



ESG2023

Environmental, Social & Governance Report



TABLE OF CONTENTS

INTRODUCTION

- 04 Chairman's Message
- 05 CEO's Message
- 06 About Us
- 07 Our Business at a Glance
- 08 Our ESG Core Values

ENVIRONMENTAL

- 10 Our Network
- 12 Our Environmental Vision
- 13 Our Commitment to Net Zero
- 14 Our Carbon Emissions
- 15 Our Climate Risks and Opportunities
- 16 Environment, Health and Safety
- 17 Projects to Date

SOCIAL

- 19 Our People
- 22 Our Customers
- 25 Data Security and Privacy
- 26 Our Suppliers
- 28 Our Communities

GOVERNANCE

- 40 Our Governance Structure
- 41 Stratgic Risk and Strategy Governance
- 43 Ethics, Compliance and Business Conduct
- 44 Stakeholder Management

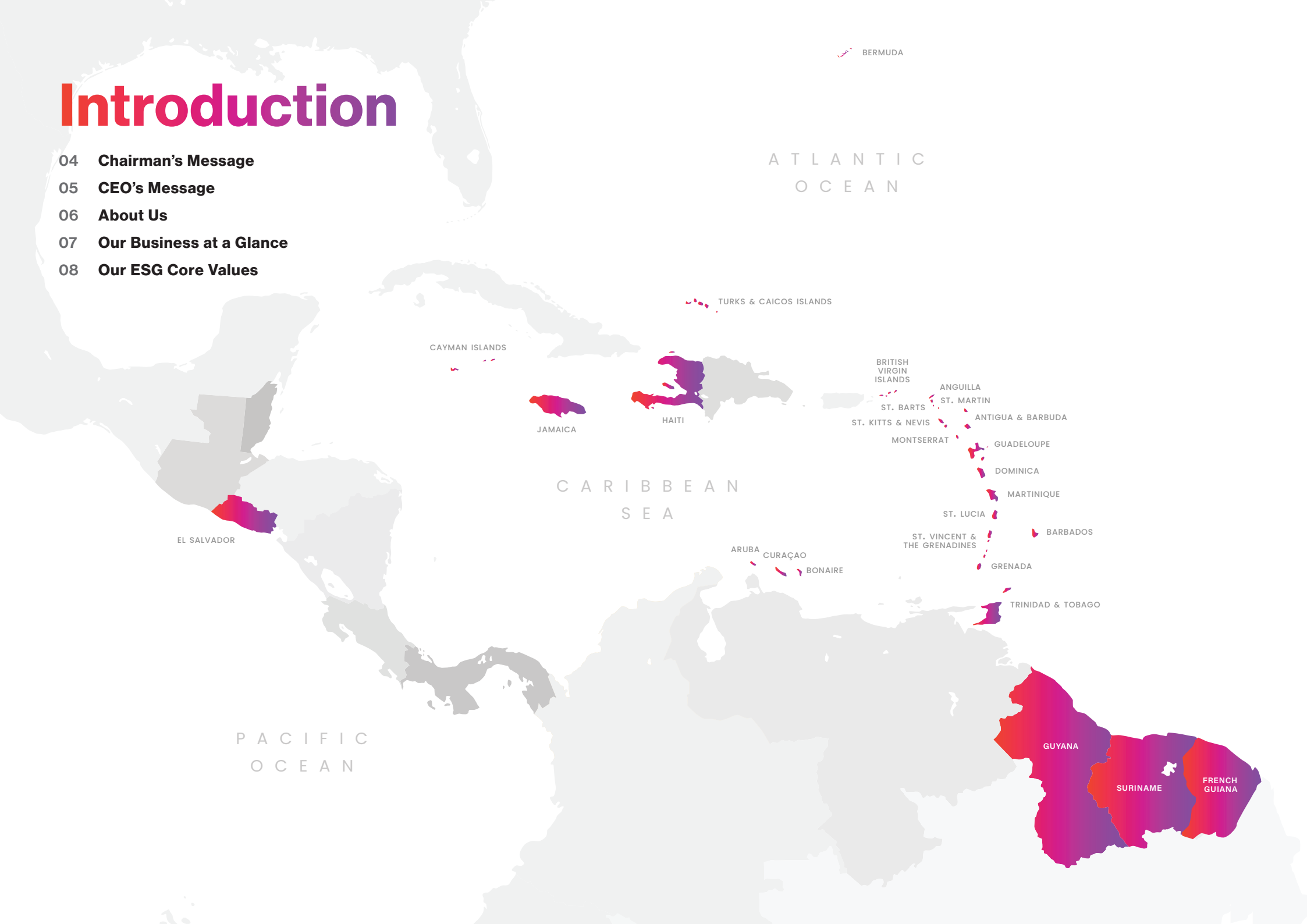
APPENDIX

- 46 About the Report
- 47 ESG Index Tables
- 57 Notes



Introduction

- 04 Chairman's Message
- 05 CEO's Message
- 06 About Us
- 07 Our Business at a Glance
- 08 Our ESG Core Values



CHAIRMAN'S MESSAGE



Denis O'Brien
Chairman

With 22 years under our belt, and a combined population of 23 million across our 25 markets in the Caribbean and Central America, it's safe to say that our reach is expansive. This is all the more reason for us to take the lead in the region and drive ESG forward. I am pleased to present our financial year 2023 ESG report, which highlights our commitment to our core principles.

Having achieved our goal of democratising communications in our markets, and making sure that everyone, everywhere has access to best in class, affordable communications services, we have set ourselves some ambitious targets. Since we last published, we have made tremendous strides in our ESG reporting and, as the Chairman, I am proud to say that our Board takes ESG seriously and recognises its significance in shaping the sustainable future of our business.

ESG is not just a buzzword for us; it is ingrained in our governance process. We have integrated ESG considerations into our decision-making frameworks, ensuring that sustainability is at the core of our operations. By aligning our corporate strategy with ESG principles, we aim to create long-term value

for our stakeholders and contribute to the well-being of our planet.

We understand the importance of transparency and accountability in demonstrating our progress. Through comprehensive ESG metrics, we have measured and disclosed our performance across various key performance indicators. This report serves as a testament to our commitment to responsible business practices.

In particular, we have a strong focus on the social component of ESG. Our efforts in this area have been remarkable and I am thrilled to highlight the outstanding work of our Digicel Foundations in Haiti, Jamaica and Trinidad & Tobago. These foundations have been instrumental in driving positive change and making a tangible impact on the communities we serve. Through various initiatives, aligning with our pillars of Special Needs, Education and Community Development, we have empowered individuals, enhanced educational opportunities and fostered economic growth in these countries.

I am also pleased to announce that our dedication to creating sustainable change in our communities was recognised on a global platform at the 2022 World Communications Awards, where the Digicel Haiti Foundation won the Social Contribution award for its work in education. This accolade not only acknowledges our commitment to social responsibility, but also reinforces the belief in our power to drive meaningful change and to create a world where no one gets left behind.

As we move forward, we remain steadfast in our commitment to ESG principles. We will continue to embrace sustainability, diversity, and ethical practices while striving for continuous improvement. Our journey towards a more sustainable future is an ongoing one, and we invite all our stakeholders to join us on this path.

Thank you for your continued support and trust in our organisation.

Denis O'Brien

CEO'S MESSAGE



Oliver Coughlan
CEO

As we plot a path to a sustainable future, our annual ESG report showcases our commitment to ESG principles, and the steps we've taken over the course of financial year 2023. As the CEO of Digicel Group, I am proud to share our progress and reaffirm our dedication to building a sustainable future.

One of the key areas of our ESG strategy has been our focus on the environment and I am delighted to announce that we have made significant strides in this regard. We know how important it is to address climate change and reduce our environmental footprint, and as part of those efforts, we have taken a major step by releasing our climate commitment during the year. This commitment outlines the specific goals and targets we have set to mitigate climate change and contribute to the transition to a low-carbon economy. I'm delighted to say this includes being Net Zero by 2050.

To demonstrate our willingness to be transparent and accountable for our goals, we have released our Scope 1 and 2 emissions data for the first time, providing information around our Greenhouse Gas Emissions (GHG). This data allows us to track our progress, identify areas for improvement,

and ensure we can be held responsible for our environmental impact. By setting clear objectives, we aim to drive innovation, improve energy efficiency and promote sustainable practices throughout our operations. We are committed to working collaboratively with our stakeholders to achieve these ambitious targets and create a positive environmental legacy.

Whilst the environment is a key focus of our ESG strategy, it is not our only focus. At the core of our success lies our people, and we deeply value their contributions. We believe that investing in our employees is essential for sustainable growth and innovation. As part of this commitment, we have launched a comprehensive graduate programme that fosters talent and provides opportunities for young professionals to thrive within our organisation. The 18 graduates that joined this programme are some of the best and the brightest and by nurturing and developing the next generation of leaders, we are building a resilient workforce that embraces diversity, creativity and collaboration.

This report is a testament to our ongoing efforts to integrate sustainability and

responsible practices into our business strategy. We understand that the challenges we face are complex, but we remain steadfast in our commitment to make a positive impact on society and the environment. As we move forward, we will continue to engage with our stakeholders, listen to their feedback and adapt our approach to meet the evolving expectations of a sustainable future.

I would like to express my gratitude to our employees, partners and customers for their unwavering support and collaboration on this journey. Together, we can create a more sustainable and inclusive world.

Thank you.

Oliver Coughlan

ABOUT US AND OUR BUSINESS

Thanks to our world-class LTE and superfast fibre networks, we're in the business of delivering powerful digital experiences 1440 minutes of each day to customers – that's every minute, all day, every day.

We take pride in serving consumer and business customers in all 25 of our markets across the Caribbean and Central America and have invested more than US\$5 billion in establishing our business and helping our communities grow. Additionally, through our Digicel Foundations in Haiti, Jamaica, and Trinidad & Tobago, we have worked in our communities to benefit over 2 million people to date.

Our Better Together brand is committed to delivering more to our customers and communities, and our global team of 5,702 dedicated employees* work tirelessly to make this a meaningful reality each and every day.



OUR BUSINESS AT A GLANCE



US **\$5b+**

Total Invested



US **\$1.8b+**

Revenue



10m+

Customers



25

Markets



5,000+

Cell Sites



16

Fibre Markets



3,000km+

Fibre Network

OUR ESG CORE VALUES

Our ESG strategy has been tried and tested over the last number of years and it's propelling us forward at pace.

OUR CORE GOALS REMAIN UNCHANGED

1

Ubiquitous Access for All to Our Superfast Sustainable Networks

2

Advocating for Inclusion in Our Communities and in Our Workplace

3

Building Education and Special Needs Capacity

And while our top-level goals remain the same, we've taken things a step further by more intensely assessing our impact on the planet, this includes releasing our first Climate Commitment report. We realised that we really needed to up our game and lead from the front in our markets around our environmental disclosures and progress.

We are all about connecting people and bridging the digital divide, but, given that our markets are among those at the forefront of climate change, we want to do this in a way which protects our planet and therefore our communities.

We believe that linking our ESG initiatives to internationally recognised goals will further demonstrate our commitment to global sustainability and social responsibility, increasing the credibility of our work and demonstrating the great strides we are making against the SASB and GRI frameworks/standards which guide us.

We also recognise the importance of bolstering our ESG goals and impact, so to this end, we have decided to

link several of our ESG initiatives to the UN Sustainable Development Goals (UNSDGs). These goals have been adopted by 193 countries worldwide and prioritise progress for those who are furthest behind, tying in extremely well with our top-level goals.

We have identified opportunities in our existing activities to link to two UNSDGs:

Goal 4 – Quality Education:

Ensure inclusive and equitable quality education and promote lifelong learning for all. This SDG looks at metrics such as youth numeracy and literacy (KPI 4.7.1), which align well with the programmes of our Foundations.

Goal 9 – Industry, Innovation, and Infrastructure:

Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation. This SDG looks at (KPI 9.c) significantly increasing access to information and communications technology and striving

to provide universal and affordable access to the internet, as well as the proportion of population covered by a mobile network. This aligns with our ESG goal of providing ubiquitous access for all to our superfast, sustainable networks.



