

An aerial photograph of a coastal city, likely Lagos, Nigeria, featuring a large harbor with several ships, modern high-rise buildings, and a mix of urban and green spaces. The sky is a clear, vibrant blue. In the top left corner, there is a white geometric pattern of overlapping hexagons.

Driving the growth of communications in Africa

Our sustainable business strategy summary

Building, acquiring and operating telecommunications infrastructure

Helios Towers plc provides mobile network operators (MNOs) with tower site space, power and related services. We promote infrastructure sharing by having multiple MNOs on tower sites, delivering cost benefits as well as reduced environmental impact.

We operate in some of the fastest-growing mobile markets in the world, driven by young and urbanising populations, high gross domestic product (GDP) growth and continued expansion of communications infrastructure. With minimal fixed line connectivity in Africa, mobile is the driving force in communications, and a key enabler for social and economic development.

What we do



OUR CUSTOMERS INCLUDE



The images on the cover and the background on pages 2-3 show Dar es Salaam, Tanzania.

Note: All data is correct as at Q2 2020.

Our impact

100%

African employees in our operating companies

97%

employees from the markets we operate in

107 million

people covered by our towers

8,700

partners and contractors

413

employees

7,092

sites

14,906

tenancies

Note: All data is correct as at Q2 2020.

The power to transform lives

Mobile helps to connect people, improve healthcare and education, reduce poverty and drive economic growth¹. With the population of Africa predicted to triple by 2100², mobile will play a leading role in supporting social and economic development.

THE MOBILE ECONOMY IN AFRICA



1 in 10

ADULTS IN SUB-SAHARAN AFRICA RELIES ON MOBILE MONEY TO ACCESS FINANCIAL SERVICES³

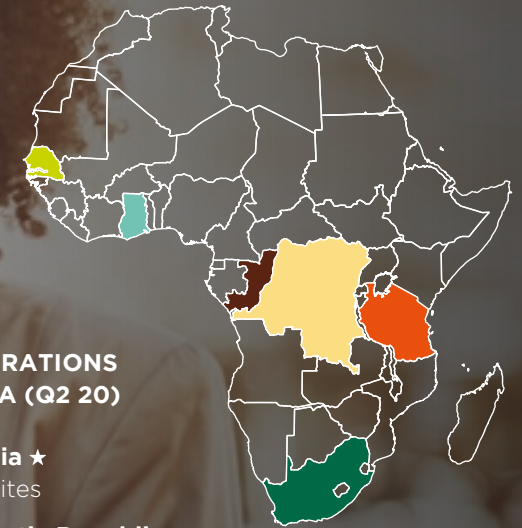


THE MOBILE INDUSTRY CONTRIBUTES NEARLY
9%
OF GDP IN SUB-SAHARAN AFRICA⁴



BY 2025, THERE WILL BE APPROXIMATELY
623 million
UNIQUE MOBILE SUBSCRIBERS IN AFRICA⁵

1 GSMA 2019 Mobile Industry Impact Report: Sustainable Development Goals
2 World Population Prospects 2019
3 GSMA 2019 Mobile Industry Impact Report: Sustainable Development Goals
4 GSMA The Mobile Economy Sub-Saharan Africa 2019
5 GSMA The Mobile Economy Sub-Saharan Africa 2019



OUR OPERATIONS IN AFRICA (Q2 20)

- **Tanzania** ★
3,668 sites
 - **Democratic Republic of Congo (DRC)** ★
1,867 sites
 - **Ghana**
970 sites
 - **Congo Brazzaville** ★
415 sites
 - **South Africa**
172 sites
- Note: In August 2020, we agreed to acquire a 1,220-tower portfolio in Senegal
- ★ = market leader

Driving long-term sustainable growth

AN INTEGRATED STRATEGY

Our purpose and business model help create benefits for individuals, communities and businesses in Africa. We play a significant role in advancing African mobile telecoms services, which improve lives and livelihoods as well as driving economic growth.

