

B-BBEE AND TRANSFORMATION

REPORT 2026

DIGiCALL

Level one
B-BBEE | DIGICALL SA



“

***Transformation is not only
about compliance,*** *it is about creating sustainable opportunities,
empowering communities and enabling long-term economic participation.*

”

Transformation beyond compliance

During the 2025/2026 financial year, Digicall continued strengthening its commitment to Broad-Based Black Economic Empowerment (B-BBEE) through sustainable transformation initiatives focused on people, communities, suppliers and inclusive economic participation.

Transformation remains embedded within Digicall’s culture, operational strategy and governance framework, ensuring measurable and lasting impact across the organisation and broader South African economy.

As Digicall enters a new chapter within its Transformation Committee leadership structure, this report reflects on the continued growth and maturity of the Group’s transformation journey under the leadership of the outgoing founding chairperson Musa F. Sambo.

About the committee

This committee has 15 members, including individuals who fulfil important Auxiliary functions that play a crucial role in ensuring successful B-BBEE transformation and compliance within Digicall.

The committee consists of seven auxiliaries:

- 01 *Ownership*
- 02 *Management control*
- 03 *Skills development*
- 04 *Enterprise & supplier development*
- 05 *Social economic development*
- 06 *Verification*
- 07 *Communication*

Committee members



MUSA F. SAMBO
Transformation
Committee Chairperson



LE-VIRGE CONSTANCE
Committee Member



LULAMA NGULUBE
Committee Member



CONRAD ERASMUS
Auxiliary Head:
Ownership



**LELESHYA
NADESAN-HURBAN**
Auxiliary Head:
Management Control & EE



HANRO MOGGEE
Auxiliary Head:
Skills Development



MBALI MAVUNDLA
Auxiliary Head:
Social Economic Development
(SED)



IRENE NEL
Committee Member



GRACE MOKOA
Committee Member



MARLIZE MULLER
Committee Member



MICHELLE VIVIERS
Auxiliary Head: Verification



SEELAN NAIDOO
Auxiliary Head: Enterprise
& Supplier Development
(ESD)



ADAM KOEKEMOER
Auxiliary Head:
Communications



DEBBIE VICTOR
Committee Member

Transformation highlights

Transformation dashboard

Category	2025/2026 Highlights
Ownership	Ownership structure maintained
Learnerships	77 learnership completions
Completion rate	90.6% completion rate
Active learnerships	57 active learnerships
Bursaries	R1.33 million invested
YES Initiative	23 youth placements nationally
SED Investment	Full spend applied
Empowering supplier spend	70.50%
Community reach	85 schools impacted
Lives touched	4000+

A man in a grey suit and tie is shown from the chest up, looking upwards and to the right. The background is dark with out-of-focus lights, creating a bokeh effect. The text is overlaid on the image.

“

Sustainable transformation is achieved when empowerment becomes part of organisational culture and not only a compliance requirement.”

”

Over the years, Digicall’s transformation journey has evolved beyond scorecard performance into a strategic business imperative focused on sustainable empowerment, governance maturity and meaningful socio-economic impact.

The 2025/2026 financial year reflects continued progress across ownership, skills development, enterprise development and socio-economic investment, driven by the collective contribution of the Digicall leadership team, Transformation Committee and employees.

As I transition leadership responsibilities to the incoming Chairperson, I remain confident that Digicall will continue building on the strong governance and transformation foundations established over the years.

Musa F. Sambo

Ownership and sustainability

Key highlights

- Ownership structure remained unchanged during the reporting period
- Continued commitment to sustainable empowerment
- Ownership compliance maintained in line with B-BBEE objectives
- Long-term transformation sustainability remains a strategic priority

ELEMENT		ELEMENT WEIGHTING	SCORE
OWNERSHIP		25.00	23.94
MANAGEMENT CONTROL		19.00	7.25
SKILLS DEVELOPMENT		20.00	15.68
ENTERPRISE & SUPPLIER DEVELOPMENT		42.00	38.88
SOCIO-ECONOMIC DEVELOPMENT		5.00	4.86
OVERALL SCORE		111	90.61
Percentage		Yes/No	
Black Ownership	24.00%	Modified Flow Through Applied	NO
Black Female Ownership	24.00%	Exclusion Principle Used	NO
Black Designated Group	0.00%	Discounting Principle Used	NO
Black Youth	0.00%	Empowering Supplier	YES
Black Disabled	0.00%	Participated in Y.E.S Initiative	YES
Black Unemployed	0.00%	Achieve Y.E.S Target and 2.5% Absorption	NO
Black People Living in Rural Areas	0.00%	Achieve 1.5 x Y.E.S Target and 5% Absorption	NO
Black Military Veterans	0.00%	Achieve Double Y.E.S Target and 5% Absorption	YES
Black New Entrants	24.00%		