Environmental

- 
- 10 Our Network
 - 12 Our Environmental Vision
 - 13 Our Commitment to Net Zero
 - 14 Our Carbon Emissions
 - 15 Our Climate Risks and Opportunities
 - 16 Environment, Health and Safety
 - 17 Projects to Date

OUR NETWORK

We are committed to ensuring that everyone has access to our superfast network. Whether that's through our mobile connectivity or our other fixed line connectivity, we are working hard to reduce the digital divide. To achieve this, we have been continuously upgrading and launching new network programmes, supporting our customers' digital experience.

Our reputation is built on our ability to provide services in difficult locations that other operators avoid. As a result, we strive to minimise the impact of our rollouts on the environment while maximising their benefit to communities. This involves careful consideration of the technology we use, the transportation of equipment to cell sites, integration of cell sites into the natural environment, and the power sources used for our cell sites.



Mobile

Our Mobile network is critical to our goal of ubiquitous access to sustainable, superfast networks and doing our utmost to close the digital divide. Not only does it connect the unconnected, but it can make it to those hard-to-reach places, offering our customers the best possible connectivity.

Taking on challenges others avoid, and providing connectivity in tough locations means carefully selecting the appropriate technology and equipment transportation methods, blending our cell sites into the natural environment and using sustainable power sources wherever possible for our sites.

Our network of 5,090 cell sites provides 4G-LTE coverage in all the markets we serve, with 3,809 of these sites enabled with LTE technology. At present, we are using a combination of hybrid and solar solutions to generate renewable energy at our cell sites. Our current renewable energy usage is 17%, with hybrid power solutions implemented at 15% of our total cell sites. Out of our 5,090 cell sites, 107 (2%) are powered solely by solar energy.

To fulfil our pledge to reduce our environmental footprint, we have implemented the use of eco-friendly renewable energy resources in 24% (6) of our markets across the Caribbean and Central America. Our successful installation of solar panels and wind turbines allows us to harness natural energy and use it to support connectivity, digital products, and services for our customers and communities.

Subsea

Deep Blue One subsea cable installation was started in FY23 and will supercharge connectivity in French Guiana, Suriname, Guyana and Trinidad & Tobago through a 2,100km+ cable, with the longest stretch running 1,600km from French Guiana to Trinidad. Deep Blue One has five branching units, with two of the eight fibre pairs in each segment offering a minimum of 12 Tbps capacity per fibre pair.

This will be the first new fibre connection for Trinidad & Tobago in ten years and the first ever submarine cable connecting all the Guianas. This will help meet the capacity required for the digital revolution in the Caribbean. In true adherence to our sustainable infrastructure goal, the cable will be buried to keep the surrounding area as undisturbed as possible. We expect this project to complete in 2024.

OUR NETWORK

Fibre

We have undertaken several initiatives related to the environmental and social aspects of our fibre network deployments.

Expanded Fibre Footprint: We have expanded its fibre network infrastructure in various locations. In Guyana, we deployed Fibre-to-the-Business (FTTB) networks, while in Cayman, we deployed both Fibre-to-the-Home (FTTH) and FTTB networks. Additionally, we've also expanded our fibre footprint in British Virgin Islands, Curacao and El Salvador.

Environmental Aspects

In our network deployments, we make it a point to prioritise environmental considerations by:

- a. Adherence to Strict Protocols:** All network deployments follow the strictest protocols and standards for the disposal of fibre, which is considered hazardous waste. This ensures proper disposal practices are adhered to, in order to minimise our impact on the environment.
- b. Infrastructure Sharing:** We make a deliberate effort to leverage existing infrastructure for network buildouts through infrastructure sharing. By utilising higher split ratio and XGPON designs, we are able to provide more connections and higher bandwidth without expanding the network footprint. This approach reduces the global carbon footprint as well as the demand on natural resources.
- c. GIS Technology:** Digicel uses Geographic Information System (GIS) technology to model network designs in a virtual environment before any construction takes place. This enables us to identify any adverse effects on the environment, and mitigate any negative impact, demonstrating our commitment to environmental responsibility.



Social aspects

Digicel's fibre projects also encompass social considerations, including:

- a. Involvement of Local Telco Service Companies:** In our network rollout and/or operations and maintenance activities, we incorporate local telecommunications service companies to promote collaboration and develop the local industry at large.
- b. Knowledge Exchange and Upskilling:** Our Survey, Design & Construction department facilitates knowledge exchange and upskilling of local resources. This initiative helps enhance the skills and expertise of local professionals contributing to the development of local talent.
- c. Connectivity in Rural and Low Socio-Economic Areas:** We deploy world-class fixed wireless networks in rural areas and communities with low socio-economic profiles. This commitment to inclusivity and access to connectivity helps bridge the digital divide and empower underserved communities.

Through these initiatives, we demonstrate our efforts to expand our fibre network infrastructure, minimise environmental impact, foster collaboration with local stakeholders, and promote connectivity in underserved areas.

OUR ENVIRONMENTAL VISION

As highlighted earlier, our environmental approach has been a significant focus for the business. Taking a look at what we needed to do and zoning in on our energy impact by developing our strategy to make meaningful change resulting in the release of Our Climate Commitment in 2022, setting out our Net Zero commitment and the roadmap to get us there.

Our approach focuses on adjusting to the evolving environmental landscape while improving our reporting. By recognising possibilities, we intend to play a leading role in our markets and set an example for addressing climate change. **To fulfil this commitment, we have three key pillars.**



CAPTURING EFFICIENCY

This is all about maximising our output while decreasing our input by consuming less energy, to reduce our emissions and be as environmentally friendly as possible. Not only does this have the benefit of environmental improvements, but also of streamlining activities leading to improved application. This will lead to a more efficient workflow and a comprehensive review of our policies and procedures, ultimately resulting in reduced emissions, lower energy costs, and stronger governance.



IMPLEMENTING RENEWABLE ENERGY

Renewable energy is the future and will be an important cornerstone of our environmental strategy. We recognise that implementing renewable infrastructure is expensive due to the capital-intensive nature of any wide-ranging overhaul to cover our numerous sites across all our markets, but we cannot sit and do nothing. While scoping out the requirements for our long-term plans, we can still implement solutions in the short to medium term. The tropical climate in our markets is particularly suited for this type of transition.



NEUTRALISING OUR IMPACT

We recognise that even with all renewables and an optimised operation, our emissions will not be zero. That's why we plan to engage in carbon capture projects such as tree planting or generating surplus renewable energy for local use. Not only do these projects remove carbon from the atmosphere, but they also have other beneficial outputs like preventing erosion or producing fruit.

OUR COMMITMENT TO NET ZERO

When we assessed what we wanted to achieve, one thing stood out:

Our goal is to make significant positive change in the world and drive progressive change in our markets.

This is the reason that we have committed to **Net Zero Emissions**. We believe that decreasing our emissions is one of the most impactful things that we can do from an environmental point of view as this will drive benefits to everyone in our communities.

We aim to take a leading position throughout our markets and set the standard for action against climate change by identifying tangible opportunities and driving continuous improvement in emissions and reporting. Our commitment to net zero emissions is not only for our organisation but also for everyone in our wider regional communities. By working towards a greener and healthier planet, we hope to make a positive impact on the world and align ourselves with the global effort to combat climate change.

Our long-term goal is Net Zero by 2050 in line with the Paris Agreement which aims to limit the increase in global average temperature. We realise that's a long way out so we've charted a path to get there so we can be sure that we're on track.

Rising Sea levels and changing weather patterns are expected to have an outsized socioeconomic impact on the Caribbean and Central America. As a company operating in Small Island Developing States, we have experienced the devastating effects of climate change first hand.

2027

Short Term

Improve reporting to industry standard and begin implementing our energy strategy.

2035

Medium Term

50% reduction in Scope 1 and Scope 2 emissions. Understand our Scope 3 emissions.

2050

Long Term

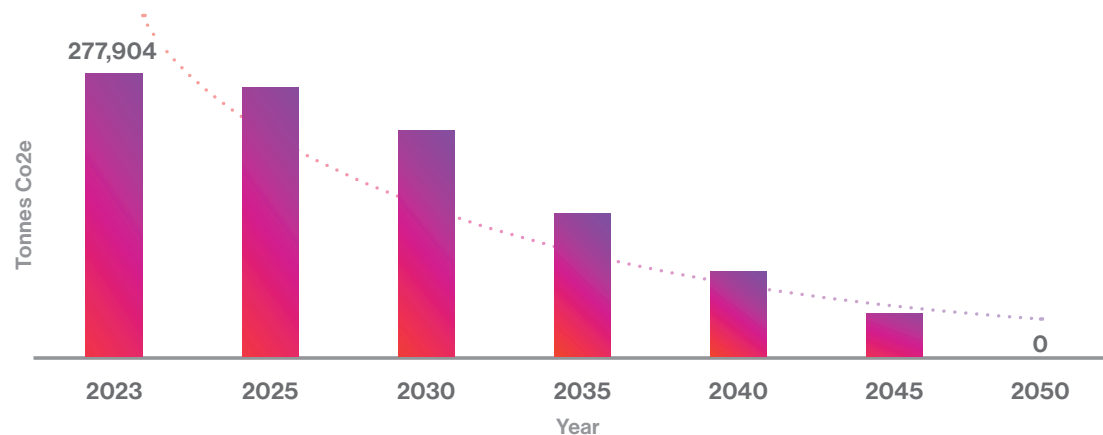
Net Zero Scope 1 and Scope 2 emissions. Reduce our Scope 3 emissions.

OUR CARBON EMISSIONS

Our Climate Commitment explores our carbon utilisation and details our plan to reduce and neutralise our emissions over the coming decades. We recognise that other factors such as water and waste pollution have significant environmental effects, but we feel that initially focusing on one aspect will lead to greater gains in our battle against climate change.

Our Objectives:

- Understand what comprises our emissions, while following the guidelines of the Greenhouse Gases (GHG) Protocol.
- Calculate our carbon footprint using best practices in the measurement of Scope 1, 2 and 3 emissions.
- Publish our results and use these as a baseline for future comparison.



*Scope 1 and 2 emissions calculated using the location-based method.

SCOPE 1

Fuel Usage Direct greenhouse gas emissions that are released into the atmosphere from sources that we own or control. These emissions are typically associated with the combustion of fossil fuels for heating, transportation, or electricity generation.

SCOPE 2

Purchased Electricity Indirect greenhouse gas emissions that are released into the atmosphere because of the consumption of purchased electricity, heat or steam. These emissions are typically associated with the generation of electricity or heat by a third-party supplier.

SCOPE 3

Waste Disposal, Office Equipment, Transportation, Business Travel, IT Services Indirect greenhouse gas emissions that are released into the atmosphere as a result of activities across our value chain. These emissions are not owned or controlled by our organisation and include a wide range of activities such as the the transportation of products.

OUR CLIMATE RISKS AND OPPORTUNITIES

Climate Change RISKS:

- **Carbon Taxes:** Some products and services may become more expensive because of either direct or indirect taxes or charges related to CO2 emissions, particularly in energy and transportation sectors.
- **Energy Use:** As global temperatures increase; more energy is being used to cool infrastructure resulting in higher emissions if the status quo is maintained.
- **Lack of Innovation:** In developing nations, energy grids will require investment in more energy efficient infrastructure and production methods, currently this is significantly lagging behind more developed nations.
- **Legal and Regulatory:** The regulatory landscape is rapidly changing with new requirements and regulations being implemented all the time. While we attempt to stay ahead of these requirements, the reporting burden increases.
- **Market:** Energy operating expenses have risen, particularly in countries heavily dependent on oil/gas or due to increased prices.
- **Natural Disaster Risk:** An increase in the frequency of severe weather events, particularly storms, would raise the risk to business continuity and the expense of replacing damaged assets.
- **Reputational:** There are increasing expectations from important stakeholders such as investors and customers for more actions and initiatives related to climate change.
- **Technological:** Investment in current technology may become obsolete earlier than the actual asset lifespan due to advancements in knowledge resulting in improved energy performance.