However, we want to do more. We've refined our existing business strategy into an integrated sustainable business strategy that reflects our economic, environmental and social impacts. We believe this provides a strong base for long-term, sustainable growth and will support our contribution to the United Nations (UN) Sustainable Development Goals (SDGs).

In this summary, we've set out our strategy together with some initial key performance indicators (KPIs) and targets that we will use to drive our progress. We look forward to sharing further updates with you all in our annual and sustainable business reports next year.



Kash Pandya CEO, **Tom Greenwood** COO and **Manjit Dhillon** Interim CFO and Head of Investor Relations and Corporate Finance



Baraka Saning'o Olemikasi,
Maasai Chief, Manyara Region, Tanzania

CREATING VALUE FOR OUR STAKEHOLDERS

Through our business model and strategy, we want to maximise the value we create for each of our stakeholders:

Customers

Increased efficiencies related to cost⁶, resources and environment compared to traditional operator-owned models with high customer service levels and minimised downtime.

Communities

Increased mobile connectivity that can improve lives and livelihoods as well as driving social and economic development in Africa.

The environment

Reduced impact through multiple operators sharing our towers with climate impacts mitigated through energy and operational efficiencies.

Suppliers

Job creation, skills and knowledge exchange and improved standards through our partnership approach.

Our people

Safe, local employment with development opportunities for our people to reach their full potential.

Shareholders

Sustainable return on investment and value generation through execution of our strategy.

SUPPORTING THE SDGs

Helios Towers is committed to providing reliable infrastructure and enabling mobile connectivity to contribute to the SDGs. We believe we make the greatest positive contribution to SDGs 8 and 9.



SDG 8
Decent Work and Economic Growth



SDG 9
Industry, Innovation and Infrastructure

We also support seven other Goals.



SDG 3
Good Health and Well-Being



SDG 4
Quality Education



SDG 5
Gender Equality



SDG 7
Affordable and Clean Energy



SDG 12
Responsible consumption and production



SDG 13
Climate Action



SDG 16
Peace, Justice and Strong Institutions



SDG 17
Partnerships for the Goals

⁶ On average we provide a lease rate that is 30% lower than the total cost of ownership for an MNO. This frees up MNO resources for investment in differentiated propositions and technology upgrades such as 4G.

Building a sustainable business

A new sustainable business strategy to deliver on our purpose.

We have refined our business strategy to better reflect our social and environmental impacts and the value we create for all our stakeholders. This strategy has been developed through a comprehensive process of stakeholder engagement, gap analysis, benchmarking and a materiality exercise.

The three pillars of our strategy build on our values of Integrity, Partnership and Excellence and will help us to deliver on our purpose of driving the growth of communications in Africa.



