

People



Our ambition: Connecting and empowering our stakeholders to thrive in a digital world

Our People pillar is about empowering employees in a digital world and facilitating access to digital services for South African communities through:

- Digital inclusion
- Women in leadership
- Digital capability and intelligence (DQ)
- Employee engagement and wellbeing
- Fair pay
- Diversity, equity and belonging



Investing in our people

A leading employer

Telkom positions itself to be a leading employer in South Africa by continuously strengthening people practices and aligning them with global excellence standards. The Group shows consistent year-on-year improvement across all key HR domains, performing strongly in areas such as employee development and organisational design. This reflects our commitment to building a modern, competitive and people-centred Group.

Telkom has been certified as a top employer in South Africa by the Top Employers Institute for four consecutive years (2023 to 2026).

Workforce composition

Telkom employs a mix of permanent and non-permanent employees to support its operations. This includes fixed-term contract employees, part-time employees, and temporary or casual employees.

Fixed-term contract employees are engaged for defined periods. They are included in the Group's workforce headcount, remunerated through the payroll and aligned to specific roles within the organisational structure. While these employees generally work standard hours and are subject to defined terms and conditions, certain benefits applicable to permanent employees do not apply to them, including participation in short- and long-term incentive schemes and selected leave and remuneration benefits. This reflects the differentiated nature of employment arrangements across the workforce.

Telkom also uses resource augmentation arrangements, where individuals are sourced through third-party providers to meet project-based or specialist requirements. These individuals are employed and remunerated by external suppliers. They are not included in our employee headcount, and operate under contractual arrangements managed through procurement processes.

This structured approach enables Telkom to balance operational flexibility with defined employment practices, while maintaining clarity on workforce composition and the treatment of different categories of workers.

Fostering a future-ready workforce

Telkom cultivates an engaged, high-performing workforce by continuously enhancing the employee experience, skills development and workplace culture. Through strategic workforce planning, recognition programmes and targeted learning, we equip our people to drive business growth and strengthen our position as an employer of choice.

Our human capital strategy is grounded in an agile, business-led and HR-enabled approach. It is anchored by four pillars:

- Workforce planning
- Performance and growth
- Employee experience
- Sustainability

The pillars are underpinned by Telkom's ongoing culture transformation, shared values, and the integration of HR technology and analytics to enhance decision-making and efficiency.

In FY2026, the Group focused on data-driven workforce planning. We analysed workforce data for more than 10 000 employees and benchmarked externally to identify capability gaps and modernise roles for a technology-enabled, data-driven environment.

Read more about our human capital approach in the integrated report.

Digital capability and intelligence

As digital technologies reshape the ICT landscape, Telkom is strengthening the digital capability of its workforce. We have partnered with the DQ Institute, which designed the global IEEE 3527.1™ Standard for Digital Intelligence. The standard was endorsed by the Coalition for Digital Intelligence, which was established by the Organisation for Economic Co-operation and Development (OECD), the Institute of Electrical and Electronics Engineers Standards Association (IEEE SA) and the DQ Institute in association with the WEF. By using the standard, we will align with leading practices for fostering digital intelligence. This will be achieved through a common language and structure for digital literacy, skills and readiness that can be benchmarked, referenced and quickly adapted for our Group.

To nurture the digital intelligence of our people, we will implement the OneTelkom digital intelligence framework as our standard for digital literacy, skills and readiness across the Group. Based on the IEEE 3527.1 standard, we will adopt and adapt 32 digital competencies, focusing on eight areas of digital life that align with Telkom's shared values in a digital context. The eight areas are: identity, rights, literacy, communication, emotional intelligence, security, safety, and use.

The 32 digital competencies will be embedded in the design of the new OneTelkom learning programmes. This will ensure that employees are equipped with future-ready skills to apply AI and other emerging technologies.

Talent management and succession

Attracting and retaining high-impact talent is a strategic priority to support Telkom's transformation agenda. The Group has shifted towards a targeted talent acquisition model, leveraging AI-supported tools like LinkedIn's Hiring Assistant to source specialised digital skill sets. To ensure leadership continuity and reduce vacancy risk, the Group is strengthening its succession pipelines through the Talent Mobility X-celer8 programme. To date, 12 executive-level employees have participated in the programme and four have successfully transitioned into new roles or expanded responsibilities.

We cultivate future talent to meet evolving organisational needs by building our young talent pipeline. High-performing interns are transitioned onto contracts, and we welcomed a new intake of Elevate graduates in FY2026. This strategic investment aligns with broader national youth employment priorities.



Elevate internship programme

Telkom has an ageing workforce and several roles that require specialised skills and experience. This creates a need to build a pipeline of future talent. There is also a need to improve diversity within the workforce and increase the participation of women.