Climate Change OPPORTUNITIES:

- **Resource Efficiency:** Our Energy Efficiency Plan helps us reduce costs related to our networks and operations by optimising energy usage.
- **Digital Economies:** Our ability to provide connectivity and digital solutions reduces carbon emissions and will enable new business opportunities. The demand for digital services is constantly increasing as our economy becomes even more interconnected.
- **Energy Intensity:** Energy intensity per customer should decrease as we source more energy from renewable resources. We can decrease carbon emissions and cut down energy costs for our network by producing our own energy and entering into long-term agreements like Purchase Power Agreements (PPAs).
- **Resilience:** Our flexible approach enables us to integrate potential threats and favourable circumstances into our strategy, which impacts our choices on investments, upgrades and network expansions.
- **Reduced Dependency:** In our markets, we rely on a few energy suppliers, so any introduction of self-provided energy reduces our dependency on external providers and price changes for energy.
- **New Financing Sources:** Accessing new financing sources that support sustainability provides a more competitive alternative to traditional financing.
- **Opportunity:** Grow market share: Communicate with our customer base on our sustainability goals to align with changing consumer values and preferences, leading to increased market share and an improved competitive position.

ENVIRONMENT, HEALTH AND SAFETY

We have developed a strict procedure for reporting, documenting and investigating any Environment, Health and Safety (EHS) concerns. Our employees, contractors, and members of the public can raise issues directly with the EHS team as it relates to any work-related incidents/accidents that occur.

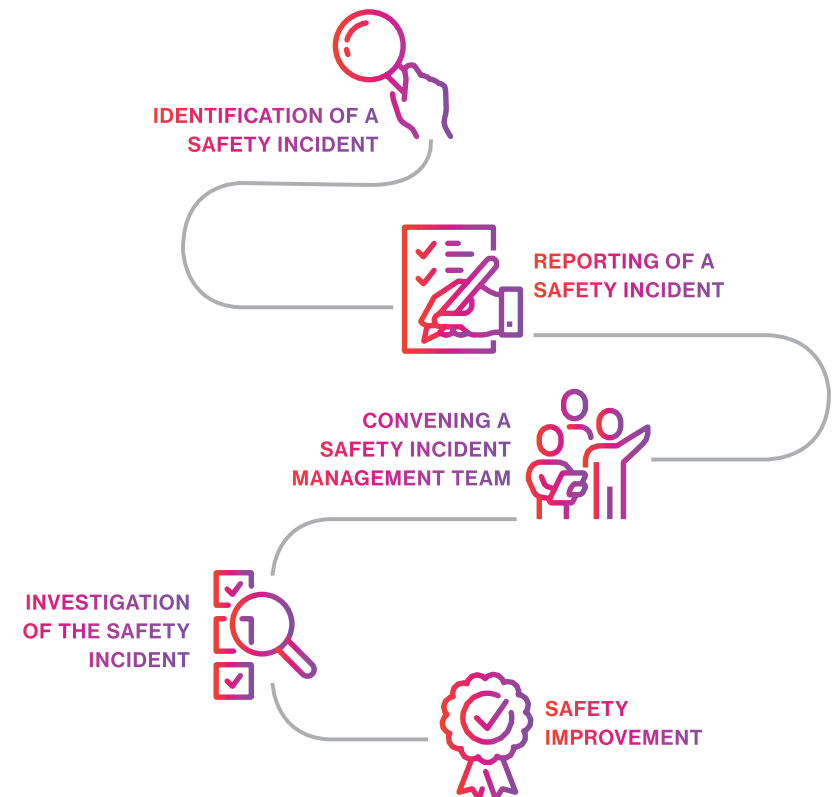
We uphold our commitment to Environment, Health, and Safety through the implementation of our gold standard EHS policies.

Natural Disasters

Across the Caribbean, the impact disruptive weather events and other natural disasters can have on our people and infrastructure is significant, which is why our teams are always ready, year-round, to jump into action whenever required. In 2022, there were five hurricanes, two tropical storms, and two minor earthquakes, all affecting markets in which we operate. We continually monitor all possible threats in the region, provide support when needed and keep our customers connected as best as possible during disasters.

Our strategy has been tested and proven and is updated annually as needed. All teams have access to playbooks when business operations are challenged, and currently 22 of these plans are up to the standards of ISO22301, which means they have been stress tested to give peace of mind that they are gold standard. Along with all the different plans and playbooks, three natural disaster table tops kits have been provided to every market, and are tested each year so that, in the event of an emergency, they have the available resources ready and are able to spring into action. We never stop our continuous learning and skills development, so we are fully prepared for whatever might happen.

We have clear steps in managing and investigating all safety incidents that may occur:



SOME OF OUR ENVIRONMENTAL PROJECTS TO DATE

Coastal Cleanup Day

Several of our markets took to the beaches, the streets and the parks to clean up our communities and make the world a cleaner place.

Our team over in Curacao did its part in honour of World Cleanup Day to keep our surroundings clean as they did a trash walk, cleaning up the beautiful natural path from Kampeer Centrum Ronde Klip to Playa Kanoa.

In Jamaica, for International Coastal Cleanup Day, the Digicel Foundation team did a call for volunteers across the business and headed to clean up Sirgany Beach, not far from our headquarters in downtown Kingston.

And, proving that you don't need to wait on a special day to do good, Digicel Suriname partnered with SuReSur (a Surinamese foundation that aims to raise awareness about the environment and recycling) to clean up a local park. Giving back to our communities is something we've always done, knowing that we have the power to be a force for good.



Saving Suriname's Coastline

Over in Suriname, forty-five staff members 'armed' with mangrove plants waded through the mud to join hydrologist, Professor Siewnath Naipal in his fight against rising sea levels through the Building with Nature project. With its low coastline, Suriname is among the top ten most vulnerable countries in terms of sea-level rise, and in recent years, under Professor Naipal's leadership, Suriname has started to implement a mangrove-replanting programme along the coast to combat this.

At Weg naar Zee, a coastal area along the Atlantic, more than 200 mangrove plants were planted in order to build a natural barrier against the sea and thus prevent the erosion of the coast. The Weg naar Zee area is highly vulnerable and prone to flooding and erosion, with up to 27 meters of land lost each year.

Mangroves help to protect coastal areas by retaining sediment, helping to bind and build soils, while the aboveground roots slow down water flows, encourage deposition of sediments and reduce erosion. In addition to this level of coastal protection, the mangroves provide a breeding ground for various types of fish and other sea creatures, many of which make up part of the Surinamese diet.

Professor Naipal summed up the importance of protecting the coastline with mangroves when he said, "We all have a problem if our coast is not protected. In nature, everything is connected. If the mangrove is lost, you will get an increased amount of CO2 emissions with all the negative consequences that entails. Mangrove is a treasure chest, which will eventually disappear at the bottom of the sea if we don't take action."

The Digicel team in Suriname decided to participate in the project after a very inspiring conversation with Professor Naipal where he explained the special work he does and the challenges associated with it.

As we grow, so do the communities around us, and the team in Suriname is showing us just how strongly they support this.

Social

A photograph showing two young women, volunteers for the Digicel Foundation, crouching in a field of reddish-brown soil. They are both wearing red t-shirts with the 'Digicel Foundation' logo. The woman on the left is also wearing a red cap and blue gloves, and is holding a small green tomato seedling. The woman on the right is wearing glasses and a red cap, and is also holding a seedling. In the background, other volunteers in similar red shirts are visible, some standing and some working. A blue tarp is on the left, and a yellow building is in the distance under a clear sky.

- 19 Our People
- 22 Our Customers
- 25 Data Security and Privacy
- 26 Our Suppliers
- 28 Our Communities

OUR PEOPLE

Our people drive the success of our business and enable us to provide superior service to our customers. Therefore, it is crucial that we not only treat our employees fairly, but also empower them to learn and grow.

We have demonstrated our commitment to being an equal opportunity employer in its truest sense. This includes fostering a workplace environment that encourages diversity and embraces individuals of all races, ethnicities, religions, sexual orientations, political views, and other unique characteristics.

Our headcount of 5,702 employees* across the Caribbean and Central America clearly demonstrates our commitment to gender balance. **We take pride in having a nearly equal split of male and female employees.**



Our workforce is continuously embracing digitalisation, optimising workflows and enhancing operational efficiency. When considering any organisational changes or job opportunities, we give priority to internal promotions or hiring individuals from the local community, with non-local hires or contractors being considered only when necessary.

At present, 89% of our employees* are permanent staff. Additionally, we have a small number of contractors and consultants who contribute their valuable expertise, representing approximately 2% of our total workforce.



Growth and Development

We believe in a growth mindset and that every single one of our people should be empowered to reach their full potential. This means offering ongoing support and feedback to help people step up to that next opportunity.

We provide a rigorous framework to help people help themselves.

We Listen

We value the opinions of our employees and strive to make ongoing improvements. We believe that investing time and resources into creating a supportive environment where our employees feel heard and empowered to succeed and develop within the company is always worthwhile.

We regularly seek feedback from our employees to understand their perceptions of the business. Through anonymous surveys that are sent to all employees, we gather valuable insights. Senior leaders and managers have access to a dashboard displaying the responses, which they utilise to formulate actionable plans to address any challenges that arise.

*Headcount as at 31 March 2023

OUR PEOPLE

Promoting Inclusion in the Workplace

We are an inclusive organisation where individuals of all abilities are welcome and have the opportunity to thrive. In May 2021, we joined the Valuable 500, a global movement that prioritises disability inclusion within business leadership. As a member, we publicly committed to advancing disability inclusion within our organisation, even though many of the Valuable 500 practices are already integrated into our existing approach.

Our Valuable 500 commitments include:

- Establishing special needs centres of excellence, special needs education programmes and providing specialist teacher training to support children with special needs.
- Offering employment opportunities, inclusive workplace policies, and accessible workplaces to people with disabilities.
- Driving acceptance of people with disabilities through education, awareness programmes, multi-stakeholder engagement, and partnerships.

In several markets, our Foundations lead the way in championing people with disabilities, and our reputation as an organisation that supports and values individuals with disabilities is well-known.



Terran Wright

We have a lot of amazing stories at Digicel, and the people who work here are the ones that make us truly awesome as a collective, which means that as a company we're made up of truly awesome people.

One such individual is Terran Wright, Technical Service Delivery Manager working in our Network Operations department.

It's been a wild ride for Terran who was diagnosed with Sickle Cell Anaemia at birth, and now wants to share his story with the aim of raising awareness. In a nutshell, blood cells are usually round and flexible, so they move easily through blood vessels, but for those with sickle cell anaemia, some red blood cells are shaped like sickles or crescent moons and become rigid and sticky, which can slow or block blood flow.

Not one to let his ailments get him down, Terran's latest mission is to participate in the September 2023 ½ Ironman in Augusta, Georgia.

Not much of an athlete, Terran's given himself a year to prepare for the 70.3-mile race, which would be a daunting prospect even for the fittest among us. The race is broken up into three components, a 1.2-mile swim, a 56-mile bicycle ride and a 13.1-mile run, and aside from the expected challenges that come with training for an Ironman, Terran's also got to learn to swim.

This is the kind of gumption that's characteristic of the Digicel DNA, so join us in wishing him all the best as he undertakes this journey.



OUR PEOPLE

Our Future Leaders

We believe in investing for the future and that applies to our people as much as our infrastructure. We recognise that upskilling is a massive benefit to our people allowing them to better do their jobs and provide opportunities for future growth.

Training

We are committed to providing our employees with comprehensive training programmes that prioritise upskilling and improvement. Our training programmes cover a range of topics such as cyber security, online privacy and emergency response procedures, which are crucial for the growth of our people. In addition to these, we recognise the importance of prioritising diversity and inclusion in our workplace culture. We believe that creating a safe and inclusive workplace environment is essential to achieving our goals and ensuring our people feel valued.

Not only do we ensure skills development but also that our employees are equipped with the necessary skills and knowledge to respond effectively to emergencies and ensure that customer safety is paramount. In terms of metrics, we are proud to report that our training programmes have contributed to our success in achieving our online safety and emergency response targets.

We are committed to fostering a culture of diversity and inclusion in the workplace. We believe that this commitment is reflected in our business performance and our reputation as a responsible and ethical company.



Our Graduates

The Digicel Graduate Programme is a structured, two-year initiative aimed at equipping recent graduates with the necessary skills, experience and exposure to succeed in the telecommunications industry. This programme is a great opportunity for ambitious, high-potential individuals to start their careers with one of the most dynamic and innovative companies in the region, while also contributing to the company's sustainability goals.

The Graduate Programme consists of three rotations, each lasting several months, during which participants are assigned to different areas within the company. These rotations are designed to provide exposure to various aspects of the business, including marketing, finance, technology and customer experience, among others. The programme offers a range of training and development opportunities, encouraging graduates to take ownership of their learning and development and to seek out opportunities to develop their skills.