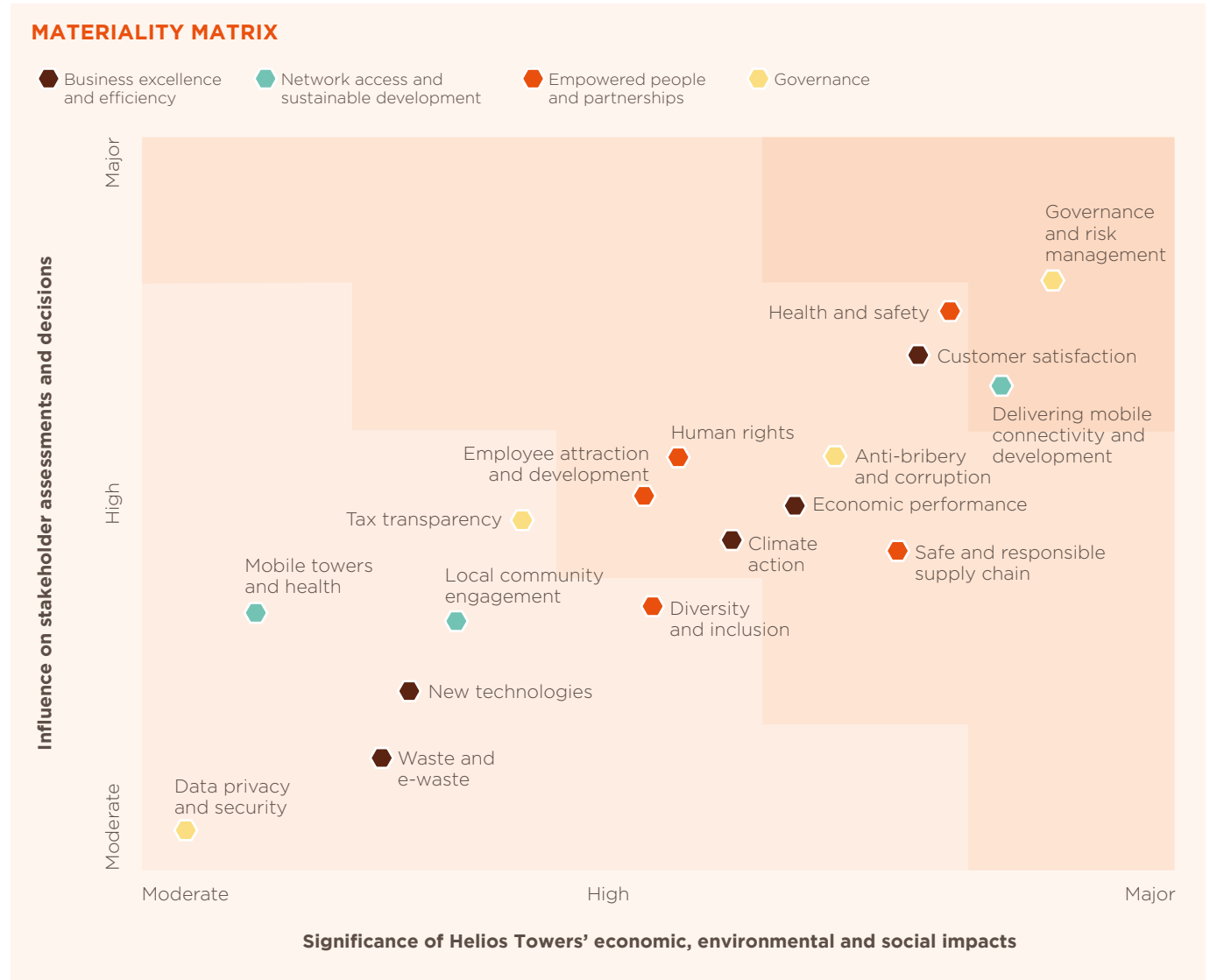
What matters most

Through a materiality assessment, we identified and prioritised the issues that matter most to our business and are of most concern to our stakeholders.

Materiality enables us to focus our strategy, resources and reporting on the issues that matter most.

Our materiality assessment included benchmarking, reviewing reporting frameworks and standards, a materiality survey in line with the GRI-recommended approach, and interviews and workshops with both internal and external stakeholders.

The external stakeholders involved in our assessment included customers, consultants, investors, contractors and suppliers.





Business excellence and efficiency

Resilience, continuity and innovation for long-term business performance and growth

We will continue to grow our business sustainably and innovate for our customers' needs, maximising delivery of a continuous network service while minimising our environmental impact.

DRIVING BUSINESS EXCELLENCE

Increased customer demand for our services during the first half of 2020 led to an improved tenancy ratio of 2.10x, from 2.05x at H1 2019.

To ensure our sites are ready for future growth and to drive efficiencies, we have focused on embedding business excellence across our Group since 2015. Our expertise in power management enables us to maximise service uptime and quality. This, in turn, allows our customers to deliver better network quality and connectivity to consumers. It is delivery of business excellence that demonstrates that we are the trusted partner for the MNOs to grow with.

CUSTOMER SATISFACTION AND ECONOMIC PERFORMANCE

KPIs

Tenancy ratio⁷

Adjusted EBITDA margin

TARGETS

Achieve an average one-minute weekly downtime per tower by the end of 2025⁸

All new towers to have an average of two tenants per tower, within five years of construction⁹

⁷ A growing tenancy ratio (the total number of tenancies divided by the total number of our towers) tells us that our sites are in the right locations.

