Corporate responsibility 2016 performance tables

MILLICOM
THE DIGITAL LIFESTYLE

1. Privacy and freedom of expression

Our performance

Five-year plan objectives (by 2018):
- Complete an external assessment of Millicom's policies and processes relating to privacy and freedom of expression

Topic	2016 target	Status	Our progress in 2016	KPIs	2014	2015	2016	2017 target
Policy implemen-tation	Continue to support specific operations to implement Group guidelines to manage law enforcement requests	⊖	We supported all operations in clarifying requirements of the Group guidelines, and implementing these; resulting in all assessed operations rising to a mature level of controls.	% of operations with controls systematically applied in line with the Group guideline[1]	N/A	45%	**92%**	All operations to have controls assessed and systematically applied in line with the Group guideline
Law enforcement requests	Publish Law Enforcement Disclosure (LED) report	✓	Our first stand-alone LED report was published in April 2016.	Total number of law enforcement requests (Group)	N/A	39,418	**47,632**	Conduct human rights impact assessment focused on privacy and freedom of expression in all our LatAm operations
				Number of major events[3]	2	20	**18**[2]	

1   2015 data disclosed this year based on 11 operations who completed the self-assessment, excluding Tigo DRC which was sold at the beginning of 2016, and Colombia and Zantel as integration continued in 2015. 2016 data is based on 12 operations, excluding Zantel, as integration continued in 2016.
2   This number does not include requests to block access to child sexual abuse content (applicable only to Colombia in 2016).

Number of law enforcement requests

Region	Interception	Customer metadata	MFS	Content takedown
LatAm	927	39,279	267	0
Africa	5	6,827	326	1

Overview of major events[3] by type

Type of event	Occurrences in 2016
Shutdown of services	8
Proposals for significant changes in local laws	5
Proposals for significant changes in technical or operational procedures	2
Disproportionate interception or customer data requests	1
Politically motivated messages	1
Other	1

3   Data reported for financial year, including 2016 data. This also applies to the "Overview of major events by type" table data below. "Major events" can include requests for shutdown of specific base station sites, geographical areas or entire network, service denial or restriction (SMS, mobile/fixed internet, social media channels), interception requests outside of due process, targeted take-down or blocking of specific content, denial of access for specific individuals, significant changes relating to surveillance techniques or operational processes (direct access or how local surveillance laws are implemented in practice), significant changes to local laws relating to government powers of surveillance or data retention, or requests to send politically motivated messages to customers on behalf of the government.

2. Child rights and online protection

Our performance

Five-year plan objectives (by 2018):
- The mobile operator child rights impact assessment (MO CRIA) tool we jointly developed with UNICEF is used across the mobile operator community.
- Conduct the MO CRIA in all operations in Africa and 50% of operations in Latin America
- Integrate promotion of parental controls and distribution of safe internet into mobile, fixed and cable TV customer processes in Latin America
- Publish child online protection (COP) policy and accompanying guidelines, and roll out across all operations

Topic	2016 target	Status	Our progress	KPIs	2014	2015	2016	2017 target
Child labor policy compliance[1]	All operations to have controls in place and systematically applied in line with the minimum age policy	✔	All 12 operations assessed report reached highest level of maturity against the controls.	% of operations with controls systematically applied in line with the minimum age policy	N/A	58%	**100%**[2]	All operations to continue to maintain systematic controls in line with the minimum age policy
Child rights impact assessments	Conduct MO CRIA in three additional operations, including one in Colombia	✔	In addition to Colombia, we conducted assessments in El Salvador and Bolivia in 2016.	% of operations with child risk impact assessments conducted to date	0	17%	**38%**[3]	Action plans in place in all operations where MO CRIA has been completed
Child online protection	Organize COP workshops with stakeholders in three operations	⊖	We hosted one workshop in Honduras. Two planned workshops were postponed to 2017.	% of operations that have hosted a multi-stakeholder COP workshop to date	15%	46%	**54%**[4]	Organize COP workshops in Guatemala and Ghana
	Roll out customer materials and training on COP across Latin America	⊖	COP portal has been designed and will be rolled out to Tigo websites in 2017.	% of operations with a child online protection portal	New KPI for 2016		**0%**	All operations in LatAm to integrate a COP portal on Tigo websites
		⊖	We rolled out customer leaflets jointly developed with UNICEF in El Salvador and Paraguay.	% of operations in LatAm with customer leaflets on COP	New KPI for 2016		**29%**	At least three additional operations in LatAm to roll out customer leaflets
		⊖	We have conducted COP trainings across LatAm and in Ghana.	Number of children reached by COP training ('000)	New KPI for 2016		**122**	Increase number of children trained by 20%
	Block child sexual abuse content (CSAC)	⊖	We signed an agreement with Interpol and defined legal and technical approach for each operation.	% of operations in LatAm blocking child sexual abuse content	N/A	14%[5]	**14%**	Implement CSAC blocking in at least 50% of our operations across LatAm