One of the main benefits of the programme is the opportunity for graduates to work on real projects and initiatives. This not only gives graduates a sense of purpose and achievement but also allows them to develop their skills and experience. Graduates are also encouraged to work on cross-functional teams to develop their collaboration, communication and leadership skills in a sustainable framework.

The programme is committed to diversity with a gender balance of ten women and eight men and a representation of four different nationalities. The graduates are encouraged to participate in industry events, which provides further exposure to all aspects of the telecommunications sector.

OUR CUSTOMERS

Our customers are our most valuable asset, so, it's up to us to take care of them in every way we can and make their experience with us as comfortable and as pleasant as possible.

As a digital operator, we are in the business of delivering powerful digital experiences 1440 minutes of each day to our 9.8 million mobile customers and 0.3 million Digicel+ customers. Our service reaches parts of the countries that traditional broadcasters cannot, and our customers love the local content we deliver alongside premium international content.

At Digicel, we are constantly innovating to give our customers the best value and we have made significant changes in the last year.

Supercharging the Customer Experience

To ensure our success, we strive to have a seamless customer experience to back up our fantastic products and services. We have established five customer promises to hold us to a high standard, and our customer care agents are empowered to reward and gift customers with free data, bundles or content when we fall short or want to thank our customers for their loyalty. We are continuously committed to improving our customer service model to enhance the experience and drive advances in our products.

MyDigicel App Making Moves

MyDigicel app (MDA) is making moves in our markets by getting people to connect with the brand in a totally digital way. As part of our digital transformation journey, it wasn't just about transforming the business internally, but also about how we could serve our customers better and take them on that journey with us. A big part of this is empowering them to take control of their own self-care, and much of this is done through the MyDigicel app.



Customer Hero

To support our employees who work with customers face-to-face on a daily basis, we introduced what we call a Customer Hero.

Now before we get into the mechanics of it all, what exactly is a Customer Hero? Well, it's someone who fully embodies our core values. You know that person who goes above and beyond for the customer all the time? That person who bends over backwards to make sure that we deliver on our brand promise of simply more? The one who always keeps their cool no matter how disgruntled a customer gets? Yep...that's our Customer Hero right there.

So on Customer Day, we wanted to honour our Customer Heroes for being who they are and doing what they do. Each market got to vote from among their own people, and the person with the most votes earns the title of Customer Hero and is spotlighted on Customer Day in our app.

OUR CUSTOMERS

Unleashing Digital Potential

At Digicel, it's a point of pride for us that we listen to our customers, regularly touching base to check in on their wants and needs. Then, from this feedback we're able to make adjustments across the business to better suit our customers.

Transactional NPS or tNPS (Net Promoter Score) is just one of the ways in which we get input from our customers. It shows real time trends in customer experience for specific touchpoints along the customer journey, which in our case currently includes, help channels (IVR, agent, bot, chat) and user experience (as it relates to the network, digital services and prime bundles).

Our tNPS programme has been a big hit with Digicel Business and Digicel+ who received initial scores of +17 and +3 respectively. Based on customer feedback, we've also been able to implement changes to our mobile bundles like providing customers with dedicated data for some of their favourite apps, including Spotify and YouTube, Disney+ and HBO Max, it's a digital paradise!

Already, we've seen where these improvements have made a positive impact on our customers, with our sentiment and satisfaction scores skyrocketing from -27 to +16. Simply by making these strategic changes, we've given our customers a wider range of mobile services and activities, making their digital lifestyles even better. We've truly listened to our customers and aligned our offerings with their preferences and needs, giving them more value and more ways to stay connected to the people and things they love most.

This move not only enhanced the customer experience, but also strengthened our reputation as a provider that truly understands our customers and works to meet their ever-evolving needs. We're all about making digital dreams come true.

Revolutionising Customer Care

Our call centre has undergone an amazing transformation! We've taken a step back from the traditional ways of doing things and embraced digital self-care operations that improve efficiency.

In our English-speaking markets, we have been leveraging non-interaction monetisation methods through Service-to-Sales, which means that we're all about maximising revenue and prioritising sales opportunities.

Ruby, our Artificial Intelligence-powered virtual customer service representative (or Digital Customer Assistant for short), we are always looking for more ways to serve our customers, so we have also been looking at adding WhatsApp to the mix. Ruby has played a crucial role in driving the shift towards self-care and digital solutions, leading to an astonishing 70% digital containment rate. This means that once WhatsApp is added to the mix of self-care solutions, we expect our digital interactions to soar.

Transitioning to a more digital model as part of our digital transformation journey has done wonders for us. We've seen a remarkable 53% increase in efficiency, thanks to optimised resource allocation and improved productivity.

And it doesn't stop there because we've got big plans for the future. At the moment we have 66% of our customer interactions happening through calls, 26% through chat, and 8% through digital self-service platforms. But by boosting the utilisation of digital self-service options and reducing reliance on the old-school channels, our goal is to have a mix of 15% customer interactions happening through calls, 27% through chat, and a whopping 58% through digital self-service platforms.

Overall, this transition to a digitally enabled, transactional and self-care driven operation has brought us so many incredible improvements. We're more efficient, generating more revenue, and delivering an amazing customer experience. It's been an exciting journey, and we can't wait to see what the future holds.

OUR CUSTOMERS

Haiti as a Centre of Excellence

With the multilingual ability of many Haitians, and Digicel Haiti's consistent track record of satisfying our customer's needs in terms of service delivery (Transactional NPS has been consistently good), Haiti was a perfect fit to become a hub in the Caribbean for customer services. Creating this Centre of Excellence for Customer Care also resulted in the creation of 200 jobs for local talent. This, along with the relentless work done by the Digicel Haiti Foundation, provide countless benefits to a country dealing with very challenging times.

Digicel, through the Foundation, remains committed to supporting communities with a strong emphasis on community development and education. The Foundation has emerged as the largest contributor to education infrastructure in the country, having completed 190 schools. As a result, over 62,000 children throughout Haiti now attend schools built by Digicel.

Digital Financial Services Inclusion

Not only are we connecting the unconnected in the telecoms world but we're doing the same in the world of finance. The objective of our financial services offerings is to ease the pain points for people wanting to access the financial system and take advantage of it by providing them with the perfect products to support in a way that we haven't been able to before.

With the purpose of driving people toward financial inclusion and bringing them into an era where financial technology is at their fingertips, MyCash is a digital wallet that allows user to manage their cash easily, conveniently, and securely. Available via an app, phone menu and in the future, via the web, the digital wallet has a simple sign up process. It also features a suite of services that make it very convenient for users to cash in, cash out or hold money, pay bills and purchase top ups - all within a secure environment where the users' data and cash are protected giving optimum peace of mind.

During our financial year 2023 we stepped up and are now available in two markets, Haiti and Jamaica.

In Haiti, MonCash is the leading provider of mobile financial services and has over two million customers. We are licensed with the Bank of the Republic of Haiti so our customers can rest assured their money is in safe hands and we have also tightened our Know Your Customer (KYC) requirements to protect against fraud, corruption, money laundering, and terrorist financing. MonCash is the best and easiest service for Haitians to conduct their daily transactions and benefit from financial inclusion, with over 6,000 authorised agents, 1,200 businesses accepting payments, and 75+ companies and NGOs using MonCash to pay employees and support beneficiaries.

In March 2023, MyCash by Paymaster officially went live in Jamaica having successfully completed the subscribed mandatory pilot period in the FinTech Regulatory Sandbox, and is available to all Jamaicans, regardless of their mobile network provider. The Hon. Daryl Vaz, Jamaica's Minister of Science, Energy and Technology also gave his seal of approval at the launch when he expressed full support on behalf of the Government of Jamaica for the MyCash by Paymaster digital wallet.

We hope to empower communities by giving them access to the proper tools to help them perform easy, convenient and secure daily transactions and support their economic development.

Customer Day

On May 12th, 2022, all of us at Digicel celebrated our second Customer Day. After kicking things off by hearing from one of our day one customers, and talking customer experience with an expert on our townhall, all of our non-customer facing employees were well equipped to pair up with and learn from their customer-facing colleagues as they interacted with our customers on the phone, in the store, on the web or in their homes and offices. The day was spent celebrating our commitment to our customers together and was a big hit.



DATA SECURITY AND PRIVACY

Programmes Launched Over the Year

At Digicel, we have implemented several strategic initiatives to improve our cybersecurity against modern and evolving threats. These include the global deployment of cutting-edge endpoint protection platforms, which utilise artificial intelligence for prevention, detection, response and threat hunting across our enterprise estate. With this initiative, our security teams are empowered to detect and defend against threats faster, at a greater scale, and with higher accuracy across the entire attack surface.

Our information security programme has placed focus on adopting a zero-trust approach to information security. As part of this initiative, we have deployed a network access solution to enhance security visibility, control and automated response capability for everything that connects to our corporate local area network.

In order to extend our data security protections, we have deployed an industry-leading mobile device management tool to secure corporate data accessible to remote workers using non-corporate issued devices or personal devices. This includes strong data encryption and containers to encapsulate corporate data on any device and to enable automatic removal when access is no longer required.

We have also implemented improvements to our email security protocols for enhanced protection to our customers, improved protection of the Digicel domain from unauthorised access and usage and alignment to internationally recognised email security best practices. This security enhancement was undertaken given that the email channel remains a common form of communicating with our customers, but also recognising that emails are increasingly vulnerable to cyberattacks, such as phishing, spoofing, whaling and other forms of business email compromise (BEC).

Moreover, we have undertaken a data privacy and governance programme to place even greater focus on the area of data privacy and data protection compliance. We take the protection of our customers' data seriously, and we will continue to invest in innovative solutions to keep our network secure and our customers' data safe.

Safer Internet Day

On February 7, countries worldwide celebrated Safer Internet Day. The annual event, held on the Tuesday of the second week of February, aims to promote the safe and positive use of digital technology, particularly among young people. The goal is to build a better internet that empowers individuals to use technology responsibly, respectfully, critically, and creatively. The Safer Internet Day theme "Together for a Better Internet"

celebrates the positive influence of the internet, inviting everyone to participate in creating a safer online community.

We partnered with the Office of the Children's Advocate and the National Secondary Students' Council in Jamaica to celebrate Safer Internet Day. The event, titled "Let's Talk About It," took place at Pembroke Hall High School and Denham Town High School, where hundreds of students participated in talks hosted by us, both in-person and on Twitter. The discussions addressed online risks and students expressed concern about predators, cyberbullies and harassers. Students learnt how to become better online citizens by developing digital literacy skills and critical thinking abilities.

Online safety also includes being aware of scammers and fraudsters that prey on unsuspecting individuals, both young and old. Safer Internet Day raises awareness of these threats and promotes the development of digital literacy and critical thinking skills that allow people to navigate the online world safely.



OUR SUPPLIERS

We are committed to ethical business practices and sustainability across all areas of our operations. To ensure that we work with partners who share our values, we have implemented a prequalification process for all new suppliers, which includes an anti-bribery and corruption policy. We want to work with ethical partners who are committed to responsible business practices and to creating a more sustainable future. To further understand the sustainability efforts of our major suppliers, we have conducted ESG assessments. These assessments help us identify how our suppliers are managing sustainability issues within their own supply chains, and how we can work together to create a more sustainable future.

In addition to these efforts, we have launched a new procurement policy that covers all markets and encourages objective decision-making, transparent sourcing processes and a high standard of engagement with suppliers. We believe that transparency and ethical decision-making are key to creating sustainable business practices. To further support our sustainability efforts, we have also implemented a Supplier Relationship Management programme with some of our major strategic suppliers where ESG is a regular topic of discussion. By working collaboratively with our suppliers, we can identify areas where we can create positive change and work together to build a more sustainable future.



Our Supply Chain

Our supply chain operates on a global scale, involving numerous markets in remote locations, which makes the process complex. We work with thousands of suppliers, ranging from small local businesses to large corporate conglomerates. Our supply chain encompasses various activities, including logistics, sales, and support functions, which provide design, materials, information, and labour resources. To manage the supply chain, our central in-house team handles sourcing and contracting while keeping up with the continuously changing world conditions and demands. By doing so, we establish transparent and collaborative relationships that are built on a foundation of trust, resulting in long-lasting partnerships.



