



How our activities added value for our stakeholders continued

## Value created for our employees

# 7 251

people permanently employed  
(FY23: 7 100)

# ZAR8.4bn

in remuneration and benefits  
(FY23: ZAR7.7bn)

# 1 492

contractors and temporary  
employees (FY23: 1 466)

# 7.9 out of 10

on employee engagement  
(FY23: 8.3/10)

# ZAR175m

spent on skills development, of  
which 44% of bursary spend was  
allocated to STEM female talent  
(FY23: ZAR205m, 30%)

### Our employees play a key role in positioning us as Africa's leading video entertainment and consumer services business.

As part of our value proposition, we believe in providing and enabling an environment that is safe, inclusive, and competitively rewarding. We do this by creating stimulating work, providing continuous learning opportunities for growth and development, and offering various engagement platforms and employee recognition awards. In appreciation of the value our employees bring to the business we have added a direct value of ZAR8.4bn in benefits and remuneration.

### Diversity, equity and inclusion

A key commitment and focus area for MultiChoice remains diversity, equity and inclusion, our business proudly represents 91 nationalities, 48% women (FY23: 47%) and 52% men (FY23: 53%). In growing our female representation in managerial levels, the business has increased to 43% female in Top and Senior Management and continues to advocate for and support continued female development within the group.

We hold the business accountable to ensure there is fair treatment and equal opportunities free of discrimination. We have a dedicated and passionate EE Forum that is committed to assist MultiChoice South Africa in achieving its EE goals on our workforce statistics and workforce representation targets. They also help us foster culture that is inclusive and free from discrimination. Our EE initiatives are aligned and integrated in building and sustaining a talent pool of diverse employees aligned to our business' current and future operational requirements. We also ensure that we remain compliant with the employment equity legislation and requirements.

Our leadership team is highly invested across the group in our Diversity, Equity and Inclusivity (DEI) entrenchment programme. Our platforms to support female development ensure our ongoing support for gender equality and representation across the business, as well as an equal level of inclusion for our diverse workforce.

In recognition of our effort to support diversity, we are honoured to have been certified as a Top Employer by the Top Employers Institute for our diversity and inclusion, learning, wellness, and reward practices for the second year in a row.

## 91 nationalities

48% women (FY23: 47%) and  
52% men (FY23: 53%)

## 43%

female in Top and Senior  
Management





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#### Developing our employees

At MultiChoice we are intentional about creating a great place to work and we know that creating a culture of continuous learning is at the forefront of achieving this goal. Our Learning and development teams have been proudly listed as one of the TOP 50 Global L&D teams by the On Conferences Icon Awards in 2023. To ensure that we remain at the cutting edge of our industry we continue to create learning solutions that are not only relevant but those that enhance the capabilities of people at all levels of the organisation. Our award worthy offerings aim to develop, up-skill and re-skill our workforce.

#### Below highlights our investment and key highlights made in L&D

Total investment on training:

# ZAR168m

(FY23: ZAR213m)

Total investment on Women:

# ZAR90m

(FY23: ZAR212m)

Our investment in learning and development flow through three major channels, namely, Bursaries, Graduate Programmes and Workplace Experience Programmes.

#### Bursaries

	Bursaries (Internal)	Bursaries (External)	Bursaries (STEM)
Value invested	ZAR12.8m	ZAR40.7m	ZAR51.2m
People impacted	254	260	479

**We are proud to have had an impact on 139 (92 Internal + 47 External) individuals who have graduated with a professional qualification through our Bursary Programme.**

#### Key Programmes aligned to DEI Transformation

##### Women in Sport Ally Programme:

The SuperSport Women in Sport Ally Programme is a first of its kind launched in March 2023. At its core, the primary objective of the programme is to provide women with hands-on opportunities to equip them with the practical experience necessary to thrive in competitive roles crucial for steering the sports industry towards a sustainable future and contribute to bridging the gender gap in the industry. We currently have a selection of 22 women in the programme of which six top potential women were strategically handpicked to receive executive mentorship from our Leadership team.

#### Advancing Women's Mentorship Programme

The Advancing Women Mentorship Programme is a special initiative within the digital space that offers women in the business an opportunity to engage in masterclasses with subject matter experts, networking sessions, expert classes with key facilitators and a digital learning path, as well as a chance to be mentored by one of the executives within our business. The key focus is on enhancing their technological and management skills, connecting them with female and male role models in the industry and exposing them to broader aspects of the digital initiatives throughout the organisation. In 2023, we launched a third cohort with a group of 15 extraordinary women.

#### #HereforHer

Our podium for celebrating, championing and cheering women. Shining a light on the boundary breakers and heroines in sport, the objective of "Here for Her" is to shed light on the many female sports heroes, increasing women's sport viewership and unearthing more female talent. This is a platform for celebrating women, championing women and cheering women.