1 When we published our minimum age policy in 2015, we reported two KPIs against targets around child labor policy compliance: number of operations completing self-assessment against controls in place, and those who report systematic controls as being in place. From 2016 onwards, the controls are self-assessed for each operation on annual basis and we will continue to report the maturity level only.
2 All operations excluding Zantel. As we continue to align internal processes and systems for Zantel following our acquisition in late 2015, self-assessment campaigns start in 2017.
3 Including assessments conducted in Tanzania and Rwanda in 2015; and Colombia, El Salvador and Bolivia in 2016.
4 Including the workshops hosted in Paraguay and Colombia in 2014; Bolivia, El Salvador, Costa Rica and Rwanda in 2015; and Honduras in 2016.
5 We restate 2015 number as our operations in Colombia already had CSAC blocking in place, in line with the country's legislative requirements.

📋 **3.** Acting responsibly: anti-corruption compliance

Our performance

Five-year plan objectives (by 2018):
- Continue external and internal monitoring of the anti-bribery and anti-corruption (ABAC) program enhancements with a view to measure the maturity level of the compliance framework over time
- Embed compliance risk management into business risk management at global, regional and local level
- Third party due diligence for end-to-end process, from landowners to suppliers, IT software providers etc. based on risk level

Topic	2016 target	Status	Our progress in 2016	KPIs	2014	2015	2016	2017 target
Code of Conduct	**All employees have acknowledged the Code**	⊖	Through the global Code training and awareness campaigns, the number of employees who acknowledged the Code more than doubled. Despite this significant increase, we are still in the process of achieving 100% completion.	% of employees who acknowledged the Code	70%	52%	**81%**[1]	All employees to acknowledge the Code
Training	**85% employees to complete the Code training**[2]	✓	The Code training has been rolled out to all employees, where we exceed the completion target.	% of employees who have completed the Code training	New KPI for 2016		**92%**[3]	90% of employees to complete the Code and ABAC training
	ABAC training completed by all senior staff and high risk groups	⊖	ABAC training was rolled out beyond senior staff and high risk groups, with 45% of all our employees completing the training this year.	% of procurement staff trained on ABAC	N/A	32%	**44%**	Incorporate elements of the Code and ABAC training into onboarding training
				% of senior managers trained on ABAC	N/A	63%	**65%**	
Conflict of interest declaration	**All employees have filled and signed the conflict of interest declaration form**	⊖	In all operations, we ran a communication campaign on disclosure requirements around any perceived, actual and potential conflicts of interest. All cases reported were reviewed and closed.	% of employees who filled and signed the conflict of interest declaration form	67%	57%	**74%**[1]	All employees to complete and sign the conflict of interest declaration form

1   As the signings data is in line with CR performance data reporting period of Q4 2015 to Q3 2016, percentage is calculated based on headcount as of end of Q3 2016.
2   To ensure all our employees can access the training, we launched the Code training in both elearning and face-to-face formats, and therefore have slightly reworded this KPI for the 2016 report to reflect all training delivered. Employees will be required to complete a training session on both Code of Conduct and anti-bribery and anti-corruption at least once a year.
3   Excluding Comcel. Compliance is working closely with local management to roll out a tailored solution.

