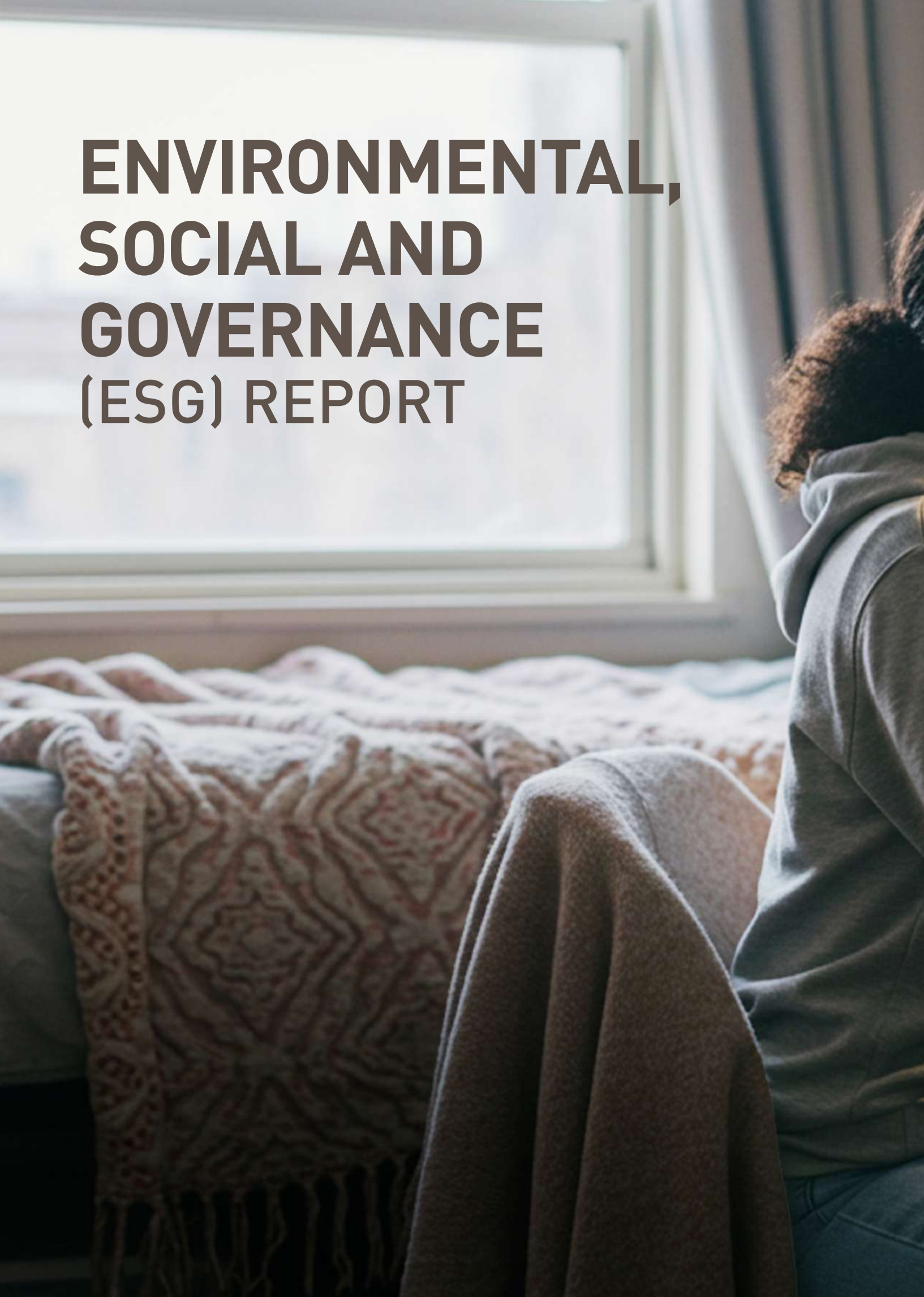


ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) REPORT





When no one would listen, we hit record.
We gave the unheard a microphone and a
moment. Raw, unfiltered & real.



Environmental, Social and Governance (ESG) Report

Introduction

With a mission to Positively Influence Society, Nation Media Group (NMG) is committed to running a sustainable business, ensuring that every facet of our strategy and operations aligns with the principles of ethical and responsible growth. By integrating sustainability into our business, we create solutions that not only push us forward but also contribute positively to the environment and the communities we operate in.

In this report, we will focus on the operations of our Kenya business as well as data and insights from our subsidiaries in Uganda and Tanzania. As we continue maturing our sustainability reporting, we intend to integrate a more comprehensive ESG report.

Our Reporting Standards

This report has been prepared referencing the GRI Standards 2021. Our goal therefore, is to deliver a sustainability report that meets global best practices, with a focus on transparency and accountability, and in accordance with the GRI Standards and the guidelines shared by the Nairobi Securities Exchange. This report also serves as our Communication on Progress – an explicit responsibility of our continued membership of the UN Global Compact (UNGC) and the Global Compact Network Kenya (GCNK).