Telkom's Elevate internship programme provides a structured approach to building future capability. The programme is designed as a 24-month internship, extended from the traditional 12-month model. It includes recruitment of interns, structured development and workplace exposure across different parts of the business. Interns are supported through group-based training and workplace integration, including line manager support and peer "buddy" systems.

Recruitment is aligned with workforce planning, with a focus on identifying future skills requirements and potential gaps. Intake is sourced from bursary students, external applicants and internal pipelines.

The most recent intake comprised 63 interns, of whom approximately 60% are women.



Employee diversity and gender equity

We continually reinforce a culture where employees feel valued, supported and recognised. This year, we focused on sustaining momentum in growing female representation in leadership, ensuring that women are present across leadership levels, and supporting them with targeted development opportunities and succession interventions.

We exceeded our 2025 target of 35% women in leadership, achieving 37.3% representation in FY2026 ^(A). Building on this momentum, the Board has approved a new target of 38% women in leadership by 2027.

Diversity, equity and inclusion are central to Telkom's people strategy. We measure diversity, equity and belonging through employment equity targets – including race, gender and disability – and through an annual survey that forms a subset of our annual employee engagement survey.

A total of 75% of employees participated in the FY2026 Voice of the Employee survey, a 10% improvement from FY2025. The survey found that 70% of employees believe the organisation fosters an inclusive culture where everyone feels welcome and valued; 72% of employees feel a sense of belonging and are meaningfully connected to colleagues; and 73% of employees feel the work environment is safe.

Telkom has policies that address equality, diversity and inclusion, including those that prohibit discrimination and support work-life balance. Employees have access to flexible working arrangements, paid parental leave and reasonable accommodation for people with disabilities. These are supported by occupational wellness and incapacity management processes.

The Group continually strengthens its approach to diversity and inclusion by addressing factors such as discrimination and harassment, unconscious bias, access to opportunities, awareness and understanding, and leadership commitment. Progress in advancing race and gender representation is guided by the employment equity plan and supported by the target of achieving 50% representation of women in leadership by 2030.

No incidents of discrimination or harassment were reported during FY2026.

As of 31 March 2026, the Group employed 9 463 permanent staff, with Black South Africans representing 73% and women representing 33% of the total workforce.





Diversity at Board level

Telkom's Board diversity policy promotes equity and inclusion at Board level, recognising diversity as a driver of business success. A diverse Board enhances credibility, competitive advantage and risk management. The policy requires the Board to consider a range of factors when determining its composition, including skills, expertise, experience, race, gender, age and industry knowledge. The goal is to build an inclusive Board that reflects the Group and its stakeholders. The Board is committed to fair and balanced representation and actively promotes diversity when filling vacancies.



Key Board diversity statistics

Diversity in age

36 – 45 years	1
46 – 55 years	3
56 – 65 years	5
Older than 65	4
Average age	60



Diversity in race

Indian	1	White	2
African	9	Asian	1

Diversity in gender

FY2024	FY2025	FY2026
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Male

8	8	8
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Female

5	5	5
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Board tenure

Less than a year	0
1 to 3 years	7
4 to 6 years	5
7 to 9 years	1
More than 9 years	0
Average tenure	(3.77 rounded off) 4

Fair and responsible remuneration

Telkom's approach to remuneration is guided by the principles of fair and responsible pay as set out in King IV, aligning remuneration with strategy, sustainable value creation and internal equity. The Group applies the principle of equal pay for work of equal value, ensuring that remuneration practices are impartial, non-discriminatory and based on the relative value, complexity and requirements of roles across the Group. We structure remuneration to be market-related, performance-linked and transparently governed, with oversight provided by the Board.

We assess and monitor pay equity through structured fair pay analysis at macro- and micro-levels, using total guaranteed pay and total remuneration as key measures. Our macro-level analysis incorporates established indicators such as the Gini coefficient and Palma ratio to assess overall pay distribution. In parallel, our micro-level analysis evaluates pay parity across employee groups, including gender and ethnicity, within comparable roles and grades. This approach supports the ongoing assessment of internal equity and informs management and Board oversight.

Telkom integrates sustainability and climate considerations into its performance and remuneration framework, aligning short- and long-term incentives with key strategic and ESG-related objectives through performance scorecards. This integrated approach reinforces accountability and supports the delivery of sustainable value and responsible remuneration outcomes.