Global Reach Local Sourcing Metrics

At Digicel, our customers appreciate the locally-focused entertainment options we provide and continuously request more. This not only allows us to offer exceptional content, but it also enables us to collaborate with talented local individuals and offer them a platform to showcase their content, increasing their visibility and recognition.

OUR SUPPLIERS



Refurbishment

We launched a programme to refurbish used devices, such as smartphones, and resell them at a lower price point. Currently underway in the French West Indies (FWI), the company is considering expanding it to other markets.

We also refurbish other items, such as set-top boxes, rather than manufacturing new ones. This helps us reduce waste and save resources. We have already implemented this approach in both Trinidad and Jamaica.



Cutting Down Waste

Our warehouse is committed to minimising waste and is doing so by reusing packaging, such as cardboard boxes and wooden pallets, whenever possible.

We have adopted a more sustainable approach to network equipment by working with partners who will purchase and resell old equipment to other customers. We are also exploring the purchase of refurbished equipment where appropriate.



For the Future

We are currently trialling the use of electric vehicles (EVs) as part of our vehicle fleet. This is part of the company's broader efforts to reduce our carbon footprint and transition to more sustainable modes of transportation.

OUR COMMUNITIES



Digicel Jamaica Foundation



Digicel Jamaica Foundation



us **\$44m**

Total Invested



20

Special Needs
Centres/Schools
Constructed/Renovated



394

Speical Needs Parents and
Caregivers Trained



231

Primary School
Enrichment Rooms for
Literacy and Numeracy



846

Community Grants
Provided, Impacting
Over 250,00 Lives



2,306

Teachers Trained in
Literacy and Coding

Key Partners



Digicel Jamaica Foundation

Four new projects completed in the last year:



Completed four out the ten Smart Rooms to be constructed in rural primary schools by the end of 2023 to help bridge the digital divide.



Opened the newly renovated St. John Bosco Vocational Centre, that provides vocational training and apprenticeship to rural, at-risk youths.



Renovated the Bethlehem Home, thus helping the home attain the CPFSA's 12 operational standards and renew its license.



Renovated the Paralympic basketball court, enhancing Jamaica's chances of qualifying for another Paralympics Games.

“Over the years, Digicel Foundation, through its corporate social outreach, has been a boost to the Government’s vision of developing our children to their fullest potential regardless of their social and economic backgrounds.”

HONOURABLE FAYVAL WILLIAMS
Minister of Education and Youth

Digicel Haiti Foundation



Digicel Haiti Foundation



us **\$83m**

Total Invested



66

Financed School
Social Enterprises



20

Trainers Certified



346

Community Grants Funded
Impacting 1.3m People



190

Schools Constructed
Benefiting 62K+ Students



1,719

Trained School
Directors and Teachers

Key Partners



Digicel Haiti Foundation

Four new projects that were completed in the last year:



Collaborated with W. K. Kellogg Foundation and Hope for Haiti to nearly double commitment of US\$1M toward school reconstruction following the August 2021 earthquake affecting the country's southern peninsula.



Launched a poetry contest for high school and university students. Submissions had to highlight how youth engagement could contribute to Haiti's development. Four winners received funding to cover school fees.



Organised and supported 12 staff engagement activities across Haiti including blood drives, park rehabilitations with solar lighting, mobile clinics and Christmas gift distributions.



Supported PWONA, a P4H initiative that seeks to raise the profile of the teaching profession and honour Haiti's best teachers. Ten people were selected as national teachers of the year, one for each of the country's departments.

“The Digicel Foundation’s unwavering support for community development and education is awe-inspiring. Moreover, Digicel sets an example, proving that companies can make a massive difference. Being associated with such a socially conscious organisation is an honour.”

FATHER JEAN JACQUES SAINT-LOUIS
Provincial Superior, Monfort Missionaries

Digicel Trinidad & Tobago Foundation



Digicel Trinidad & Tobago Foundation



us **\$6m**

Total Invested



10

Schools Outfitted as
Part of Innovation Labs



162

Community Grants Impacting
60,544 Persons Directly



300

Primary School Students Impacted
Through the Digicel Foundation
Caribbean Code + Programme



10

Rural and At-Risk Communities
Benefitted from our Technology
in Education Centres



2,800

Athletes and 240 Coaches of the Special
Olympics of Trinidad & Tobago now have a
Home – an Operational Space for Training and
Development of Both Athletes and Coaches

Key Partners



Digicel Trinidad & Tobago Foundation

Four new projects that were completed in the last year:



As part of the 10th anniversary celebrations, the Foundation set-up ten Innovation Labs in ten special needs schools across Trinidad & Tobago. This will enhance the learning experience and expose students with disabilities to all that the digital world has to offer.



Through a partnership with We CODE Caribbean, 'The Digicel Foundation Caribbean Code + Programme' was launched as a pilot programme to introduce and teach coding and programming skills to 300 primary school students in Trinidad & Tobago. The twenty-four participating schools were situated in rural areas of Trinidad and Tobago.



Four Digicel Foundation TIE (Technology in Education) Centres were set up throughout Trinidad & Tobago. Each building space was outfitted with five computers, one printer, furniture as needed, and one year free high-speed internet courtesy of Digicel+.



The Digicel Foundation committed TT\$1 million (approximately US\$147,000) towards EPIC projects to commemorate its 10th anniversary. Ten communities were impacted with the establishment of ten community projects.

“We are deeply appreciative of the investment of US\$1.8M from the Digicel Foundation which has left an indelible impact on the City of Port of Spain and its citizens. Over 21 projects were completed in Southeast Port of Spain, ranging from playparks, homework centres, gyms, computer labs, upgrades of community centres and basketball courts, to support given to special needs schools. The partnership between The Corporation and The Foundation demonstrates a relationship that can be modelled by other stakeholders that seek to serve and create opportunities for sustainability.”

HIS WORSHIP, ALDERMAN JOEL MARTINEZ

Mayor of Port of Spain

OUR OTHER COMMUNITIES

Increasingly, we are focused on our mission to bridge the digital divide and improve access to information for young people and students nationwide. We recently had the opportunity to deliver on this mission with a donation of laptops to local STEM clubs in Mahaicony and Hopetown, Region 5; in Guyana. The impact of this donation will be significant, as around 30 budding engineers/students from the Secondary STEM Club and the soon-to-be-launched STEM club at Hopetown Primary will now have access to advanced technology that will help take their education to the next level.

These laptops will enable students to explore the fascinating world of research, master scratch coding and delve into the exciting realm of robot programming. With such exceptional support from Digicel, the sky's the limit for the students of Region 5." Said Stem coach Bradley Downer.

Access to technology and the internet are essential for learning and staying connected. The devices will help to improve the lives of those in the clubs by allowing them to access educational resources, entertainment, and communication tools and create a more equitable digital world. Furthermore, these devices are helping to bridge the digital divide by providing access to the same technology and resources available in urban areas.



As we grow, so too do the communities around us, and a recent example of this is in Suriname, where the Digicel Suriname team supported the renovation of the nearby Hendrikschool.

The Hendrikschool is a clear example of architectural fusion, whereby maintaining the historical and architectural integrity was an important part of the renovation process. After signing the initial contract in April, it took three months of hard work, dedication and a US\$120,000 investment to cover the renovation of two buildings, the science lab and a teachers' room. We've also committed to providing the school with internet for two years, valued at US\$25,000 and ten computers valued at US\$7,500.





Governance

- 40 Our Governance Structure
- 41 Strategic Risk and Strategy Governance
- 43 Ethics, Compliance and Business Conduct
- 44 Stakeholder Management

OUR GOVERNANCE STRUCTURE

THE BOARD.

These three committees are the Audit Committee, Remuneration Committee and Nominating Committee. Board meetings convene monthly, with active participation from the Group Senior Leadership Team and market CEOs. The Board of Directors and the Committees of the Board are supported by the Group Company Secretary and Compliance Director.

The Audit Committee provides oversight of the financial reporting process, the audit process, the company's system of internal controls and compliance with laws and regulations. They review the results of an audit with management and external auditors, including matters required to be communicated to the committee under generally accepted auditing standards. The committee also reviews proposed audit approaches and handles coordination of the audit effort with internal audit staff.

The Remuneration Committee consists of board members responsible for setting an appropriate reward policy that motivates executives to achieve the long-term interests of the investors or shareholders. Responsibilities include setting the remuneration policy for executive management, determining individual compensation for executive directors, and providing direction on equity plans, salaries, bonuses, and pensions.

The Nominating Committee is a group of three board members who are responsible for identifying candidates for positions on the board. They oversee suggesting directors and director nominees for committee appointments. Also, this committee is responsible for annual board evaluations and advising the board on how to determine a director's independence.

	Full Board	Audit	Renumeration	Nominating and Governance
Corporate Strategy	✓			
Legal and Regulatory	✓			
Risk Management	✓	✓		
Financial Management	✓	✓		
Privacy and Data Security	✓	✓		
Environment	✓	✓		
People	✓		✓	
Inclusion and Diversity	✓		✓	
Succession Planning	✓		✓	✓
Governance	✓	✓	✓	✓

STRATEGIC RISK AND STRATEGY GOVERNANCE

We recognise that our business is subject to strategic and financial risks that must be proactively managed to ensure the best outcomes for our customers and stakeholders. With advances in technology creating new opportunities, we remain agile and vigilant to identify and mitigate any potential negative impacts. Our risk strategy is driven by the Audit Committee, with input from across the organisation. We focus on risk identification, prevention, mitigation, and management, with a priority on elimination/prevention, minimisation, and detection.

As a company in the technology industry, Digicel operates in a dynamic environment where new technological advancements can bring opportunities for better customer services. However, it also increases the risk of potential adverse impacts. To address this, Digicel has a risk management approach that prioritises effective planning, controls, and management to reduce risk and avoid negative impacts.

We believe that everyone across the organisation is responsible for doing the right thing.

THE APPROACH INCLUDES FOUR KEY COMPONENTS:

1



Identifying and Classifying Risks: Management identifies the risks within the business. Each team evaluates the risks within their business area, with Group oversight.

2



Assessing Risks: This step involves evaluating the risks to determine the magnitude of any error and the likelihood of its occurrence.

3



Mitigating/Treating Risks: When a risk requires addressing, management mitigates it to reasonable levels. The strategies used to mitigate risks are avoiding, reducing/sharing the risk, or accepting it, in order of priority.

4



Risk Monitoring and Reporting: The top risks are reported bi-annually to the Audit Committee and Board of Directors. The Group CEO's primary reports coordinate the quarterly review of the top risk by the Internal Audit.

By implementing this comprehensive approach to risk management, Digicel can remain agile and cognizant of all risks and mitigation activities. This approach ensures that the company can continue to take advantage of the opportunities brought by technological advancements while reducing the negative impact of any associated risks.