Environmental, Social and Governance (ESG) Report (continued)

Materiality Assessment

After a rigorous materiality assessment conducted in 2023, that took into consideration our internal and external stakeholder priorities, we identified five Environmental, Social, and Governance (ESG) material topics that guide our reporting. These include:

- Responsible Journalism
- Environmental Impact
- Employee Welfare
- Societal Impact, and
- Corporate Governance.

Consequently, we identified 8 of the 17 UN Sustainable Development Goals (SDGs) that align with our material topics.

NMG SDGs Commitment



We therefore aim to drive the attainment of the above SDGs by focusing on the following areas;

Responsible Journalism	Corporate Governance	Environmental Impact	Employee Welfare	Societal Impact
<ul style="list-style-type: none"> • Journalistic standards • Representative content <ul style="list-style-type: none"> ◦ Health ◦ Climate action ◦ Accountability journalism ◦ Gender ◦ Youth and special interest groups ◦ Access for all 	<ul style="list-style-type: none"> • Board composition and committees • Risk independence • Gender and age diversity • Board management • Data privacy • Tax transparency • Business ethics and trust • Litigations and controversies 	<ul style="list-style-type: none"> • Responsible sourcing • Carbon emissions – Scope 1, 2 and 3. • Waste management • Renewable energy • Water management • Clean technology • Recycling 	<ul style="list-style-type: none"> • Number of employees • Diversity and inclusion • Training and education • Health and safety • Employee wellbeing 	<ul style="list-style-type: none"> • SME procurement • Education • Community impact • Partnerships for impact • Climate action



1. Responsible Journalism

Journalism is at the core of our business with the pillars of truth, objectivity and accuracy guiding our storytelling. Our reporting is steered by the provisions set out in our editorial policy, the Media laws of Kenya, Tanzania, Uganda and Rwanda, and anchored in the Constitutions of the three countries, which guarantee the freedom to seek, receive, and share information and ideas.

In addition, our journalists are accredited by the Media Council of Kenya, Media Accreditation Board of Tanzania (Bodi ya ithibati), Media Council of Uganda, and the Rwanda Media Commission.

Environmental, Social and Governance (ESG) Report (continued)

The NMG Editorial Policy shapes the essence of NMG's news and content direction, highlights that the organization stands for free speech, with truth as its core value. It also explicitly states that our role goes beyond telling our audiences what they want to know, but gets into the details of what our readers, listeners and viewers need to know.

In addition, the policy points to our critical role in speaking out for the underdogs in society, highlighting their plights, challenges and experiences, with an intention to improve their lives or livelihoods through changes in policy or action-oriented initiatives. This is well summarized in our brand belief "We believe that the development of an informed perspective enables communities to fulfill their true potential."

To live out our mission to positively influence society, we ensure that we consistently provide accurate, unbiased, and fact-based journalism to empower society through the provision of the timely, relevant and factual information.

Our content therefore consistently amplifies diverse SDG-related topics to deepen public understanding, inspire engagement, and encourage action across all quarters of our society. We not only highlight environmental challenges and promote eco-friendly practices, but extend our impact into the social sphere by shining a light on other SDG matters such as education, food security, health and well-being, gender equality, and clean water and sanitation among others. Time and again, through our investigative journalism, we have published stories that have spurred immediate action—whether through parliamentary debates, the passage of laws, or the prosecution and dismissal of individuals for mismanagement of public funds or breaches of public trust.

Editorial Integrity, Public Accountability, and Sustainable Impact

Since our founding in 1959, we have consistently held ourselves to high editorial standards. To meet these, our content production chain across platforms and regions, incorporates checks and balances to ensure quality at every stage. From role assignments and collaborative editorial meetings to the deliberation of story angles, oversight by chief sub-editors, and final headline approvals by Editors, NMG upholds a rigorous quality management system. This process is further reinforced by fact-checking protocols, right-of-reply measures, and specialised editorial desks with subject matter experts. Collectively, these structures ensure balanced reporting, uphold journalistic integrity, and keep us aligned with our brand promise and professional standards.

Technology also plays a vital role in supporting quality throughout the production process. It enables us to fact-check information

more quickly, edit content seamlessly across platforms, and present data in a way that is easily understood by our audiences.

Our reporting framework is designed to uphold the highest standards of transparency and accountability — including in instances where errors occur. Should an inaccurate, misleading, or distorted report be identified through our quality assurance processes, we take prompt corrective action. In cases where it has been published or aired, our Editorial Policy, Corrections Policy, and prevailing industry standards guide our response to safeguard the integrity of our journalism.

We recognise the value of audience feedback in enhancing the relevance and accuracy of our content. To this end, we have established multiple channels through which audiences and stakeholders can share their views — including emails, phone lines, QR codes, short codes, and the Office of the Public Editor. All feedback received is systematically monitored and addressed to ensure that our storytelling remains audience-centric, trustworthy, and aligned with evolving public expectations.