⁸ The Group has five years to achieve this milestone for any new network acquisition.

⁹ This target excludes special projects and smaller, unique build-to-suit projects.

STRATEGY IN ACTION

Optimising our sites for energy efficiency



HT DRC

We look to continually develop our sites, from technical excellence and lower fuel consumption to reduced service visits and declining greenhouse gas (GHG) emissions.

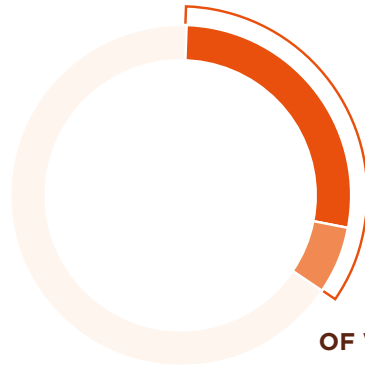
Since March 2020, we have reviewed a set of prioritised sites across the Group to improve power uptime performance and drive greater efficiencies. The process is a cross-departmental effort with Operations, Supply Chain and Performance Engineering coming together to identify improvements and troubleshoot key issues on sites. Across the 117 sites prioritised in the Kinshasa region of DRC, we have seen a monthly fuel reduction of over 300 litres per site; reduced weekly downtime from 14 minutes to 3 minutes per site; 98% of sites with improved security; and 30% of sites with access to the grid restored.

DRIVING ENERGY EFFICIENCY AND CLIMATE ACTION

Our colocation business model, through which multiple operators share each of our towers, delivers reduced environmental impact compared to the traditional operator-owned model – it requires one generator or power supply and this minimises maintenance visits, saving thousands of kilometres driven a month.

2,424 (34%)

OF OUR SITES USE HYBRID SOLUTIONS¹⁰



OF WHICH

462 (7%)

SITES USE SOLAR POWER

Sub-Saharan Africa has the lowest energy access rates in the world. Only half of the population has access to electricity. As such, we are currently reliant on diesel generators to guarantee power for our customers' equipment on the majority of sites. We are committed to reducing this dependence and always look to use mains grid power wherever possible and reliable. Site power, design and performance are complex calculations and we also use solar and hybrid solutions when they meet site requirements.

CLIMATE ACTION

TARGET

Analyse carbon footprint and climate risk across our value chain and set an emissions reduction target in 2021



Through Business excellence and efficiency, we're contributing to:



SDG 7
Affordable and Clean Energy



SDG 9
Industry, Innovation and Infrastructure



SDG 12
Responsible consumption and production



SDG 13
Climate Action

¹⁰ A hybrid site is a solution in which batteries are cycled in order to reduce the generator run-time on site.



Network access and sustainable development

Increasing connectivity to improve livelihoods and strengthen economies

We will enable more individuals, communities and organisations to connect to a mobile network, providing access to life-enhancing services and driving economic growth in Africa.

DELIVERING MOBILE CONNECTIVITY AND DEVELOPMENT

People are increasingly using mobile to access an array of life-enhancing services that contribute to the achievement of the UN SDGs. The combination of Africa's fast-growing population and its lack of fixed line infrastructure means that mobile infrastructure will be critical to its societies and economies, with demand in mobile and mobile infrastructure expected to continue to grow. By 2023, mobile is forecast to contribute 9.1% of GDP in Sub-Saharan Africa – compared to 4.9% of GDP globally¹¹.

Our ambition is to expand our infrastructure across more markets in Africa. Providing more people with access to network coverage will, in turn, support greater social and economic development.

DELIVERING MOBILE CONNECTIVITY

KPI

Population coverage¹²

TARGET

Expand to 12,000 towers in eight markets by the end of 2025

Increase the number of sites in rural and underserved regions by 1,500 by the end of 2025

¹¹ GSMA The Mobile Economy Sub-Saharan Africa 2019

¹² Our population figures are calculated using WorldPop estimates 2020: <https://www.worldpop.org/>

SUPPORTING OUR COMMUNITIES

Our aim is to maximise the benefits of our towers and network access for the communities where we live and work. We are committed to creating local employment, both directly through the construction, maintenance and security of towers, and indirectly through providing network access.