3. Acting responsibly: anti-corruption compliance – continued

Topic	2016 target	Status	Our progress in 2016	KPIs	2014	2015	2016	2017 target
Whistle-blowing	Continue to align management of cases reported to joint tools and guidelines; promote our Millicom Ethics Line and encourage employees to raise potential concerns	✓	We established a Group-level committee with compliance, HR, fraud management and corporate security functions to streamline the investigations process.	Number of cases of unethical behavior reported and investigated	110	156	**97**	Continue strengthening the global investigations process
				Investigations resulting in written warning	8	16	**6**	Run a communication campaign around Millicom Ethics Line
			We promoted the Millicom Ethics Line as part of the CoC and ABAC training sessions, with posters and communication campaigns.	Investigations resulting in termination of employee contract	54	6	**18**	90% completion rate on CoC and ABAC trainings, which feature guidelines on how to raise concerns and non-retaliation policies for all good-faith reports of wrong-doing
Anti-money laundering	Strengthen internal AML controls and conduct AML audits	✓	Each operation conducted a self-assessment against AML-related controls.	% of operations offering MFS with AML controls systematically applied	New KPI for 2017			All operations offering MFS to have AML controls systematically applied
			We conducted audits in three of our largest Mobile Financial Services (MFS) markets.	% revenue from MFS represented by operations audited for AML controls	New KPI for 2016		**83%**	Conduct audits in each market in a three year cycle
Third-party risk management and anti-corruption measures	Map our land rights management process with a pilot operation to understand environmental and social impacts (including corruption risk)	⊖	We conducted audits on our compliance framework, including transactions for network deployment and land permits practices and ABAC-related risks.	% of operations we conducted a compliance risk assessment or audit	New KPI for 2017			Include land rights management and related transactional elements in the quarterly compliance monitor plan.
	Monitor turnover of procurement staff as a high risk employee group[1]	⊖	We continue monitoring turnover rate.	Turnover of procurement staff	N/A	14%	**14%**	Monitor turnover of procurement staff as a high risk employee group

1 Low turnover could indicate heightened ABAC or fraud-related risks.

Overview of cases reported to Millicom Ethics Line[2]

Topic	Number of cases reported and investigated	Cases ending in written warning	Cases resulting in termination
Bribery and corruption	8	0	1
Discrimination and harassment	12	0	0
Human rights and labor	17	0	0
Conflict of interest	14	2	1
Fraud	15	1	5
Other	19	0	2
Total	85	3	9

2 This table covers only cases reported to Millicom Ethics Line and excludes cases reported to TigoUne's Línea Ética, as we further align case category descriptions. Total cases reported in the KPIs table prior to this table include cases reported to both Millicom Ethics Line and TigoUne Línea Ética.

💡 4. Reducing our environmental footprint

Our performance

Five-year plan objectives (by 2018):
- Establish a cross-functional steering committee and global energy reduction and green energy strategy
- Global e-waste process implemented in all operations to manage e-waste through responsible vendors
- Extend environmental reporting to consider emissions relating to logistics and supply chain

Topic	2016 target	Status	Our progress in 2016	KPIs	2014	2015	2016	2017 target
E-waste	**Identify high-risk operations where e-waste is not managed in line with Millicom's global policy, and set up programs at these operations as priority**	⊖	We conducted a review of all operations to identify current e-waste management approach, and alignment with Group e-waste policy. We are developing roadmaps for operations that are not set on the Group program.	% of operations set up on our global responsible e-waste recycling program	15%	38%	**62%**	Roll out the program in at least 10 operations, accounting for over 75%
	Update Millicom's environment and e-waste management policies	✔	Millicom's revised Group environment policy was updated and signed off by senior management.	% of operations with controls systematically applied in line with the environment policy	New KPI for 2017			Develop and roll out an implementation manual for the environment policy and update the internal control manual accordingly
Energy consumption and carbon emissions	**Reduce energy consumption**	✔	While we have several energy saving initiatives across our operations and our normalized energy consumption is decreasing, we are still working on gaining better visibility on quantifying energy reductions achieved via individual initiatives. There is an 8% year-on-year absolute reduction in CO_2e emissions. This year we are changing the way we normalize our CO_2e to report "tonnes of CO_2e emissions per US$1,000 revenue". This is more representative of our business activities and covers emissions from both mobile and cable services.	Tonnes of CO_2e emissions per US$1,000 revenue	0.039	0.043	**0.040**	Quantify emissions savings achieved through key HEAT initiatives, including network energy consumption and logistics Set new long-term carbon reduction targets
				% of base stations using green power or site sharing	Expanded KPI scope for 2016		**25%**	
				% of base stations on single RAN technology	N/A	58%	**55%**	
				Energy consumption by technical and administrative sites and fleet	See 2014 CR report page 43.	See 2015 CR report page 28.	See page 6 for break-down.	
Target setting	**Review environmental target setting process and approach to science-based targets for carbon reduction and set new long-term targets**	⊖	We have not yet replaced our 2020 target which we achieved in 2015.		As we achieved our 2020 "CO_2e per base station" target last year, we now monitor tonnes of CO_2e emissions per US$1,000 revenue and subsequent reductions.			Carry out environmental impact assessments to identify areas of highest impact and control over the reduction of the impact