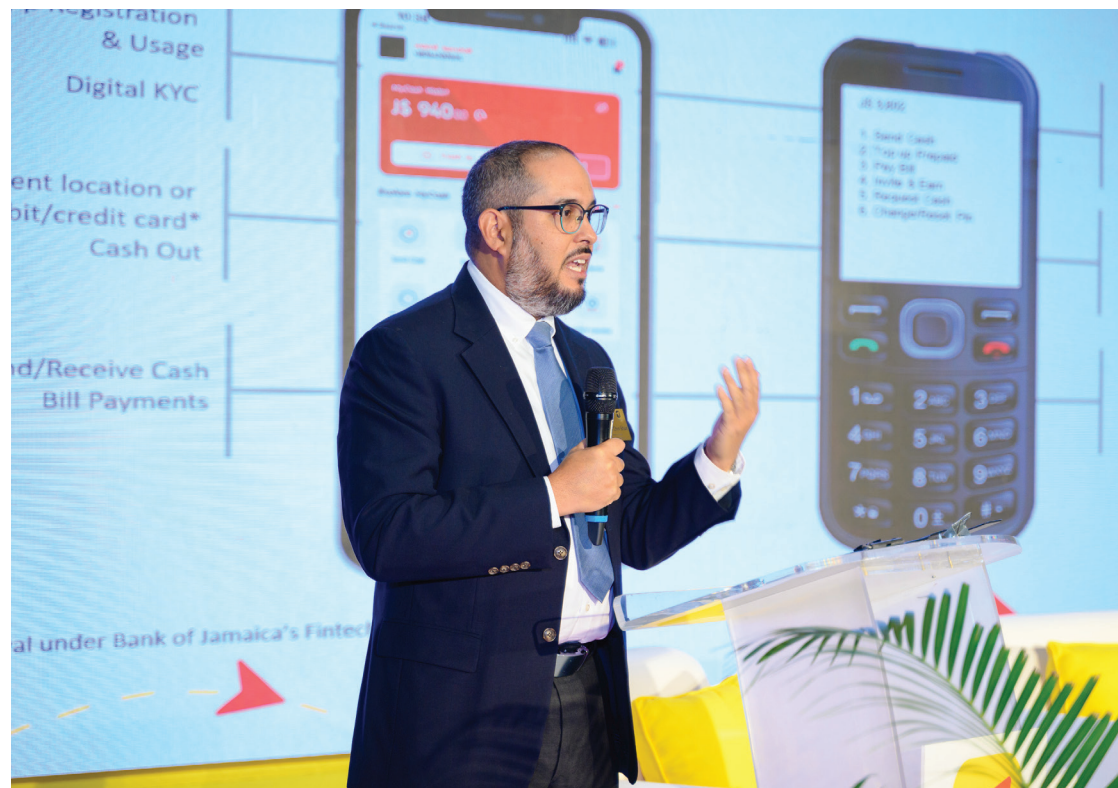
STRATEGIC RISK AND STRATEGY GOVERNANCE

Financial Risk Management and Internal Controls

In managing our financial risks, all finance members are trained to report instances of fraud, monitor for concerns, and perform day-to-day controls and reviews. Our Internal Audit team assesses the integrity of financial information, internal controls, and risk management processes, while our Business Risk team focuses on identifying, mitigating, and preventing revenue leakage, operational business fraud, and illegal disclosures of customer records. We report any incidents impacting our revenue and costs to the relevant leadership team monthly, with fraud investigations involving employees, contractors, or suppliers reported to the Group CFO and Human Resources.

Disaster Risk Management

Disaster risk management is also a critical part of our strategy, given the natural disasters we face operating throughout the Caribbean & Central America. Our Business Continuity Management team prepares for the worst, ensuring minimal service disruption through a Business Contingency Plan that is reviewed regularly. Our Engineering and Technical teams are also trained to respond quickly and efficiently in the worst conditions. We take pride in our approach to strategic risk governance, ensuring that we continue to provide the best services to our customers while mitigating potential risks.



ETHICS, COMPLIANCE AND BUSINESS CONDUCT



Compliance

We must comply with all the laws of the many countries in which we do business and act in a manner that upholds the spirit and the intent of the law and always follow the highest standard. When questions arise on these or other legal matters, persons should always seek guidance.



Anti-Trust Compliance

It is imperative that our employees follow all anti-trust laws which prohibit agreements among competitors on matters such as price, terms of sales to customers and the allocation of markets or customers.



Anti-Money Laundering

We are committed to combatting any attempted money laundering and we have introduced measures to reduce any instances within our business, through services, products or facilities.



Fraud and Anti-Corruption

We know that fraud can be committed within or against our organisation and we have a list of guidelines to fight against fraud and corruption.



Anti-Bribery and Extortion

Digicel and its employees, representatives or agents are prohibited from directly or indirectly offering, giving, promising, providing, soliciting or receiving any form of bribe, kickback or other corrupt payment or item of value, to or from any person or organisation under any circumstances.

Reporting Breaches and Non-Retaliation

If any of our employees becomes aware that our Business Code of Conduct has been violated, then they have a duty to report that violation. We strive to investigate and to preserve anonymity when dealing with reports about suspected infractions.

Our people are trained to do the right thing, all the time. Our Code of Conduct clearly sets out who we are as an organisation and how we should treat others and seek to be treated. We believe in corporate social responsibility

and accountability, while retaining effective relationships built on integrity. For us, corporate social responsibility means achieving business success in ways that demonstrate respect for people and the planet and uphold the values and high standards of ethics expressed in our principles and our policies.

The Whistleblowing Policy was created to provide an avenue for complaints to be raised ensuring that the highest ethical standards are maintained by everyone at

Digicel. This Policy applies to any of our Group companies and subsidiaries, Business partners and other third parties who would like to raise a concern (including illegal or unethical conduct), and we would encourage those who see wrongdoing within our company to speak up. The Code of Conduct and the Whistleblowing Policy are included in onboarding for all new employees, in addition to compulsory refreshers conducted annually for employees in situ.

STAKEHOLDER MANAGEMENT

A lot of trust is put in us from our stakeholders, and we want to live up to those expectations. We believe that by doing the right thing, in the right way, we can provide a winning service that operates on responsible business practices and in compliance with all laws and regulations. We want to build long-lasting relationships and ensure that we do it in an environmentally friendly, socially responsible and accountable way.



Customers

Our Artificial-Intelligence powered customer assistant, “Ruby”, offers customers a chance to give feedback and make queries without having to call, navigate IVR and speak to an agent – though this is also available should it be required. The average customer spends roughly 50% less time with Ruby than an agent – which equates to 527 operational hours saved by Ruby each week.



Employees

It is crucial to interact with and learn about the individuals that make us who we are. This is done in various ways including virtual town halls, weekly bulletins, presentations, quarterly surveys, workshops, drop-in sessions, one-on-ones, volunteer days, team activities and social engagements.

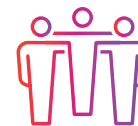


Suppliers

The quality of the products and services that we offer to our customers are the reason we are the number one provider in 16 Caribbean & Central America markets and have over 50% market share in 14.

We evaluate our partners on key criteria:

- 1 – Quality
- 2 – Capability to Deliver
- 3 – Cost
- 4 – Health and safety, and
- 5 – Adherence to rules and regulations



Communities

We always want to leave a positive footprint and are working relentlessly with our communities and our partners to help create a world where no one gets left behind. Over three million people have benefitted from our education, community development, special needs and entrepreneurship programmes to date.



Investors

We eagerly interact with investors through means of direct involvement, investor conferences, quarterly earnings calls, financial reports, and press releases. All of our investors have access to our investor portal, and the Investor Relations segment of our website is routinely updated.

Appendix

- 46 **About the Report**
- 47 **SASB Sustainability Standards**
- 50 **Global Reporting Initiative (GRI) Standards**
- 57 **United Nations Sustainable Development Goals (UN SDGs)**
- 58 **Notes**

ABOUT THE REPORT

Reporting Year

This report covers the Caribbean & Central America region for the financial year 2023, unless otherwise noted. This is the period from 1 April 2022 to 31 March 2023, inclusive. All references to a year throughout the report refer to financial year, unless “calendar year” is specified. Where calendar year is stated this will run from 1 January 2023 to 31 December 2023, inclusive.

Data and Assurance

Certain figures in this report, including financial data, are rounded. Accordingly, corresponding calculated figures, including totals and percentage changes, in certain tables may not be an exact arithmetic presentation of the corresponding figures in the table. Data in this report may also reflect management assumptions and extrapolations using methodologies and estimates thought to be accurate and a true representation of outputs. Those factors including assumptions, extrapolations and methodologies may change due to subsequent developments or new information. Currently no external or third-party assurance has been sought for this report, this may change in future versions as we seek to improve our Environmental, Social and Governance reporting.

Forward-Looking Statements

The report does not cover all information about our business. This release contains forward-looking statements within the meaning of the federal securities laws of the United States. Certain other jurisdictions may have analogous concepts. Such forward-looking statements reflect, among other things, management’s current expectations, plans and strategies and anticipated results, all of which are subject to known and unknown risks, uncertainties and factors that may cause our actual results to differ materially from those expressed or implied by these forward-looking statements. Many of these risks are beyond our ability to control or predict. Because of these risks, uncertainties and assumptions, you should not place undue reliance on these forward-looking statements. Many factors, including but not limited to changing government regulations, our expansion into new products,

services, technologies, and geographic regions may result in failure to meet stated goals, objectives, and/or execute our strategies. Furthermore, forward-looking statements speak only as of the date they are made. We do not undertake any obligation to update or review any such forward-looking information, whether as a result of new information, future events or otherwise.

Alignment to Frameworks

We have used three sets of reporting frameworks and standards as a guide in the development of our Environmental, Social, and Governance report and associated index. We have included an easily identifiable table with the metrics of the standards we have used to guide us. What we report and how we report will be reviewed on a continuous basis to ensure we add value for our stakeholders.

SASB SUSTAINABILITY STANDARDS

The table below sets out our full compliance with the SASB Standard for the Telecommunications industry, which most closely aligns with our business operations as per the SASB industry classification system. Any metrics currently not available are being worked on for the future with expected full disclosure in subsequent years.

SASB CODE	CODE DESCRIPTION	DESCRIPTION	RESPONSE
TC-TL-130a.1	Environmental Footprint of Operations	(1) Total energy consumed	176,347.6MWh is equivalent to 634,851 GJ
		(2) percentage grid electricity	98%
		(3) percentage renewable	2%
			Total energy consumed includes usage for operations of the sites and switch buildings within Caribbean & Central America region.
TC-TL-220a.1	Data Privacy	Description of policies and practices relating to behavioral advertising and customer privacy	We adopt a responsible advertising approach and have designed our Behavioural advertising policy around the belief that all forms of communications should follow what is right for our customers. This includes educational efforts, complete transparency, obtaining consent, data security and full accountability on customer information. We ensure our messages and offerings are transparent and provide real value while clearly disclosing information on what type of data we collect and how it is used. Each person who benefits from our services has the freedom to be able to exercise their choice in changing the collection and use of their data preferences that would suit their own specific circumstances at any time. Our privacy policy is available on our website and can be viewed by any of our stakeholders.
TC-TL-220a.2	Data Privacy	Number of customers whose information is used for secondary purposes	We publicly disclose our privacy policy as we believe in transparency and want our customers to feel comfortable with the uses of their data, our policy can be found here (https://www.digicelgroup.com/en/privacy-policy.html). The number of customers whose information is shared is dependent on choices made by our customers, and this varies as people change their preferences or behaviour. If any customers opt in to the sharing of their data they can be confident that our business partners receive no personally identifiable data and any third parties must in all cases agree to a strict duty to keep all personal information confidential and to use it only for the purpose for which it was obtained.
TC-TL-220a.3	Data Privacy	Total amount of monetary losses as a result of legal proceedings associated with customer privacy	We take our customers privacy extremely seriously and for FY23 complied with all directives on customer privacy, publishing our policy to all our stakeholders for full transparency and accountability. We work closely with regulators to ensure that our customers can feel confident they are in safe hands.