Skills Development

Investing in future talent

Learnerships

- 77 learnership completions achieved
- 90.6% completion rate achieved
- 57 active learnerships at reporting period close

Learnerships across:

- Customer Management
- Short-Term Insurance
- Generic Management
- IT Support
- Business Administration

Bursaries

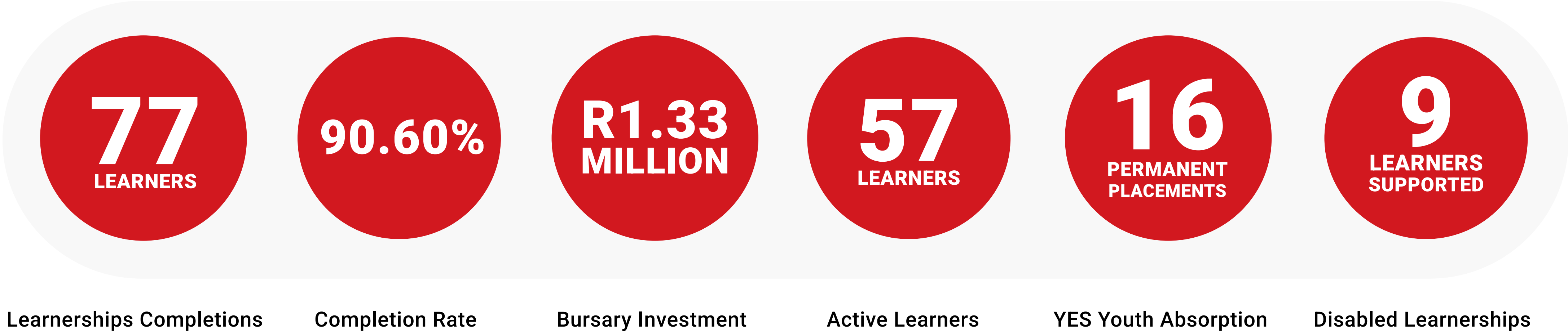
- Total bursary spend exceeded R1.33 million
- R290,000 increase from prior year

YES Initiative

- YES Cohort 5 launched nationally
- Johannesburg and Cape Town participation
- 16 youths permanently absorbed into the business

Skills development impact

2025/2026 Outcomes



“

***Growth is never by mere chance;
it is the result of forces working together.”***

”

– James Cash Penneyabout

Enterprise and Supplier Development

Sustainable supplier empowerment

Key highlights

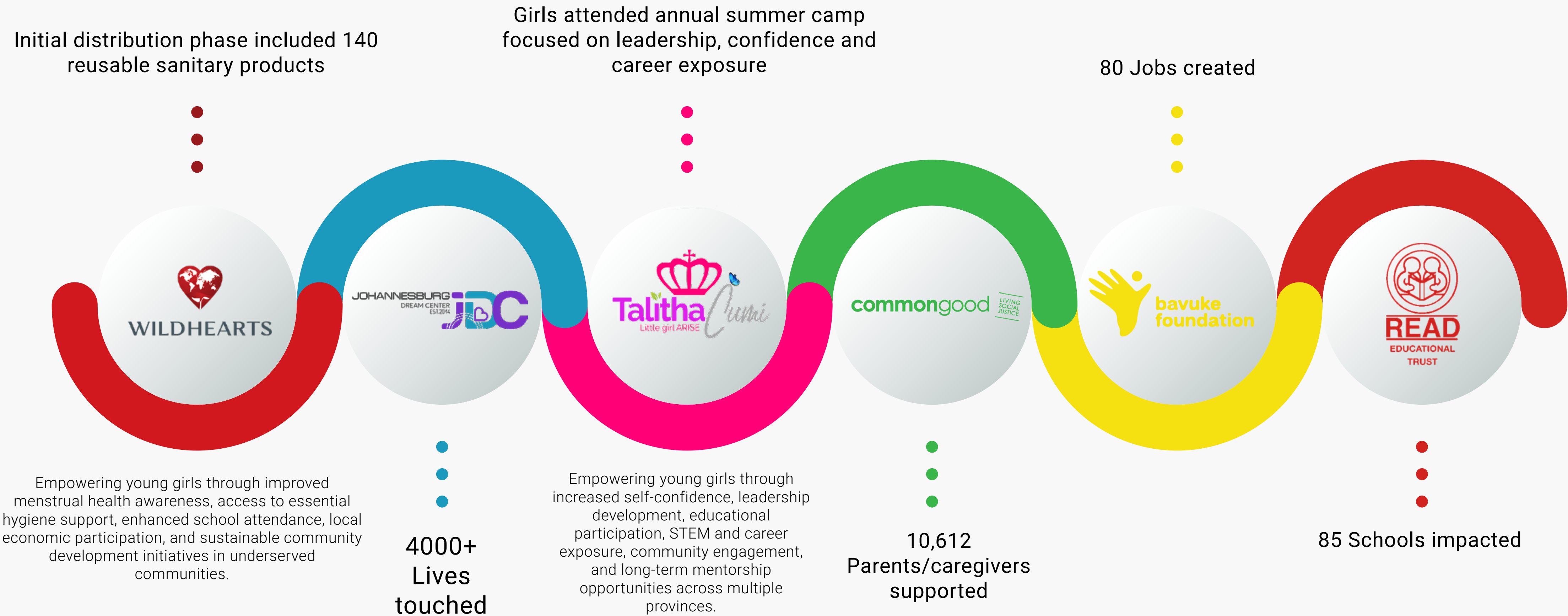
- 70.5% empowering supplier spend achieved
- Continued support of empowering suppliers and supplier development initiatives
- Strategic focus on long-term supplier sustainability
- Strengthened supplier operational visibility and engagement