E-waste recycled through our responsible waste management program

Country	Quantity of e-waste recycled (t)
Chad	Country set up on the program, recycling in progress
Colombia	206
Costa Rica	89
El Salvador	101
Paraguay	267
Rwanda	Country set up on the program, recycling in progress
Senegal	84
Tanzania	75

Energy use

Sources of energy by asset type

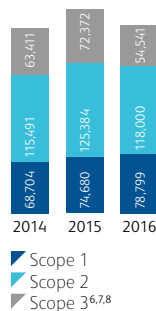|	Fuel (L '000)	Energy from fuel (MWh)	Electricity (MWh)[3]
Base station and fixed network sites	16,474	164,469	464,483
Our fleet	9,713	93,202	N/A
Data centers and offices[1,2]	4,218	42,084	50,235
Shops	268	2,678	17,254

Sources of energy for our assets, excluding fleet

	Total energy consumption (MWh)	Energy from diesel (%)*	Energy from electricity (%)*
Latin America	562,346	15	85
Africa	178,163	69	31

*   As a percentage of total energy consumption.

1   As the majority of our data centers are co-located with our offices, they often do not have separate meters to enable us report on data center consumption separately. With our data center program roll-out, we will be able to measure data center energy consumption individually.
2   For two of our operations, we account for some data center electricity consumption under network sites. As we further roll out our data center improvement program, we aim to be able to report data center consumption separately in the future.
3   Including 377 Mwh electricity generated from solar panels at our sites. Electricity consumption from solar panels have been estimated based on average consumption per site or solar panel, and differences in solar radiation in our geographies. We are working towards improving the accuracy of our renewable energy consumption.
4   Emissions from fuel are calculated using Defra's 2016 Greenhouse Gas Reporting Conversion Factors.
5   Emissions from electricity are calculated using World Resources Institute (2015) GHG Protocol tool for stationary combustion, version 4.7.

6   Scope 3 emissions account for emissions from our base station sites power managed by a supplier (accounting for 93% of total scope 3 emissions, same as 2015) and air travel (7%).
7   Carbon emissions from sites power managed by a third party in one operation are estimated based on 2015 figures, taking into account the change in total number of sites managed by the third party.
8   Air travel data for Bolivia is extrapolated for the 12 month period based on the data available for nine months.

Our carbon footprint[4,5] tonnes CO_2e

2014: 63,411 / 115,491 / 68,704
2015: 72,372 / 125,384 / 74,680
2016: 54,541 / 118,000 / 78,799

Scope 1
Scope 2
Scope 3[6,7,8]

> 3.5 times as much e-waste recycled through responsible e-waste management program in 2016"

Total weight of e-waste recycled through our responsible e-waste management program (tonnes)

2015: 179
2016: 822

Sources of energy for our assets

LatAm: 85 / 15
Africa: 31 / 69

Diesel
Electricity

Total energy consumption MWh

2014: 470,596 / 256,593
2015: 524,531 / 279,664
2016: 531,971 / 302,432

Fuel
Electricity

> All countries ISO 14001 certified by end of 2017"

👥 **5.** Diversity

Our performance

Five-year plan objectives (by 2018):
- Increase the number of women among senior managers each year
- Establish a Group-wide maternity and paternity leave policy, to also include a shortened working week for breastfeeding mothers

Topic	2016 target	Status	Our progress in 2016	KPIs	2014	2015	2016	2017 target
Family-friendly policies	**Establish breastfeeding rooms in 50% of operations**	➖	At the end of 2016, we had nursing rooms in five operations across LatAm, representing 38% of our operations. We also introduced these facilities in Miami and Luxembourg corporate offices.	% of operations with breastfeeding rooms	New KPI for 2016		**38%**	Establish nursing rooms in all remaining LatAm operations and our London corporate office
Female representation in the workforce	**Increase % of women in senior management positions**	➖	For our work in 2016, see page 74 of our 2016 Annual Report.	% of women in senior management positions	22%	25%[1]	**29%**[1]	Increase % of women in senior management positions to align with % of women across our employee base
				% of women across our employee base	33%	34%	**39%**	
	Reduce turnover rate for women under 30	➖	For initiatives we delivered, see case study on "supporting employees with children" on page 74 of our 2016 Annual Report.	Turnover rate for women under 30	28%	18%	**21%**	Reduce turnover rate for women under 30

1   In 2016, we clarified and updated the definition of senior management to represent key decision making roles across our business, such as our CEO or General Managers, their direct reports and heads of departments. This represents top 680 senior manager roles, whereas in the previous years, our report was based on a grading structure which was similarly representative at over 600 senior managers.