When planning sites, we carefully consider the impacts on our communities. We consult our host regions about the location and the appearance of our proposed towers, addressing any concerns and seeking approval from the community as well as relevant authorities.

We are developing partnerships aimed at improving digital inclusion and providing power to our communities. For example, through our 'Power to the people' initiative, we deliver solar-powered street lighting and access to USB ports to communities in Tanzania and DRC. We are reviewing our community strategy in 2020 and will develop projects and partnerships in 2021 that meet the needs of our local communities.

LOCAL COMMUNITY ENGAGEMENT

TARGET

Develop bespoke community needs-based partnerships in 2021

Pilot phone-charging points for free community use on selected sites in 2021¹⁴

OF THE POPULATION IN SUB-SAHARAN AFRICA

29%
ARE NOT COVERED
BY MOBILE INTERNET

48%
ARE COVERED BUT
DO NOT USE MOBILE
INTERNET SERVICES¹³

Through Network access and sustainable development, we're contributing to:



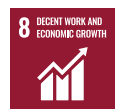
SDG 4
Quality Education



SDG 5
Gender Equality



SDG 7
Affordable
and Clean Energy



SDG 8
Decent Work and
Economic Growth



SDG 9
Industry, Innovation
and Infrastructure



SDG 13
Climate Action



SDG 17
Partnerships for
the Goals

STRATEGY IN ACTION

Expanding access to rural and underdeveloped areas



HT Tanzania

In 2007, the government in Tanzania established the Universal Communications Service Access Fund (UCSAF) to ensure that communication is accessible to its entire population and to drive socio-economic development.

With our customers gaining grants from the fund, we have built over 50 UCSAF sites since 2015 and are planning a further 60 sites, which will bring first-time coverage to a number of rural communities. In addition, we have supported infrastructure development in remote areas - improving roads for better access to the sites and working with the national electricity provider to extend the grid to these areas.

¹³ GSMA The Mobile Economy Sub-Saharan Africa 2019

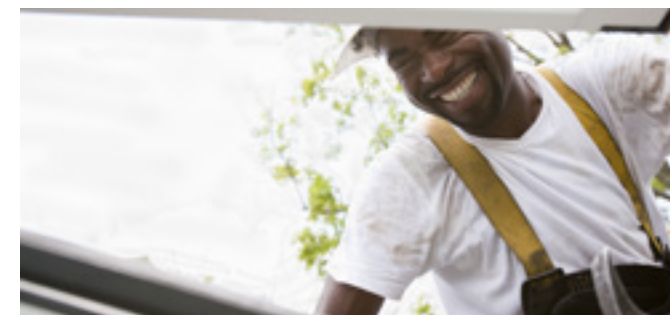
¹⁴ Where grid power is not readily available, we will add charging points on community-accessible sites to increase access to technology.



Empowered people and partnerships

Building a network for shared success, with safety as a priority for all

We will keep our people and partners safe, supporting them to reach their full potential, and work to the highest ethical, social and environmental standards.



SAFETY AS A PRIORITY FOR ALL

Our fundamental responsibility is to keep the people who work for us safe – both our own employees and our contractors. Our key health and safety risks include vehicle and road safety, working at height, electrical safety and lifting operations. Road accidents are our top safety risk as our employees and contractors drive over 15 million kilometres a year to maintain and refuel tower sites. Our Safety, Health, Environment and Quality (SHEQ) oversight of internal and external parties includes compliance-based systems audits, site visits and quantitative scored audits. We assess all contractors against 127 SHEQ criteria.

HEALTH AND SAFETY

TARGET

All maintenance partners to achieve ISO 45001 certification and 100% in the Helios Towers SHEQ assessment by the end of 2025¹⁵

¹⁵ New maintenance partners have three years to achieve ISO 45001 from start of contract with HT.