Employee experience and engagement

Continuously monitoring and strengthening our culture and employee value proposition are critical for talent retention and growth. A core component of Telkom's employee experience strategy is our two-way "listening platform". This initiative enables employees to share challenges, ideas and feedback directly with leadership. We implement the "listening platform" through deliberate and visible opportunities for employees to participate. These include:

- Collaborative forums: We host roadshows across business units to enable open dialogue between leaders and employees
- Structured feedback: These forums provide a dedicated space for questions and practical feedback, reinforcing shared accountability
- Executive engagement: CEO roadshows provide direct insight into stakeholder priorities and strengthen transparency

Our Voice of the Employee engagement index reached 85.2%, with employees demonstrating high levels of advocacy and inspiration. Overall engagement remains robust, and the Group is committed to addressing challenges related to financial and work-related stress through holistic wellbeing support.

Health and safety

The Group prioritises zero harm through its flagship "Safety starts with me" campaign, which focuses on mindfulness and the prevention of musculoskeletal disorders. Telkom has maintained a zero employee fatality record for several consecutive years. However, it is with deep regret that we report two third-party fatalities during the year, as a result of motor vehicle accidents. To mitigate this, the Group has partnered with Volkswagen South Africa to improve driver risk perception and behavioural road safety.

We are committed to protecting human rights and ensure that all workplace policies align with South Africa's labour laws and the Constitution, as guided by the Group Code of Ethics.

Telkom provides employees with voluntary access to non-occupational health screenings through Wellness Day initiatives across all sites. This supports early identification of potential health risks and promotes equitable access to preventative healthcare. Telkom covers the full cost of limited non-occupational health testing for employees who do not have medical aid. In FY2026, 611 non-occupational health screenings were conducted.

Collaborating with organised labour

Telkom maintains a strategic partnership with the union Alliance comprising CWU and SACU. Following a court judgment regarding internal legal proceedings among CWU officials, an interim leadership structure was established to manage CWU's operations. The Group reviewed its collective engagement framework to formally include this interim structure as a partner within the Alliance. Formal engagements under the reviewed framework resumed in August 2025 and are ongoing. Permanent employee union membership stands at 28% for Telkom Company and at 55% for Openserve.

Telkom Foundation: empowerment through education and digital inclusion

The Telkom Foundation is the Group's corporate social investment vehicle. It was established in 1998 as a registered trust to advance socio-economic development through education and digital inclusion.

The Foundation targets structural barriers to opportunity, particularly the gap between access to connectivity and the ability to participate in a digitally enabled economy. It focuses on strengthening science, technology, engineering and mathematics (STEM) performance, improving teaching quality, and equipping youth with relevant digital capabilities. This positions the Foundation to extend access beyond infrastructure into participation in the digital economy, while supporting national priorities linked to education, skills development and inclusive growth.

Investing in social impact programmes

In FY2026, the Foundation increased its investment in social impact programmes to R72.8 million (FY2025: R68.3 million) ^(A). Digital skills initiatives trained 1 837 unemployed youth through accredited ICT learnerships, supporting entry into technology-enabled career pathways. Psychosocial support interventions, delivered through national partnerships, reached more than one million individuals.

The Foundation's delivery model integrates academic support, teacher development, digital skills training, psychosocial support and ICT enablement:

- Academic programmes provide curriculum-aligned support in key subjects, supported by diagnostic assessments and targeted interventions
- Teacher development initiatives strengthen subject knowledge and embed ICT-enabled teaching practices
- Digital skills programmes equip in-school and out-of-school youth with capabilities aligned with emerging technology fields

This model supports progression from access to capability and, ultimately, to economic participation.

In practice, executing this model includes rolling out ICT-enabled learning environments in selected schools. The Foundation does this in partnership with the Department of Education. The rollouts combine upgrading infrastructure with providing connectivity and access to digital learning platforms, and are supported by teacher development. They enable access to learning resources and introduce potential career pathways. For many learners in these schools, this is their first interaction with a computer.

Going forward, the Foundation will scale access to digital learning and strengthen pathways from education to economic participation.

^(A) External moderate assurance on selected sustainability indicators. Refer to the FY2026 [Independent Assurance Report](#), available online.



Telkom Learn: Expanding digital literacy through accessible online learning

In many underserved communities, access to educational resources remains limited. This restricts opportunities for learners to build digital literacy and develop the skills needed to participate in further education and the digital economy.

Telkom's edtech platform, Telkom Learn, enables the Group to scale access to digital learning opportunities that support supplementary education and digital skills development.

The Telkom Lightbulb platform is a cornerstone of this ecosystem and its primary engine for academic delivery. The platform delivers educational content aligned with the Curriculum Assessment Policy Statements (CAPS) for learners in Grades 7 to 12.

To address affordability, Telkom Lightbulb is zero-rated on the Telkom network, ensuring learners can access resources without incurring data costs.

Through this integrated approach, Telkom's digital learning initiatives impacted 122 521 lives in FY2026. This included reaching approximately 16 600 learners and educators through ICT integration initiatives and supporting over 1 000 out-of-school youth.