Insight platform innovation

Digicall developed the Insight application to improve:

- Supplier operational administration
- Communication and visibility
- End-to-end supplier management
- Real-time operational tracking





Socio-Economic Development

Creating sustainable impact

Education

- Improved literacy support
- Increased school participation
- Enhanced life skills development

Employment

- CV creation support
- Skills development programmes
- Youth employability enhancement

Women and youth empowerment

- Improved literacy support
- Increased school participation
- Enhanced life skills development

Sports and community development

- CV creation support
- Skills development programmes
- Youth employability enhancement

“

Economic transformation is not just a moral imperative. It is a strategic necessity.

”

— Cyril Ramaphosa

Management Control and Employment Equity (EE)

As part of the Digicall Group’s five-year Employment Equity (EE) Plan, the Company remains committed to advancing meaningful transformation across all occupational levels, with continued focus on top, senior, and middle management representation.

Building on the progress achieved over recent years, the Company will continue aligning its transformation initiatives with Economically Active Population (EAP) principles and sector EE objectives.

Despite limited vacancies, reflecting strong employee retention and organisational stability, we remain committed to prioritising the recruitment and advancement of suitably qualified individuals from under-represented designated groups, particularly through natural attrition, succession planning, and newly created positions where operationally feasible.

The Company remains focused on key transformational areas which include:

- Continuing progress toward achieving the company’s five-year EE targets across senior management, professionally qualified, skilled technical, semi-skilled, unskilled, and disability representation levels;
- Prioritising the appointment of suitably qualified candidates from designated groups when opportunities arise;
- Continuing to promote African, Indian, and Coloured (AIC) employees into senior and middle management positions through succession planning and internal development initiatives;
- Strengthening leadership development, mentoring, and training programmes to support sustainable transformation and internal talent progression;
- Monitoring EE progress regularly against annual milestones and EAP targets to ensure sustainable and measurable transformation outcomes over the remainder of the five-year EE plan period.

Digicall Group remains committed to fair and sustainable transformation practices that support diversity, inclusion, and equitable representation across the workforce.

Verification approach

Digicall’s B-BBEE verification is conducted annually by a SANAS accredited independent verification agency, with completion targeted by October each year as part of our formal review process.

In 2025, we continued to utilize Sage BEE123 to monitor, track, and report on the Group’s B-BBEE performance—particularly in relation to procurement spend and supplier development.

We further enhanced our tracking by conducting quarterly progress reviews aligned to our B-BBEE strategy, enabling proactive adjustments to meet or exceed transformation targets.

Our consistent performance reflects our continued commitment to direct ownership transactions with recognized empowerment partners.

These partnerships reinforce Digicall’s long-term transformation strategy and our resolve to drive meaningful ownership participation, representation and equity within the South African economy.

Communication

Effective and transparent communication remains a key pillar of Digicall’s transformation strategy.

During 2025/2026, our Communications team continued to play an important role in ensuring that all internal stakeholders remained informed, engaged, and aligned on the progress, objectives, and impact of our B-BBEE initiatives.

To drive awareness and engagement across the Group, we leveraged a variety of internal communication channels, including monthly newsletters, internal campaigns, and the company intranet.

These communication efforts were designed to create visibility around our transformation journey while fostering a shared sense of purpose, accountability, and participation across all levels of the organisation.

By keeping employees informed and connected to our transformation objectives, we continue to strengthen our culture and collective commitment towards meaningful and sustainable change.



Thank you.

CONTACT

info@digicall.co.za +27 (0) 10 211 5000
110 Conrad Drive, Craighall Park Johannesburg,
2196
www.digicallgroup.co.za

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*All the information provided in this document is dated from May 2024 - April 2025 and may change without prior notice.