A few of the many highlights and successes stemming from the platform was the launch of the "She's got game" fortnightly Wednesday show, a dedicated channel 209 renamed the Here for Her Channel and a first of its kind globally!

The Netball World Cup was a flagship event for World Netball. As a first ever the event was presented on African soil, with South Africa hosting the 2023 competition at Cape Town's International Convention Centre from 28 July to 6 August.

This was truly the #hereforher highlight of FY24 as we fast tracked and upskilled an all-female crew in the areas of operations and content and provided them with opportunities to step out of their comfort zone in a safe space. Furthermore the Netball World Cup 2023 has been



shortlisted for the Sports Business Awards in the 'Best Sporting Event of the Year 2023' category, supporting the significant success of the initiative overall.

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#### Graduate Programmes

**MultiChoice has been awarded with the GradStar Student Choice award as the best graduate employer in the Media and Broadcasting Sector by the South African Graduate Employers Association.**

Our business has a variety of graduate programmes, each aligning to specific business needs to help address the shortage of scarce and critical skills in the market.

#### Our three main programmes



#### 1. Early Career Graduate Programme

MultiChoice believes that education is one of the best investments one can make in our youth, with vital importance placed on the STEM academics to help address the shortage of talent in this sector.

To help address this shortage we have invested efforts in two programmes within this sector. Our first programme targets Data Science and Engineering, of which we were able to make permanent offers to 83% of our 2023 graduates. Our second programme is geared towards Data Science Analytics, which was recently launched in March 2023, and resulted in six bright young students being recruited to join MultiChoice.



#### 2. The Digital Media Sales (DMS) STEM Graduate Programme

The DMS Graduate Programme is equipping our next generation of leaders with cutting-edge skills in data analysis, problem-solving, and technology utilisation — crucial elements for driving excellence in today's fast-evolving marketplace. We have successfully had 12 graduates run through this programme over the last three years and have recruited in six new ambitious, analytical, and technologically adept individuals within the STEM discipline who are currently under a learnership programme with the group for a period of 18 months.



#### 3. Internal Audit Service Graduate Programme

This is a 24-month graduate programme with a unique blend of practical exposure to the internal audit profession and a concurrent focus on attainment of relevant professional qualifications. This comprehensive approach ensures graduates are not only well-versed in auditing best practices but also possess the specialised knowledge required to excel as an auditor within the Media and Technology (MT) industry. As the graduates are fully integrated in the operational team, they not only are upskilled professionally but experience the value of teamwork and communication in driving the organisational success under the guidance of seasoned professionals. This programme is a strategic investment in our future as a group, fostering a pipeline of top-tier internal audit talent with the agility and expertise to navigate the ever-evolving MT landscape. We have successfully onboarded four graduates for this programme.

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#### Workplace experience Programmes

**At MultiChoice our well planned out learnerships and workplace experience learning programmes offer on the job opportunities and learnings that provide participants with an array of experiences and skills to give them a head start in their career.**



#### Current programmes

##### 1. SuperSport Internship Programme

A total of 41 learners were selected to be part of the SuperSport Internship Programme. The programme offers a learning experience in a variety of fields such as shared services, contract and operation administration, marketing, social media and communications, media planning, macro scheduling, electronic programming guides (EPG), transmission production (TX production), video on demand (VOD), enhanced voice services (EVS), audio, bookings, finance, administration, and project management.

##### 2. Technical Vocational Education and Training work integration

This is a new programme launched in June 2023. The programme offers an opportunity to historically disadvantaged youth to obtain their Light Current Electrical Engineering qualifications in parallel to becoming software testers. There are currently five learners enrolled on this journey.

##### 3. Behavioural Science Programme

MultiChoice has partnered with Henley Business School to design this programme which consists of workshops designed to provide delegates with a comprehensive understanding of human behaviour, consumer psychology and the influence of emotions in decision-making processes. Following the success of our first cohort, it is exciting to announce that MultiChoice has continued to invest in upskilling 53 more employees for the Behavioural Science Programme through Henley Business School. In this course, participants learned how to apply their knowledge through Action Learning Projects which provided the opportunity to translate theory and research into practice by experimenting on identified customer journeys, with a focus of improving the customer experience. We are confident that this programme continues to drive positive change within the organisation, and we look forward to seeing the innovative solutions that our employees will develop in their roles as a result of their participation in the programme.

In addition to our award-winning programmes, we continue to invest in digital learning through the MultiChoice Academy e-learning platform. The Academy offers an ever-expanding library of curated courses developed by leading partners such as Harvard and Udemy and features international content libraries. Through our online learning platform, we had 98 456 successful courses completed over the year (FY23: 58 568) and 241 299 of learning hours recorded (FY23: 196 052).