STRATEGY IN ACTION

Driving road safety standards



Our SHEQ philosophy focuses on prevention rather than reaction. While lagging (i.e. past) indicators provide valuable insights, we're focusing on leading (future) indicators.

For driving safety, we've moved from responding to indicators such as collision and speeding fines, to profiling each driver's 'at risk' behaviours such as speeding, over-steering and harsh braking or acceleration. The Helios Towers Executive Team reviews these leading indicators monthly. Where we have fully implemented this approach, we have seen no significant¹⁶ road traffic accidents from drivers who have met or remained below the 'at risk' behaviours threshold.

A LOCAL, SKILLED AND DIVERSE WORKFORCE

We believe companies thrive by having a workforce that mirrors the society they serve. We promote diversity and inclusion, offering everyone equal opportunities, and are proud that 97% of employees in our operating companies are local hires. However, we acknowledge that building a gender-diverse workforce is a challenge, not only in the markets we operate in, but also from a safety perspective in operational and field roles. We have signed the UN Women's Empowerment Principles to advance gender equality in the workplace, marketplace and our communities.

We want all our people to reach their full potential and are reviewing our performance management processes to ensure a focus on continuous development. We have trained almost 50% of our employees in the globally recognised Lean Six Sigma methodology, which teaches skills and techniques to drive efficiencies and eliminate waste.

EMPLOYEE ATTRACTION AND DEVELOPMENT

KPIs

Percentage of local employees in our operating companies

Diversity, of gender and ethnicity, in management positions

Percentage of employees trained in Lean Six Sigma

SAFE AND RESPONSIBLE SUPPLY CHAIN

We collaborate with contractors and partners with a 'One Team, One Business' ethos. We share offices with our maintenance partners and encourage contractors to embed business excellence and Lean Six Sigma principles in their own workplaces and supply chains to drive efficiency.

When onboarding partners and suppliers, we run assessments on health and safety, information security, ethics and reputational indicators, among others. In addition to periodic performance reviews and health and safety assessments, our compliance monitoring programme includes facility visits, meetings with key staff members and discussions with third-party contractors, such as security staff, who are working on site. Our ambition is to assess key suppliers against additional sustainability criteria and help to build capacity within our supply chain.

SAFE AND RESPONSIBLE SUPPLY CHAIN

TARGET

Assess all key suppliers against sustainability criteria by the end of 2022

Through Empowered people and partnerships, we're contributing to:



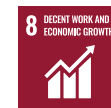
SDG 3

Good Health and Well-being



SDG 5

Gender Equality



SDG 8

Decent Work and Economic Growth

¹⁶ Where an injured party required inpatient hospital care due to a road traffic accident.

Governance and culture

It is a combination of strong governance and workplace culture that underpins the way we work and sets the foundation for our strategy.

OUR CULTURE

The way we work, the way we collaborate with our customers, partners and suppliers, and the way we live our values are key to how we define culture. It's why we are focused on developing a welcoming and inclusive workplace, encouraging collaboration to drive continuous improvement and agility, and maximising the positive impact our business can have in our markets. We will be undertaking an assessment in 2020 to identify opportunities to become better connected and to build a stronger culture, and look forward to sharing the results in our reporting in 2021.


MANAGING SUSTAINABLE BUSINESS

In 2020, we created the role of Group Sustainability Manager to further integrate sustainability into our business and develop our environmental, social and governance (ESG) reporting and stakeholder engagement. The Director of Sustainability and Organisational Development (member of the Executive team) and the Group Sustainability Manager will provide quarterly updates to the Board on progress against targets, achievements, challenges and plans. They will brief the Board twice a year on the strategy and emerging issues. The Group Sustainability Manager also works with the Group functions and local markets to share best practice and support the effective delivery of our strategy.

GOVERNANCE AND RISK MANAGEMENT

Sustainable business is a Board-level commitment.



 Learn more about our corporate governance and how we manage risk in our [Annual Report](#).

