offer a dedicated email address for general investor queries and for specific AGM feedback.



Governments and regulators

We proactively and constructively engage with governments, tax authorities and regulators on a regular basis, focused on ensuring that any policy, legislation, regulation or directive from these stakeholders yields positive outcomes for the industries and countries we operate in. Compliance is of paramount importance to the group and as such, we comply with all necessary requirements as defined in relevant regulations, laws, licences, or frameworks that have an impact on our business. In relevant legislative, taxation and regulatory developments, we make substantive written and oral representations and directly engage key government and industry stakeholders to achieve fair and balanced regulatory outcomes.



Society

Our focus is to have meaningful interactions with our broader industry stakeholders, including those in film and television, broadcasting, sports, arts and culture. Outside of our industry, we have cultivated long-term programmes that make a lasting impact to entrepreneurs and small businesses, as well as non-profit organisations. These engagements happen in-person or virtually through meetings and events, workshops and training, and industry forums as well as through our integrated annual report and our ESG report, produced digitally and as a print publication. We publish news, latest developments and company initiatives on the company digital platforms and in the media. We also engage with rating agencies on sustainability matters.