Our Skills impact goes beyond just upskilling our people and youth, at MultiChoice we aspire to have a positive impact on our communities around us. We have partnered with YES (Youth Employment Service) to help address the South African unemployed youth by mitigating poverty and reducing inequality through skills upliftment. 2023 marks the third year of our commitment to this amazing initiative. Through this programme, we have invested R192m, and impacted 1 585 youth of which 1 395 learners have secured permanent employment. YES has recognised us as part of the 2023 Top 10 Job Creators.



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#### Creating the leaders of tomorrow

MultiChoice is deliberate in ensuring that we continue to develop our current leadership team while investing in our next generation of leaders. We place a strong focus on ensuring that our leaders are engaged in compelling individual, group and peer learning journeys. They are geared to progressive learning opportunities to help them perform optimally today while looking to the future landscape and ensuring they have the necessary skills to take the business to the next level. We incorporate innovation, agility, commercial awareness, and business acumen into their learning journeys. We strive to build our current and future leaders with strategic thinking, entrepreneurship, transformation and business capability.

### Leadership Programmes

#### Next Generation Leader Programme

This initiative launched in January 2023 and has made significant progress since its inception. Eight senior managers were selected to be part of this programme which gave them the privilege of being part of a custom-designed Leadership development programme, preparing them for future leadership roles with essential skill sets.

The programme focused on fostering agile, transformational, and inspired leadership, along with enhanced commercial awareness. Through experiential learning, delegates engaged in township visits, personal mastery sessions, and expert-led discussions on digital fluency and innovation. Purposeful discomfort, acted as a catalyst for self and team growth, promoting resilience and adaptability. Academic learning integrated innovation with practicality, incorporating online courses from

the renowned Wharton Global Business School. Additionally, a strategic project endorsed by INSEAD allowed delegates to address customer pain points, culminating in a presentation to a panel of chief executives. This holistic approach ensured a well-rounded leadership development experience.

#### Henley – MultiChoice Management Programme

Embarking on another successful year, the group launched its 6th cohort of MultiChoice Management Programmes, custom-designed in partnership with Henley Business School. These Management Practice programmes, spanning NQF levels 5 to 8 are accredited by the Council on Higher Education, and are registered with the Department of Higher Education and Training and the South African Qualifications Authority.

#### Flex Programme

In today's dynamic business landscape, nurturing and empowering High Potential employees is crucial for organisational growth and success. The MultiChoice South Africa flex programme offers a unique opportunity to the Commercial Sales and Customer Care consultants to pursue an accredited qualification aligned with their career aspirations and organisational needs. Since its inception in 2020, two cohorts have successfully been implemented with the third cohort launched in March 2024. We have seen 43 employees successfully completing an accredited qualification to date.

#### The Supervisor Programme: MultiChoice South Africa

The Supervisor programme was designed to standardise managerial level competencies within customer care, for our commercial sales team. The aim is to create a platform where all new MultiChoice supervisors will participate in this training to equip them with MultiChoice's standardised technical and behavioural leadership competencies with the aim to build a foundation of effective leadership and supportive management practices. This foundation is necessary in fostering employee engagement, productivity and organisational success needed to create a positive work environment where employees thrive, and business goals are achieved. This programme kicked off in November 2023 with 21 supervisors. To offer continuous support to newly appointed supervisors after the course completion, they will each be paired up with a mentor to help shape their competencies as they grow in the organisation.





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#### Engaging our employees

MultiChoice is committed to driving employee engagement as it is critical to driving customer experience, business objectives and employee ambassadorship in the market. Continuous engagement metrics are included in our leaders' key performance reviews in which they are expected to drive initiatives to keep employee engagement and morale high. This year we have maintained a high rating of "Relationship with managers" with an overall group score of 8.3 (out of 10).

Additionally, we ensure that our employees have appropriate platforms and support through continuous engagement and collaboration. We drive employee engagement and wellness campaigns through our "Thrive Tribe" engagement platform to ensure a broad range of employee matters is addressed.

We commit to respecting freedom of association and collective bargaining in line with local legislative requirements and staff representation levels. We take pride in our internal employee representative body, the Workplace Forum, which operates in South Africa and similar bodies across our other regional operations, such as Irdeto, which enables internal representatives to bargain on employees' behalf and champion their interests. These forums help the business in advancing our collaborative opportunities to improve the experience of people through continuous, meaningful dialogue and joint decision-making.

We continuously ensure that the group's people, policies and procedures are also reviewed continuously to ensure fair practices toward employees to create a conducive work environment for everyone, while balancing operational business needs.

#### Recognising our talent

MultiChoice is committed to recognising our people through ongoing performance appraisals and continuous talent engagements which form the basis of personal development plans and career growth initiatives.