ANTI-BRIBERY AND CORRUPTION

We operate in countries where there is an elevated risk of bribery and corruption. By the nature of our business, we work with a range of third parties and interact with government officials to obtain construction and operational permits. With this in mind, we have developed robust policies and procedures to ensure compliance with all relevant laws and regulations. Compliance programme monitoring activities are conducted in each of our operating companies at least twice a year.

We expect each of our employees to uphold our standards and we provide compliance training to all new starters including an online anti-bribery training module. Periodic refresher courses are given to those in higher risk functions, including commercial, finance

and supply chain. We operate a confidential reporting hotline, EthicsPoint, where anyone can raise concerns about actual or potential non-compliance. In 2019, we achieved ISO 37001 accreditation for our anti-bribery measures, making us one of the first, if not the only enterprise in Africa to have achieved ISO accreditation for anti-bribery, quality, safety and environmental efforts. Maintaining these ISO certifications forms part of the performance measures for our bonus scheme.

 Learn more about our anti-bribery and corruption measures in our [Annual Report](#).

Through Governance and culture, we're contributing to:



SDG 16

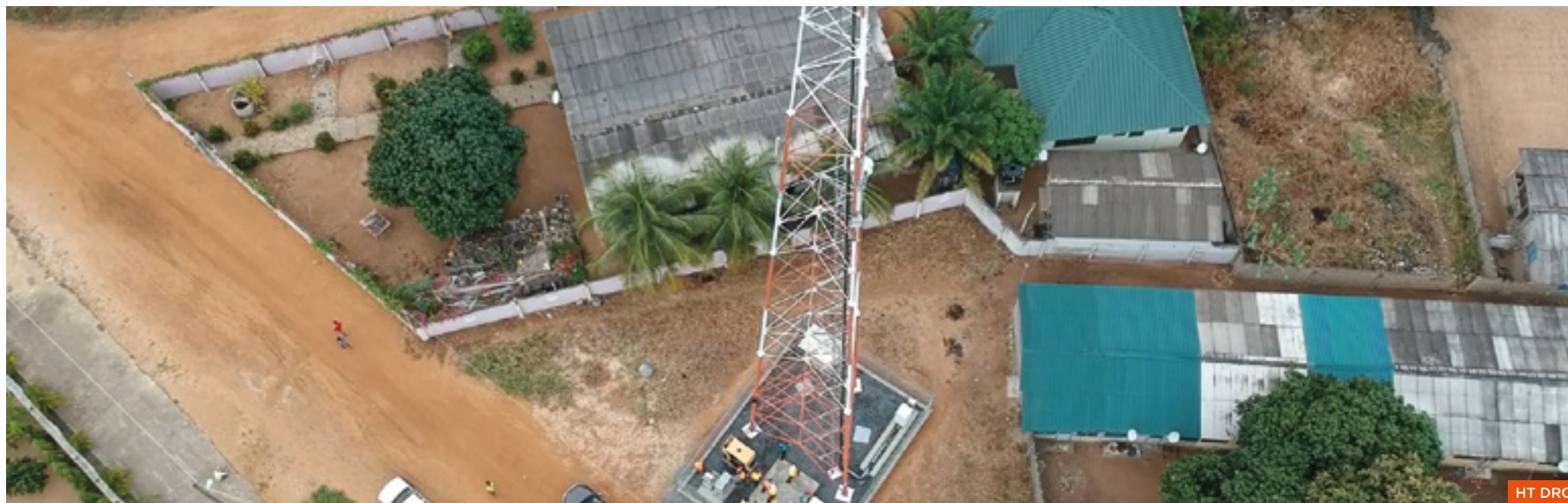
Peace, Justice and Strong Institutions

GOVERNANCE AND RISK MANAGEMENT ANTI-BRIBERY AND CORRUPTION

TARGET

Maintain our accreditations in four management systems:

- ISO 9001 (Quality)
- ISO 14001 (Environmental Management)
- OHSAS 18001 (Health & Safety Management)¹⁷
- ISO 37001 (Anti-Bribery)



HT DRC

¹⁷ In 2021, we will be migrating from OHSAS 18001 to ISO 45001.

We welcome your feedback on our strategy:

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