

Industrial Relations Philosophy

1. Foundational Intent

Our Industrial Relations (IR) philosophy is anchored in the belief that productive, fair, and respectful relationships between the organisation and its people are the foundation of sustainable success.

We recognise that our ability to deliver world-class technology solutions depends on the strength of our workforce, the integrity of our management practices, and the mutual trust that binds both.

Industrial relations at our organisation are therefore not seen as a compliance activity — but as a **strategic SMART partnership** that nurtures productivity, performance, innovation, and a shared sense of purpose.

2. Core Values in Practice

Our industrial relations approach is an extension of our **organisational value system**, guiding every engagement, negotiation, and decision:

Value	IR Expression
Hard Work	We respect effort, diligence, and perseverance — recognising that every role contributes to organisational excellence.
Smart Work	We embrace efficiency, innovation, and continuous improvement in our people practices to achieve fair and swift resolutions.
Team Work	We foster collaboration, open communication, and collective problem-solving between employees, management, and representatives.
Integrity	We act with honesty and fairness in all dealings, ensuring that decisions are lawful, transparent, and ethically sound.

Value	IR Expression
Stewardship	We safeguard the dignity, safety, and future of every employee while protecting the organisation's long-term interests.
Accountability	We take ownership of our actions and decisions, ensuring that every process is traceable, justifiable, and compliant.
Continuous Learning	We treat every incident, dispute, or outcome as an opportunity to learn and improve our systems, leadership, and culture.

3. Alignment with Our Customer Value Proposition

Our employee relations philosophy mirrors the promise we make to our customers:

Customer Promise	Industrial Relations Reflection
Most Competent	We build employee competence and managerial maturity through proactive education, fair discipline, and guided growth.
Most Solutions-Oriented	We approach disputes with a solution mindset — prioritising restoration, not punishment.
Most Accessible	We maintain open-door communication channels and ensure fair access to grievance and consultative platforms.
Most Responsive	We act promptly, decisively, and humanely in resolving issues, understanding that delays erode trust and productivity.

4. Link to Vision and Mission

Our Industrial Relations framework supports our **vision** “*to bring world-class technology solutions to every African Digital Citizen*” by cultivating a workforce that is engaged, secure, and aligned to our purpose.

Through fair and transparent relations, we enable our people to focus their creativity and energy on delivering innovation that builds **generational wealth**, drives **thought-leadership**, and sustains **future-proof value** — for employees, customers, and society at large.

5. Guiding Principle

“We believe that sound industrial relations are not just about avoiding conflict — they are about enabling every individual to contribute meaningfully to a shared legacy of excellence.”