🛡 **6.** Taking care of our people: health and safety

Our performance

Five-year plan objectives (by 2018):
- Continue our zero-fatality commitment
- Review risk assessments for each country on a quarterly basis and update and manage as required
- Continue reporting to senior management and the Board on progress and incidents on a monthly basis

Topic	2016 target	Status	Our progress in 2016	KPIs	2014	2015	2016	2017 target
Alignment with international H&S standards and Millicom's own policies	**Conduct internal audits to assess compliance with the new H&S policy and Millicom Safety Rules**	✔	We audited each operation in 2016 at least once a year; with audit control documents and mitigation plans in line with our internal controls. Additional OHSAS 18001 certification audits in Bolivia, Colombia, Honduras and our corporate offices.	% of operations with controls systematically applied in line with our Group H&S policy	New KPI for 2016		**100%**	Continue conducting internal audits to assess compliance with our H&S policy and internal controls
	Achieve OHSAS 18001 certification for our corporate offices	✔	Our corporate offices and operations in Bolivia and Honduras have achieved OHSAS 18001 certification; with our Colombia operation renewing their certificate.	% of operations in line with OHSAS 18001	14%	100%	**100%**	Achieve OHSAS 18001 certification for all remaining operations
				% of operations certified against OHSAS 18001[1]	N/A	8%	**23%**	
				% of workforce represented in H&S committees	70%	91%	**76%**	All operations to have a H&S committee in place with employee representation, that meets on a regular basis
Incident reporting	**Continue improving our incident reporting and reinforcing zero-fatality commitment**	✔	For our work on identifying and mitigating H&S risks, and reducing incident rates, see "Risk-based approach" on page 76 of our 2016 Annual Report.	Number of employee fatalities[2]	1	1	**0**	Continue zero-fatality commitment for our employees and all contractors
				Number of contractor fatalities[2]	6	16	**5**	Improve incident reporting across all operations
				Number of H&S incidents reported	N/A	305	**155**	All significant events to be reported within 24 hours
				Lost-time injury rate per 1,000 workers[3]	N/A	1.26	**1.47**	
				Absentee rate	0.62%	0.71%	**0.68%**	

1 We introduce this KPI in our 2016 report to align with our target of achieving OHSAS 18001 certification across all operations. In 2015, out of 12 of our operations – excluding Tigo DRC which was sold in early 2016 and Zantel as we worked on integration, our Colombia operation was certified. In 2016, our Bolivia, Colombia and Honduras operations were certified.
2 Numbers of employee and contractor fatalities reported for 2016 are aligned with the financial year, same as 2014 and 2015 numbers reported.
3 Our incident management tool is available for all employees and outsourced workers to report incidents. Although 2015 numbers were calculated based on all incidents reported by both worker categories, they were incorrectly reported as 1,000 employees. In this report, we have reinstated the KPI as per 1,000 workers.

🔗 **7.** Responsible supply chain management

Our performance

Five-year plan objectives (by 2018):
- Full supplier monitoring program in place, including self-assessments and on-site audits
- Support capacity building of local suppliers to manage CR-related risks

Topic	2016 target	Status	Our progress in 2016	KPIs	2014	2015	2016	2017 target
Supplier monitoring	**Ensure all suppliers sign the Supplier Code of Conduct ("Supplier Code")**[1]	⊖	We developed a template for tracking Supplier Code signings, and rolled this out across operations; and shared guidelines on how to manage cases where a supplier refuses to sign the Supplier Code and escalation of such cases to the Group.	% of strategic[2] suppliers who signed the Supplier Code	61%	79%	**79%**	Expand reporting to % of suppliers who refuse to sign the Code and how we manage those cases, in line with our Supplier Code Guidelines
				% of all suppliers who have signed the Supplier Code	9%	27%	**36%**	
	Conduct at least two EcoVadis assessment campaigns, based on materiality assessment	⊖	Although we only conducted one campaign, the number of suppliers invited was significantly higher than the previous campaigns.\n\nSee "Improving supplier performance and managing risk" section for more KPIs on EcoVadis assessments.	% of spend represented by suppliers who completed assessments on EcoVadis to date[3]	N/A	53%	**48%**	Increase response rate to EcoVadis assessment requests
Training to staff on responsible supply chain management	**Provide training to procurement staff on implementing and following corrective action plans on EcoVadis**	✓	We delivered training to procurement and CR teams on EcoVadis and how to implement corrective action plans with suppliers.	% of procurement teams trained on responsible supply chain management[4]	N/A	65%	**79%**	Continue to provide training to procurement staff on implementing and following corrective action plans on EcoVadis
Supplier capacity building	**Provide training to suppliers in responsible business practices**[1]	✓	We already provide training on our CR strategy and requirements in a number of our operations.	Number of suppliers trained on Millicom's CR strategy and requirements	New KPI for 2017			Identify a training partner that specializes in CR and jointly roll out training to suppliers across LatAm

