



Diversity, equity and inclusion policy

Approved:
21 November 2025

1. Introduction and purpose

Building a diverse and inclusive workplace is key to our business growth and success strategy. We are committed to fostering a diverse, equitable, and inclusive workplace, where all employees can thrive. This policy aims to create an environment that reflects and embraces diversity.

2. Scope

This policy sets out the approach to diversity, equity and inclusion within the Naspers Limited. (the company), and applies to all employees, directors and officers in the company and its subsidiaries (collectively, the group).

3. Definitions

Diversity encompasses the unique characteristics and perspectives that we bring as individuals that define our strength as a group.

Equity is about enabling fair access, opportunities, and treatment for all employees, ensuring that everyone has the resources they need to succeed.

Inclusion is creating a culture of belonging where all individuals feel valued, respected and empowered to contribute fully.

4. Our guiding principles

We recognise that the differences in background, experience, nationality, age, race, gender, sexual orientation, religion, political affiliation, disability and other characteristics are reflective of society and populations we seek to serve. The more diverse we are, the better we are at innovating, creating products, bringing varying perspectives to solving challenges and making better decisions. By offering inclusive environments where diversity of approach and thought is valued, we are able to attract and retain talent in a highly competitive technology sector.

We are committed to:

- **Equal employment opportunities:** Ensuring equal employment opportunities for all, regardless of race, colour, religion, gender, sexual orientation, age, disability, or any other characteristic protected by law
- **Workforce diversity:** Actively seeking to recruit, retain, and develop a diverse workforce that reflects the communities we serve
- **Inclusive culture:** Promoting a culture of inclusion where every individual feels valued, respected, and empowered to contribute fully
- **Non-discrimination:** Prohibiting any form of discrimination, harassment, or bullying in the workplace. This is further detailed in our [dignity at work policy](#)
- **Training and development:** Providing training and development opportunities to enhance understanding and implementation of diversity, equity and inclusion principles
- **Compliance:** Adherence to all relevant laws and regulations regarding diversity and inclusion.

5. Governance and responsibilities

The board oversees and is ultimately responsible for diversity, equity and inclusion principles. The social, ethics and sustainability committee and the human resources and remuneration committee assist the board in discharging its responsibility in relation to diversity, equity and inclusion. This ensures our commitment to ethical governance and a fair, diverse and inclusive workplace.

- **Management:** Ensuring the implementation and upholding the principles to this policy, promoting diversity, equity and inclusion initiatives, and addressing issues promptly
- **Employees:** Upholding the principles of this policy, participating in training, and contributing to a respectful and inclusive workplace.

This policy is approved by the board and will be reviewed annually to ensure it remains relevant and effective.

6. Monitoring and reporting

The group human resources department monitors and reviews our diversity, equity and inclusion practices to ensure effectiveness and compliance, with reports provided to the appropriate board committees.

Any concerns or violations of this policy can be reported to human resources, line manager, ethics and compliance officer or through our confidential reporting channels, as detailed in our [speak up policy](#)

7. Communication

This policy is communicated to all employees and published on our website for transparency and accountability.

8. Contact Information

For any questions or further information regarding this policy, please contact the human resources department.