We place a keen focus on reviewing and re-aligning our talent practices to ensure we continue to build our leadership capability as well as being able to attract and retain our top talent in the market. We are intentionally aligning our retention strategy to ensure we have initiatives in place geared towards the retention of our people who hold scarce and critical skills and are top performers within the business. This is done to ensure we not only keep our talent and competitive advantage within the business but are able to transfer their experience to future successors in the business.

We also have a group-wide recognition programme "#WeSeeYou" in which we positively reinforce and acknowledge employees and teams who actively demonstrate and live the MultiChoice values and go beyond the call of duty. This year, we registered 24 631 individual digital recognitions (FY23: 23 152) and paid 1 988 individual spot awards (FY23: 1 155), 2 034 team awards (FY23: 971) and 409 employees of the month awards (FY23: 245). We recognise and show our appreciation to our long-standing loyal and committed employees through our long-service awards on an annual basis.

#### Caring for our employees' health and wellbeing

At MultiChoice, "Care" is at the heart of our threefold value system, and we maintain that it begins with our own. Through various feedback channels we can better understand the needs and preferences of our people, allowing us to create relevant programmes that promote wellbeing in the workplace to foster a healthier and more productive workplace as well as their overall wellbeing.

Ensuring that employees can easily navigate their personal and work-related challenges our group-wide employee assistance programme (ICAS) offers employees and their households free and confidential counselling 24/7/365 on personal, legal, financial, and mental health matters.

Our employees' physical wellbeing is also a foremost priority. We promote physical health with an onsite gym as well as a wellness clinic. Our most popular offering, which has been utilised by over 3 300 employees, is our primary healthcare nurses – which come at no cost to employees. Additionally, the clinic also offers a resident suite of medical practitioners including a dentist, physiotherapist, optometrist, and dietician. In addition to our onsite

offerings, we host annual Wellness Days where employees can take advantage of a variety of wellness offerings, including health screenings, providing them with an informative assessment of their current health and lifestyle risk.

With the concerning global escalation of mental health matters, we are committed to providing pragmatic coping mechanisms for dealing with the pressures of a rapidly evolving and complex work environment. We continue to bring awareness to this concerning issue through workshops for both our employees and our leaders to equip them with the necessary skills to recognise and respond to prominent mental health challenges. We also provide an onsite psychologist, available to all employees, to provide an accessible in-person counselling service.

We understand that the management of chronic diseases can often be costly and have partnered with the MultiChoice medical aid scheme which includes chronic management programmes designed to provide specialised care and resources to support employees living with a chronic condition. This offering further demonstrates our unwavering commitment to the health and wellbeing of our employees, promoting a culture of care and inclusivity within the organisation.

In addition to the wellbeing benefits mentioned, we have also appointed a dedicated concierge service that assists our employees who lead busy lives and must deal with the mundane day-to-day life hassles. Our concierge service has saved us 4 160 man-hours over the past year and allowed our employees to continue being productive and ultimately provided work-life balance for employees who just do not have the time.





## How our activities added value for our stakeholders continued

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#### Issues raised by employees

1

As the pool for industry and technology-specific talent is becoming more competitive, succession planning for leadership and critical skills is becoming an increasing concern.

#### How we address them

MultiChoice has always gone to great lengths over the last five years to identify and develop successors. In this financial year we improved our leadership succession development programme to include more leadership immersions and solution-driven labs. Additionally, we reviewed the job profiles and KPIs of successors to leadership, critical and scarce roles to ensure that responsibilities are more aligned to the capabilities that need to be developed for their planned career path.

2

Retention and shareholder confidence may become a greater concern when legislation regarding disclosure of gender pay gap ratios is passed.

MultiChoice has been actively addressing and managing pay gaps since listing and is confident in its position if disclosure is mandated.

#### Key focus areas going forward

We believe in our purpose of enriching lives and commit to seeking ways to continuously improve teams and ensure we reward our people with competitive benefits and ensure that they receive support throughout their tenure in the business. To live up to this purpose we will continue to ensure that our people are seen as a priority and ensure that we create a holistic environment in which they feel included, appreciated and cared for.

We will continue to drive transformational leadership capabilities through value-adding development initiatives, succession pipelining for critical roles and effective knowledge transfer of scarce skills across the group.

To ensure we are a diverse, inclusive and highly progressive company and remain a Top Employer, we will conduct benchmarking on our people practices, enhance our employee value proposition to retain and attract talent to our business. As we continue to build a pipeline of talent we continuously invest in early career graduate programmes, female initiatives and the robust development of our current leaders. As a platform business we continue to invest in technological advancements both internally and externally through STEM-funded bursaries for the children on the African continent.