1 Although we have required our suppliers to sign the Supplier Code of Conduct since 2014, this was not expressed as a formal target in the 2015 CR report.
2 In 2017, we will work towards aligning our reporting definition of "strategic suppliers" with the results of supplier risk materiality analysis, and report on percentage of high risk suppliers who signed the supplier Code.
3 Number of suppliers who have been invited to complete self-assessments since beginning of 2015 until end of year 2016.
4 As a percentage of those who were invited to training. In 2016, we focused our training efforts around implementing corrective action plans.

7. Responsible supply chain management – continued

Supplier assessments on EcoVadis	Since launch in 2015, until the end of 2016
Total number of suppliers invited to complete an EcoVadis assessment	221
Total number of suppliers who completed the assessment	100
Total number of suppliers that do not fulfill our requirements	38
Number of suppliers with improved scores following implementing corrective action plans (CAPs)	2

Number of corrective action plans (CAPs) requested by category

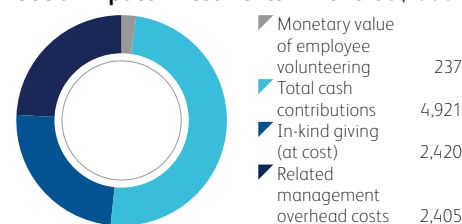|	Environmental	Labor rights	Fair business practices	Sustainable procurement
Number of CAPs requested from suppliers by EcoVadis categories	35	108	73	44

🏠 8. Social investment

Our performance

Long-term objectives
- Connect 2,100 schools and public institutions to the internet by 2030 in Latin America
- Implement a volunteering program with digital education initiatives in all our markets by 2020

Topic	2016 target	Status	Our progress in 2016	KPIs	2014	2015	2016	2017 target
Investing for impact	**Roll out social impact measurement and report first results in 2016 CR Report**	✅	We have defined KPIs for our digital inclusion programs. These align with commitments signed and our COP program.	Schools and public institutions connected to internet	New KPI for 2016		**1,061**	Additional 100 schools connected in LatAm
				Number of students connected ('000)	New KPI for 2016		**375**	Additional 50,000 students connected
				% of in-kind contributions directed at digital inclusion initiatives	New KPI for 2016		**20%**	Increase to 25%
	Continue identifying innovative and digitally driven ideas and solutions	✅	We have continued Tigo Digital Changemakers Award in all Africa countries, and four LatAm countries.	Number of social entrepreneurs supported in operations with Tigo Digital Changemakers Award or similar activities per year	19	17	**322**[1]	Focus on increasing the social impact of entrepreneurs winning the award to date
Volunteering and donations	**Roll out volunteering policy and align documentation of volunteering hours**	✅	We rolled out our volunteering policy across all operations and corporate offices.	Number of volunteering hours	N/A	20,335	**21,915**	Increase volunteering hours by 15%
				Monetary value of employee volunteering (US$'000)	445	247	**237**	
	Continue social investment through cash and in-kind contributions	✅	Social investments have reduced in line with our operational efficiency initiatives and as we focus our resources more on supporting communities with our products and services.	Total cash contributions (US$'000)	7,582	5,814	**4,921**	Continue social investment through cash and in-kind contributions
				Total in-kind contributions (US$'000)	4,160	3,993	**2,420**	
				Total management overhead contributions (US$'000)	1,303	2,357	**2,405**	

1 As of 2016, we will report on the total number of social entrepreneurs who receive either financial or mentorship support.

Social impact investments in 2016 US$'000

◢ Monetary value of employee volunteering	237
◢ Total cash contributions	4,921
◢ In-kind giving (at cost)	2,420
◢ Related management overhead costs	2,405

MILLICOM
THE DIGITAL LIFESTYLE