SASB CODE	CODE DESCRIPTION	DESCRIPTION	RESPONSE
TC-TL-220a.4	Data Privacy	<p>(1) Number of law enforcement requests for customer information</p> <p>(2) Number of customers whose information was requested</p> <p>(3) Percentage resulting in disclosure</p>	We receive law enforcement requests from across all our markets. Unsurprisingly all have their own independent legal systems which means before we respond to any legal demand we check for authenticity, and confirm the type of information requested, ensuring it is in compliance with the law for that country and appropriate for the type of data requested. If the requesting party has failed to adhere to the legal requirements, then the request will be rejected. Only those which pass the scrutiny of our legal team are disclosed with no additional information outside the scope. At this time we are choosing not to disclose based on the varied nature of the requests and no consistency across legal jurisdictions as to what would constitute disclosure.
TC-TL-230a.1	Data Security	<p>(1) Number of data breaches</p> <p>(2) Percentage involving personally identifiable information (PII)</p> <p>(3) Number of customers affected</p>	Data safety is one of our highest priorities and we understand the trust that our customers place with us. What is considered a data breach varies across our markets based on regulatory guidance. Where we have a data breach the relevant customers and regulatory bodies are notified as required by law. Our data security team provide continuous oversight and periodic testing. Any security incidents will comply with our internal processes and policies, escalating through our governance structure as appropriate. We do not publically report this number due to the variations and difficulty in aligning definitions and concerns for our customer's privacy.
TC-TL-230a.2	Data Security	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	To demonstrate how seriously we take our data security we received ISO27001 accreditation, the gold standard for information security management systems. In order to achieve accreditation we were externally audited by an independent authorised expert who assessed our conformity to the standards. Our policies and processes continually evolve and are kept up to date, managed by our senior IT leadership. We assess risks and develop our Information Security Management System in line with our requirements. Our systems are audited at a minimum once per year.
TC-TL-440a.1	Product End-of-life Management	<p>Materials recovered through take back programs</p> <p>Percentage of recovered materials that were:</p> <p>(1) reused</p> <p>(2) recycled</p> <p>(3) landfilled</p>	Whilst we encourage our customers to reuse and recycle where possible and support environmental efforts throughout the communities in which we operate. We do not currently have the required data to report on this metric. It is our intention to internally review and assess our policies and offerings for customers.
TC-TL-520a.1	Competitive Behavior & Open Internet	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	We take our customers' privacy seriously and anticompetitive behaviour forms part of our code of conduct training which must be completed by each employee annually. Our policies and procedures ensure that we stay in compliance and do not breach any regulations. Should anyone have any concerns our whistleblowing policy can be consulted.
TC-TL-520a.2	Competitive Behavior & Open Internet	<p>Average actual sustained download speed of:</p> <p>(1) owned and commercially-associated content</p> <p>(2) non-associated content</p>	We do not currently restrict content or favour traffic in exchange for monetary gain. Our performance metrics regarding download speeds are dependent on the customers chosen plan and requirements. We cater to all our customers including those who want lots of data at super-fast speeds. One of our five promises to customers is that should our speed fall below a specific threshold (dependent on the plan) our customers can seek recompense through our customer experience department.
TC-TL-520a.3	Competitive Behavior & Open Internet	Description of risks and opportunities associated with net neutrality, paid peering, zero rating, and related practices	Our views are widely known and circulated considering the risks and opportunities associated with net neutrality. The investment required to build out the broadband networks of the future runs into billions of dollars. Restrictive Net Neutrality rules undermine the ability of operators to make these investments and far from protecting the interests of end users they undermine them. A more sophisticated response is required in the Caribbean, one which intervenes no more than it needs to and allows sufficient flexibility for the markets to respond to the changing supply of services and the demands of consumers. It is our view that the priority in the Caribbean should be setting policies that encourage the unconnected to become connected. This is why we have worked with Governments and Ministries in all our markets to "zero rate" access to key public information and education websites meaning users can access them for free and without using their mobile data.

SASB CODE	CODE DESCRIPTION	DESCRIPTION	RESPONSE
TC-TL-550a.1	Managing Systemic Risks from Technology Disruptions	(1) System average interruption frequency (2) Customer average interruption duration	System interruption periods are always on our radar and minimising this impact is core to delivering on our promises. Due to the environments in which we operate this metric can fluctuate depending on any significant disruption including small scale localised issues or natural disasters which could befall any of our markets. Our team is extremely experienced in ensuring our customers are back connected as fast as possible, and this was never more evident than during the St Vincent and the Grenadines volcanic eruption. Due to the variability and natural disaster propensity in our markets we do not disclose this data.
TC-TL-550a.2	Managing Systemic Risks from Technology Disruptions	Discussion of systems to provide unimpeded service during service interruptions	<p>We understand more than most the impact that service interruptions can have on Our Customers, Our People and Our Communities. We therefore build and maintain our infrastructure to be as resilient as possible. During our build process we make sure to take into account the environment in which we operate and make use of advances in technology to ensure at the forefront of technology.</p> <p>Our Business Continuity Management (BCM) team is key to our success in keeping our systems running 24/7 regarding those large scale unpredictable events like natural disasters or wide scale outages. Our BCM team is made up of a cross section of the business, including Network, IT, and Customer Experience to ensure cohesion and gold standard execution of the disaster preparedness strategy when things happen outside of our control. Our teams take preventative action to ensure that all our people are trained and drilled should the unexpected happen, and once it is required a collection of playbooks are at the ready to cover high risk scenarios and eventualities. Each interruption is different, so each solution is tailored to the situation and follows our approach of i) Assess the impact, ii) Study recovery strategies, iii) Develop the plan, and iv) Implement, test and maintain. All of this has been proven time and time again in real life situations when our teams get services back up and running in record speed after a natural disaster</p> <p>Our team reports into the Board and Audit committee any critical risks, and during a service interruption senior management are continuously briefed on status and solution implementation timelines.</p>
TC-TL-000.A	Activity Metric	Number of wireless subscribers	9.8 million
TC-TL-000.B		Number of wireline subscribers	0.3 million
TC-TL-000.C		Number of broadband subscribers	0.3 million
TC-TL-000.D		Network traffic	4,937 PB

GLOBAL REPORTING INITIATIVE (GRI) STANDARDS

The table below references our compliance with all relevant GRI indicators as part of our 2023 ESG report. We have been guided by the GRI standards rather than opting for full compliance.

GRI CODE	CODE DESCRIPTION	DESCRIPTION	RESPONSE
2-1	Organizational details	Legal Name Nature of Ownership and legal form Location of headquarters Countries of operation	Digicel Group Privately owned for profit entity Kingston, Jamaica (registered in Bermuda) Countries of operation covered in this report are included within the 'About Us' section and listed in Appendix 1.
2-2	Entities included in the organization's sustainability reporting	Entities included in sustainability reporting Difference between publically available audited FS and entities included in sustainability reporting Approach used for consolidating entities	See Appendix 1 As a privately owned company we do not publish our audited annual financial statements. Entities for our sustainability report include all our consolidated markets and entities that are within the Caribbean and Central America region. We are in full compliance with local accounting standards within each of our markets as required by country regulations. Our Group consolidated financial statements are in full compliance with International Financial Reporting Standards.
2-3	Reporting period, frequency and contact point	Reporting period and frequency of sustainability reporting If it does not align with the period for its sustainability reporting, explain the reason for this Publication date of the report or reported information Specify the contact point for questions about the report or reported information	Financial Year 2023 - annually We have changed our ESG reporting to better align with our financial year, moving away from calendar year. 27th October 2023 ESG@digicelgroup.com
2-4	Restatements of information	Restatements of information from previous reporting periods	No restatements made from previous reporting periods.

GRI CODE	CODE DESCRIPTION	DESCRIPTION	RESPONSE
2-5	External assurance	<p>Policy and practice for seeking external assurance</p> <p>If the organization's sustainability reporting has been externally assured</p>	<p>Our ESG reporting is sponsored by our Chairman and our Board of Directors with the senior leadership team heavily involved throughout. At this time whilst we have involved relevant experienced consultants in the creation of our report we have not sought external assurance.</p> <p>We have not sought external assurance for our sustainability reporting criteria.</p>
2-6	Activities, value chain and other business relationships	<p>Sector</p> <p>Value chain activities, products, services, and markets served</p> <p>Report other relevant business relationships</p> <p>Significant changes in the company's supply chain</p>	<p>Telecommunications</p> <p>Our value chain activities range from logistics, sales, and support functions delivering design, materials, information, and labour resources. This supports efforts across all our markets, from connectivity products to our digital apps providing the best local content across the Caribbean and Central America.</p> <p>Our relevant business relationships will be defined with our audited financial statements as required under accounting standards.</p> <p>Our supply chain remains stringent. We continue to diversify, and move to alternate suppliers when necessary. We have streamlined our equipment management to ensure that we keep an appropriate buffer to weather any issues and continue to deliver for our millions of customers. We have not changed our requirements for suppliers regarding tendering, expectations, or controls, ensuring that we receive value for money.</p>
2-7	Employees	<p>Total number of employees and subsequent categories</p> <p>Methodologies and assumptions</p> <p>Significant fluctuations in the number of employees</p>	<p>At March 31, 2023 we had 5,228 full time equivalent (FTE) employees in the Caribbean and Central America, or 5,702 headcount. The average for the period from April 1, 2022 to the March 31, 2023 was 5,160 FTE, or 5,631 headcount. Further details of our employees by region and working status are provided in Appendix 2.</p> <p>We use the relevant legislation for each market when calculating our full time equivalent employees, this may vary based on labour law differences across markets.</p> <p>There was an immaterial increase in the number of full time equivalent employees. We would not consider this increase a significant fluctuation. Any change was driven by natural movements within the business. Efforts are made to promote from within, or hire locally, and where a current role may change or evolve that employee is assessed for other roles within the business.</p>
2-8	Workers who are not employees	<p>Total number of workers who are not employees and whose work is</p> <p>Controlled by the Organization</p> <p>Methodologies and assumptions</p>	<p>We put our people first always, but we acknowledge that sometimes we need a particular set of skills which requires outside help and experience. In those instances, we do our due diligence and seek people who have the specific skillset and values that we require as it's important to us that our non-employee workers embrace our culture and expectations. Due to contractors being needed for specific ad hoc projects the number can fluctuate significantly throughout the year. As such, we have chosen not to disclose so as not provide misleading data.</p> <p>N/a</p>
2-8	Workers who are not employees	Significant fluctuations in the number of workers who are not employees	N/a

GRI CODE	CODE DESCRIPTION	DESCRIPTION	RESPONSE
2-9	Governance structure and composition	<p>Governance structure, including committees of the highest governance body;</p> <p>Committees responsible for decision making and overseeing the management of the organization's impacts on the economy, environment, and people;</p> <p>Composition of the highest governance body</p>	<p>The Digicel Group is governed through its Board of Directors and three committees of the Board. These are the Audit Committee, Remuneration Committee and Nominating Committee.</p> <p>Please see our Board Overview section.</p> <p>Currently our Board consists of seven members, six of whom are non-executive and independent directors. Our Chairman of the Board is heavily involved in the business and therefore we would not consider him independent. We have a mix of tenure on the Board with some members having 20 years' experience and others who have recently joined. This provides a mix of in-depth knowledge and fresh perspectives. Our Board consists of 14% female representation. As we are a privately owned company our largest shareholder sits as Chairman of the Board.</p>
2-10	Nomination and selection of the highest governance body	Nomination and selection processes for the highest governance body and its committees;	<p>The Nominating Committee is responsible for recommending Director nominees and appointments to Board Committees. For each new Director position appointment, a range of criteria is assessed, including but not limited to skillset, experience, and leadership principles. We believe good governance requires having a selection of skillsets to enable strong leadership and effective decision making. We closely assess the composition of our committees to ensure that the experience of our Board members is appropriate and can bring significant value to our sub-committees.</p>
2-11	<p>Chair of the highest governance body</p> <p>Role of the highest governance body in overseeing the management of impacts</p>	<p>Report whether the chair of the highest governance body is also a senior executive in the organization;</p> <p>if the chair is also a senior executive, explain their function within the organization's management</p> <p>Developing, approving, and updating the organization's purpose, value or mission statements, strategies, policies, and goals related to sustainable development;</p>	<p>Our Chairman of the Board does not hold a senior executive position within the Caribbean and Central America region. However, due to the strong oversight and governance of the Group we do not claim independence as the Chairman provides strong leadership and strategic direction.</p> <p>N/a</p> <p>Our Board is heavily involved in the development and rollout of our corporate strategy including those items related to sustainability. Board sign-off is provided for considerable changes in strategic direction including our purpose, values, and policies. Our three pillar ESG strategy was approved by the Board and has been in operation for several years, while giving back to our communities through our Digicel Foundations goes back to 2004. Sustainable development has been at the core of our business, led from the front by our Board members.</p>
2-12		<p>Overseeing the organization's due diligence and other processes to identify and manage the organization's impacts on the economy, environment, and people</p> <p>Reviewing the effectiveness of the organization's processes</p>	<p>Our governance structure requires significant reporting requirements from Senior Management into the Board and its committees. This provides robust oversight and effective leadership, allowing the challenges of running a large organisation to be overcome. Our economic impact is reported monthly at our full Board of Directors meetings, with our audit committee requiring additional reporting at a minimum six times per year. Our environmental reporting is completed through our Networks team with our Business Continuity Management team on standby all year round to deal with any eventuality, rising to the occasion when needed the most, reporting to the Board members with action plans and status updates.</p> <p>Please see our Risk Management section within Governance.</p>



