

Our People

Our people are the heart of our business – they underpin our success

We are dedicated to helping our people be their best by enabling a culture based on innovation, people, growth mindset, diversity, inclusion and dreaming big. Our employees' competencies, capabilities and experience, as well as their drive and engagement, are key to our success.

We are a diverse group of companies, but some things are consistent for our people wherever we operate. These include our commitments to fair labour practices, human capital development, continuous learning and diversity and inclusion.

Labour practices

Our firm commitment to fair employment

We are committed to enabling fair employment and having best-practice standards for our own people management including: talent attraction and retention; diversity and inclusion; reward and recognition; training and development; labour management relations; wellbeing; and health and safety.

Our legal compliance programme ensures compliance with all applicable OHS, labour, economic empowerment, transformation, and diversity and inclusion laws. Our HR policies and procedures in place address talent attraction, management and retention, succession planning, fair and responsible remuneration, working conditions, grievance procedures, diversity, and protection from human right violations, among others.

Prosus principles on human rights covers its extended value chain, and has been cascaded to all businesses where we have a controlling interest. Each of these companies, have a digital customer base and have published their own ethical marketing and advertising policies.

Our firm commitment to fair pay

Our Prosus and Naspers Corporate headquarters have in total around 300 employees across the globe.

Our main global locations are The Netherlands, United Kingdom, Hong Kong, South Africa, US, and India.

Our business and operations require highly skilled employee populations, usually with higher educational backgrounds. To attract and retain talent, who have experience and proficiency in the technology investment area, we have to pay total reward packages in line with this highly competitive environment to ensure that we attract and retain the best talent. Therefore, by default, our average employee total reward packages are

above market rates, that are above the “living or minimum” wage in each of the countries where Prosus and Naspers operate.

Equality, consistency and transparency are embedded in our pay practices across the group as we build diverse and inclusive workplaces. We operate in high-growth economies where socio-economic disparity can be large, and societal fairness is very important to us. We ensure our pay practices around the world are fair, competitive and above minimum-wage standards.

On a Group level, Prosus has invested in various digital platforms (such as food delivery, education, classifieds, etc.) across the globe and therefore partners indirectly with millions of platform workers. We are committed to ensuring that the companies we invest in have fair pay and working conditions for delivery partners, irrespective of the classification of their engagement, which varies across the globe. For example, the full-time active drivers in our majority owned companies on average earn more than the prescribed minimum wage in the countries where they operate. Additionally, our companies provide a range of benefits to drivers, which varies by country.

Per our [on-demand platform worker statement](#):

- On-demand platform workers should be paid fairly, which means they should be paid no less than legal minimum wage for worked hours.
- On-demand platform workers should be provided with clear guidance on factors (such as location, distance, demand, conditions etc.) influencing their pay.
- All on-demand platform workers, should have access to locally available state provided protections.
- Platforms should at a minimum provide access to non-wage benefit programs with the following components: life, disability and sick pay.
- On-demand platforms should be prepared to financially contribute to social protection benefits for drivers on their platforms.

We engage with our majority owned companies to ensure Prosus best practices for on-demand platform workers are reflected in their own business and operations. We encourage minority stakes to adopt these policies and share our philosophies with the company through board memberships.

At a Group level, our fair pay commitment is set out in our public [human rights statement](#) on fair remuneration: We want to attract and retain skilled and talented people. We have fair remuneration systems in place which are:

- Rational - easy to explain
- Equitable - free from discrimination
- Relevant - linked to the country of operation, our competitive markets and personal and company performance. We believe that fair remuneration should be provided to all permanent (and temporary) employees, contractors, consultants, trainees and/or job applicants.

Refer to our [Human rights statement](#) and [Integrated annual report](#) (page 56) for our position on fair remuneration.

Employee wellbeing

At Prosus and Naspers, we recognise that our employees' wellbeing is essential for their physical and mental health, as well as their productivity and engagement at work. We offer a range of programmes and initiatives to support our employees' wellbeing, such as:

- Flexible and reduced working-hour arrangements that allow our employees to balance their work and personal responsibilities.
- Working-from-home arrangements that employees to work remotely, from their own homes or other locations of their choice outside of the company facilities.
- Employee assistance programmes that provide confidential and professional support for personal and work-related issues, such as stress, anxiety, depression, grief, substance abuse and family problems.
- Learning and development opportunities that enhance our employees' skills, knowledge and career prospects, as well as their personal growth and satisfaction.
- Recognition and reward schemes that acknowledge and appreciate our employees' contributions, achievements and values.
- Family support benefits, including parental leave that support both primary and non-primary caregivers, ensuring employees have the necessary time to care for their new children; and family responsibility leave for employees who need to attend to the health or wellbeing of a family member. Leave policies are aligned to the legal regulations for the respective country.
- Benefits and facilities to support new mothers, such as on-site lactation rooms and facilities, and flexibility for breast-feeding or breast-pumping. These help our employees balance their work and family responsibilities and foster a family-friendly and inclusive workplace culture.

Human capital development

Our employees' competencies, capabilities and experience, as well as their motivation and engagement, are key to our success.

We are dedicated to helping our people be their best by enabling a culture built on innovation, diversity, inclusion and continuous learning. Developing our talent is a critical enabler of our continued innovation, growth and success, as well as playing a role in the retention of our people. As such, we focus on:

- Offering meaningful jobs with a sense of purpose in a company committed to deploying technology to address big societal needs and to enriching the communities in which it operates.
 - Delivering career-enhancing professional development and ongoing opportunities to network, learn and collaborate internally and externally.
 - Recognising excellent work with fair and competitive rewards, enabling us to compete for talent with global, regional and local consumer internet companies
 - Putting positive, engaging and inclusive culture and leadership at the heart of everything we do, in an environment where many different types of people feel happy and are able to do their best work.
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Training and development

We make learning accessible everywhere, at any time. MyAcademy is our market leading online hub that connects our people to learning materials and is available on demand to everyone in the group.

Our people development programmes focus on five key areas:

- Innovation
- Reinforcing the leadership pipeline and accelerating the growth of top talent
- Driving a performance culture
- Supporting the ongoing development and growth of our businesses by equipping our people with core consumer internet and digital media skills
- Accelerating major transformation plans requiring large population upskilling such as AI, diversity and inclusion, and sustainability.

Diversity & inclusion

Building a diverse and inclusive workforce is a key element of our business growth and success strategy.

We build inclusive and supportive cultures that enable our talented people to do their best work. We provide meaningful roles, encourage continuous development, and reward and recognise the many contributions that our people make.

Our employment philosophy is founded on promoting equality and preventing unfair discrimination. We are proactive about improving diversity in our workforce, practicing fair hiring practices, promoting employee development and rewards – and ensuring we attract, hire, retain and reward our people without bias.

We encourage diversity in our teams and in our thinking. We leverage our strengths as a highly innovative, collaborative, inclusive, learning organisation. Our commitment to learning aligns with our focus on innovation, creativity, diversity, equity and inclusion – which essentially fuels greater learning and creativity.

Given the scarcity of talent in our industry and our focus on growth markets, we deploy talent sourcing and acquisition strategies designed to attract a diverse range of people who, in turn, represent the full diversity of our customer base.

Our approach is based on three interdependent pillars:

- **Top leadership support:** Our leadership team champions these initiatives. Diversity and inclusion are a business strategic priority, and a measurable goal for management teams.
 - **Employee experience:** All the different experiences individuals can have in their journey with our group.
 - **Shared responsibility:** To ensure we create a truly inclusive workplace, and have the right impact on society, we all have a responsibility to encourage diversity and inclusion.
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