GRI CODE	CODE DESCRIPTION	DESCRIPTION	RESPONSE
2-13	Delegation of responsibility for managing impacts	<p>Delegation of responsibility for managing the organization's impacts on the economy, environment, and people</p> <p>Process and frequency for senior executives or other employees to report back to the highest governance body on the management of the organization's impacts on the economy, environment, and people</p>	<p>Our senior management team have a responsibility to drive the organisation's economy, environment, and people impacts on a day-to-day basis with Board oversight through the Governance process. As a result, ownership is allocated based on the specific requirements of an objective or requirement, but delegation can be broadly classified as the CFO for economy, CTO for environment, and CPO for people. There remains significant cross functional working across all team members and updates to the Board on a frequent basis.</p> <p>Please see our Governance section which outlines our Board structure, charters, and frequency of reporting requirements. In addition to our structured reporting, there is continuous communication throughout the year with our Board members as appropriate.</p>
2-14	Role of the highest governance body in sustainability reporting	Responsible for reviewing and approving the reported information, including the organization's material topics	Our Board has approved the use of the GRI standards to guide our reporting. We have elected to focus our attention on the general disclosures (GRI2) only. GRI general disclosures add to our responsible reporting and ensure we provide information to our stakeholders. We continue to assess our reporting needs and requirements and may elect to add Material Topics in a future period, at which point our Board would be involved for sign-off.
2-15	Conflicts of interest	<p>Processes to ensure that conflicts of interest are prevented and mitigated</p> <p>Conflicts of interest are disclosed to stakeholders</p>	<p>Our Nomination committee performs significant due diligence on all prospective Board members prior to offering a position on the Board. This includes looking into potential conflicts of interest, and should a conflict of interest occur then it will be discussed and disclosed to the committee for review. Any mitigating action once a conflict is identified is driven by the choices and potential mitigations in place, each issue is therefore assessed individually. Ongoing reviews are performed to ensure issues are identified.</p> <p>Related parties are identified and disclosed in our annual audited financial statements.</p>
2-16	Communication of critical concerns	How critical concerns are communicated to the highest governance body	Management raises critical concerns through our well-defined Governance structure. All the Senior Management team are required to report monthly at a minimum to the Board. This allows for any critical concerns to be raised and discussed while in a formal setting. Each management team member also has significant interactions with members of the board throughout the month which allows for informal discussions to be escalated and flagged as early as possible. Should anyone in the business have a critical concern it can also be raised directly to the Chairman of the Audit Committee through our whistleblowing process. The Audit Committee Chair can then investigate and raise with the full Board.
2-17	Collective knowledge of the highest governance body	Measures taken to advance the collective knowledge, skills, and experience of the highest governance body on sustainable development	Having begun our ESG shortly after incorporation many of our Board members have been involved in our sustainable development for over 20 years. Our Board members are very experienced experts in their fields, some being members of professional bodies requiring continuous professional development. Our Board has strong cross functional and relevant skillsets, but our members recognise the value of learning and seek outside counsel when more knowledge or experience is needed.
2-18	Evaluation of the performance of the highest governance body	<p>Processes for evaluating the performance of the highest governance body in overseeing the management of the organization's impacts on the economy, environment, and people</p> <p>Actions taken in response to the evaluations</p>	<p>Our Board members are evaluated based on the ESG strategy, as defined by the three criteria outlined within our report. Each objective is measured independently, using different methods. KPI performance is included within the Board report each month and discussed at length.</p> <p>Our Board is very experienced, and no concerns were raised during the FY2023 evaluation process, negating any remedial actions.</p>
2-19	Remuneration policies	Remuneration policies for members of the highest governance body and senior executives	Our Remuneration Committee sets out the policies and practices to be implemented. Please see our Board overview section.

GRI CODE	CODE DESCRIPTION	DESCRIPTION	RESPONSE
2-20	Process to determine remuneration	<p>Process for designing its remuneration policies and for determining remuneration</p> <p>Report the results of votes of stakeholders (including shareholders) on remuneration policies and proposals.</p>	<p>Our Remuneration Committee follows best practice regarding setting remuneration policies across the Group, ensuring fairness and helping set expectations throughout our markets.</p> <p>As a private company this metric is not applicable.</p>
2-21	Annual total compensation ratio	<p>Ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees</p> <p>Report the ratio of the percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees</p> <p>Report contextual information necessary to understand the data and how the data has been compiled.</p>	<p>As a private company our management team salaries are not publicly available. To respect their privacy, we are opting not to disclose particulars of remuneration.</p>
2-22	Statement on sustainable development strategy	<p>Statement from the highest governance body or most senior executive of the organization about the relevance of sustainable development to the organization and its strategy for contributing to sustainable development</p>	<p>Please see our messages from the Chairman of the Board and CEO. Both messages explain the importance of sustainability to our senior leadership team.</p>
2-23	Policy commitments	<p>Policy commitments for responsible business conduct</p> <p>Policy commitment to respect human rights.</p> <p>Policy commitments approved within the organization</p> <p>How the policy commitments are communicated to workers, business partners, and other relevant parties</p>	<p>Our policy commitments are not available publicly.</p>
2-24	Embedding policy commitments	<p>Embedding each of its policy commitments for responsible business conduct throughout its activities and business relationships.</p>	<p>Our policy commitments are not available publicly.</p>
2-24	Processes to remediate negative impacts	<p>Commitments to provide for or co-operate in the remediation of negative impacts</p> <p>Approach to identify and address grievances</p>	<p>At Digicel we have different commitments for different stakeholders including Our Customers, Our People, and Our Suppliers.</p> <p>Our approach to any grievance is to listen first and foremost. Should the grievance require our cooperation then we will engage in dialogue. The nature of the grievance will determine the approach taken. We would interact differently with a customer and a supplier due to their differing needs and requirements.</p>
2-25		<p>Other processes by which the organization provides for or cooperates in the remediation of negative impacts</p>	<p>No other processes to identify.</p>

GRI CODE	CODE DESCRIPTION	DESCRIPTION	RESPONSE
		<p>How the stakeholders who are the intended users of the grievance mechanisms are involved in the design, review, operation, and improvement of these mechanisms</p> <p>Organization tracks the effectiveness of the grievance mechanisms and other remediation processes</p>	<p>Please see our Stakeholder management section regarding how we engage with our stakeholders.</p> <p>Currently each grievance will be dealt with on an individual basis and this data is not collected. Effectiveness is measured through a review of how the remediation is working based on ongoing discussions and performance against KPIs.</p>
2-26	Mechanisms for seeking advice and raising concerns	Mechanisms for individuals to seek advice responsible business conduct and raise concerns about the organization's business conduct	Our people have access to all our policies and practices through our internal portal. Key policies and practices, such as compliance regulations would be included in our employee mandatory training and each employee is required to complete code of conduct training on an annual basis. Our IT security training received 100% compliance across the organisation, showing the importance management and our employees placed on making sure they were up to date with the latest best practices. We encourage people to raise any concerns through our Whistleblowing policy and all members of our team have direct access to the Chairman of the Audit Committee. The Code of Conduct and the Whistleblowing policy are included in onboarding for all new employees.
2-27	Compliance with laws and regulations	<p>Total number of significant instances of non-compliance with laws and regulations during the reporting period</p> <p>Total number and the monetary value of fines for instances of non-compliance with laws and regulations that were paid during the reporting period</p> <p>Significant instances of non-compliance</p> <p>How it determines significant instances of non-compliance</p>	We strive to be compliant with all laws and regulations in all countries where we operate. Our legal team is on hand to advise any of our markets where there may be a concern. Our people are trained extensively, and Our Code of Conduct speaks to our core values, whilst covering key topics like anti-money laundering, anticompetitive behaviour, and anticorruption. If an instance of non-compliance is identified, it will be dealt with swiftly and all reporting made to the relevant regulatory bodies immediately.
2-28	Membership associations	Industry associations, other membership associations, and national or international advocacy organisations	Our membership organisations and those bodies we join with to advocate and assist us with the causes close to our hearts enable us to achieve more together than alone, as we work to solve some big issues. Currently we have signed up to the Valuable 500, a global movement putting disability on the business leadership agenda, aligning with our ESG strategy of advocating for inclusion in Our Workplace. Our Foundations also work closely with many partners in our markets to advance education and special needs capacity through sponsorship of Special Olympics programmes. We encourage you to check out our key partners within Our Foundations section.
2-29	Approach to stakeholder engagement	Approach to engaging with stakeholders	Please see our Stakeholder Management section.
2-30	Collective bargaining agreements	Percentage of total employees covered by collective bargaining agreements;	Each market from which we operate has its own unique labour laws and regulations that we must comply with, and these differences across markets significantly drive the choices of our employees regarding collective bargaining agreements. Where our employees have opted into collective bargaining agreements we will always comply with the rules and regulations. As a result our percentage varies significantly across markets.

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (UN SDGs)

Two of our key ESG strategic objectives are represented within the UN SDGs, so it makes perfect sense to report against them. We believe that businesses have a vital role to play in creating a fairer and more prosperous society, supporting those communities in which they operate. We have worked on that belief for the last 22 years and our Foundations change the lives of people in our communities every day.

CODE	CODE DESCRIPTION	DESCRIPTION	RESPONSE
	Goal 4	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	<p>One of the primary focuses of our Foundations is to ensure that all girls and boys can access free, equitable and quality primary and secondary education. You can read about some of the great work they do within Our Communities section.</p> <p>In Jamaica, through a partnership with Jamaica's Early Childhood Commission, we have renovated seven early childhood institutions with the aim of getting each institution certified with the Government, making each eligible for Government funding. We've also renovated 13 science labs and donated 42 mobile science labs for high schools. This drive to promote STEAM education (Science, Technology, Engineering, Arts, and Mathematics) is inspired by the Government of Jamaica's Vision 2030 to have secondary students graduate with a vocational skill and proficiency in English Language, a foreign language, Mathematics, a science subject and Information Technology. We completed 4 out of 10 Smart Rooms to be established in primary schools across rural Jamaica to help bridge the digital divide.</p> <p>In Haiti, by the end of FY23 we had built 192 schools with over 62,000 students in attendance, certified 20 school trainers, and trained 1,719 school directors and teachers. all with the goal of ensuring girls and boys have a quality education leading to relevant and effective learning outcomes.</p> <p>In Trinidad & Tobago, the Digital Citizenship programme prepared youth from 13–18 years to exist in this fast-paced technology driven world. Exposing students to technology gives them a solid foundation to be recognised among the best ICT experts in the world.</p>
	Goal 9	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	<p>As a multi-national organisation, located in some of the most disaster-prone regions in the world we must ensure that our infrastructure is built to the highest standards to ensure the greatest possible resilience. This is to ensure that when our customers need us most, we can be there for them.</p> <p>Not only do we have the physical infrastructure (through our towers and fixed networks) to provide services to the vast majority of the population in our markets, but we also built out our digital infrastructure to provide our financial services products. As we continue to implement our environmental strategy, more and more of our infrastructure in the longer term will be fully sustainable.</p>

NOTES

Note 1: Overview of the Countries of Operations included in this report

1. Jamaica

2. Haiti

3. Trinidad & Tobago

4. French Guiana (French West Indies)

5. Guadeloupe (French West Indies)

6. Martinique (French West Indies)

7. El Salvador

8. Bermuda

9. British Virgin Islands

10. Cayman Islands

11. Dominica

12. Turks & Caicos Islands

13. Grenada
14. St. Lucia

15. St. Vincent & the Grenadines

16. Antigua & Barbuda

17. Anguilla

18. St. Kitts & Nevis

19. Montserrat

20. Aruba

21. Bonaire

22. Curaçao

23. Guyana

24. Suriname

25. Barbados

Note 2: Regional Employees By Gender and Working Status

GENDER	HEADCOUNT – YEAR END		
REPORTED	TOTAL	FEMALE	MALE
Major Markets	4,282	2,188	2,094
Atlantic Markets	303	119	184
West Indies	455	243	212
South Caribbean	601	341	260
Other	61	19	42
Total	5,702	2,910	2,792
Percentage Split	100%	51%	49%

TYPE	HEADCOUNT – YEAR END		
REPORTED	TOTAL	FULL-TIME	PART-TIME
Major Markets	4,282	3,793	489
Atlantic Markets	303	303	–
West Indies	455	445	10
South Caribbean	601	561	40
Other	61	61	–
Total	5,702	5,163	539
Percentage Split	100%	91%	9%

STAY IN TOUCH WITH DIGICEL

Visit our Website

DigicelGroup.com

Visit our Global Foundations Website

DigicelFoundation.org

Thoughts?

We welcome your comments and/or questions about this report.

Please contact:

ESG@digicelgroup.com

Please consider the environment before printing this report.

Note: All images appearing in this presentation are the property of their respective copyright owners and are being used for informational purposes only. Any reproduction, retransmission, distribution or republication of all or part of any of these images is expressly prohibited, unless the copyright owner of the image has expressly granted its prior written consent. All other rights reserved.



Environmental Social Governance

Digicel