Strengthening Editorial Excellence

To ensure sustainable impact, our journalists from across the region engage in periodic capacity building facilitated by the Human Resources (HR) department, editors, and partner institutions who provide training and development in areas such as gender, health reporting, and other SDG-related matters.

During the year in review, we partnered with the Bill & Melinda Gates Foundation to support in building capacity on health and gender-related content at a Group-level, while, our subsidiary in Tanzania, MCL, collaborated with the Tanzania Media Foundation to run a 3-year partnership to enhance public interest journalism, and MPL in Uganda worked with Women in News to run a variety of trainings through the year.

Other editorial capacity building initiatives conducted through the year included:



Kenya

- Libel, Defamation and the Law: A Media Ethics Workshop
- Artificial Intelligence in the Newsroom
- Editorial Policy Refresher
- Data Analytics for Content
- Gender Nuances in Reporting

Environmental, Social and Governance (ESG) Report (continued)



Uganda

- Climate Change Reporting
- Mobile Video Story Telling
- Cross Platform Reporting
- Writing for Online Audiences
- Enterprise Reporting



Tanzania

- Digital ABC's focusing on the digital transformation
- Public Interest Journalism, which focused on investigative journalism, data and accountability journalism
- Defamation Awareness
- Data Journalism
- Violence Against Women
- Content Verification and
- Libel, Defamation and the Law: A Media Ethics Workshop

This approach ensures that our reporting is thoughtful, well-structured, and effectively communicated.

In addition to the learning and development initiatives taken on to improve our journalism, MCL in 2024 launched the Mwananchi Academy to build partnerships, particularly with academic institutions such as the University of Dar-es-Salaam School of Journalism and Mass Communication, and Dar-es-Salaam Tumaini University, to train the next generation of journalists. This initiative ensures that the crucial role of the fourth estate continues to thrive for generations, recognizing the significant impact journalism has on society.

Accountability Journalism

At NMG, we utilise our platforms to hold individuals, institutions, and governments responsible for their actions, decisions, and impact on society. Exposing corruption scandals and speaking truth to power demands immense bravery, and it is this commitment to fearless reporting that sets us apart. We do this through our investigative storytelling, in-depth analysis, and persistent questioning to expose wrongdoing, demand transparency, and drive change.

In 2024, our teams across the region focused on agenda-setting journalism across all platforms, delivering investigative pieces, special reports, and in-depth analysis that explored not just the 'why,' but also the 'how' and the 'what next'.

In Kenya for instance, we ran an investigative exposé on illegal logging in Kenya's Rift Valley that led to the suspension of raw veneer exports. In Tanzania, we featured a deteriorating bridge in Tanzania's Kigamboni and Magogoni, which prompted authorities to initiate construction of a new one, while in Uganda, we carried out an in-depth investigation that uncovered widespread academic fraud across major universities. The exposé, prompted swift action with a formal probe ordered into the matter. These stories exemplify how media can influence policy, and inspire action.

a) Journalism as a tool for Environmental Change and Sustainability

In an era marked by climate crises, biodiversity loss, and environmental degradation, the role of journalism in driving awareness and action has never been more critical.

Through our platforms, we aim to drive awareness, foster dialogue, and promote shared responsibility in safeguarding the health of our planet. By uncovering untold stories, spotlighting grassroots efforts, and translating complex scientific data into accessible narratives, we help bridge the gap between knowledge and action.

To help us achieve this, we have robust Sustainability Desks in Kenya and Uganda, and a Public Interest Desk in Tanzania, that is responsible for documenting the impact of climate change in the region and across the continent through powerful, human-centered storytelling.

The desks also ensure that we offer a platform for communities directly affected by climate change to amplify their voices and bring greater visibility to the challenges they face. During the review period, *NTV Kenya* launched *Earthwise Mtaani*, a weekly TV and digital show focused on environmental awareness and sustainability at the grassroots level as part of the broader "*Earthwise*," initiative which includes other programs and events, that drive conversations on matters climate change in the country. By spotlighting local efforts, challenges, and solutions, the platform seeks to inspire action, amplify voices often left out of mainstream narratives, and promote eco-conscious living from the community level. Since its launch in August 2024, the show has aired 5 community centered episodes, translating to 75 minutes of content.

NMG also convenes thought leadership forums that bring together key stakeholders with the capacity to drive progress and deliver impact through strategic collaboration. These gatherings are instrumental in deliberating ideas around climate change and fostering partnerships that accelerate the adoption of climate mitigation and adaptation measures.

By tracking policy implementation and monitoring commitments, we reinforce our role as a catalyst for informed action and public accountability. In 2024, we undertook the following thought leadership initiatives to promote environmental sustainability, foster industry collaboration, and drive awareness and action on climate change;

Environmental, Social and Governance (ESG) Report (continued)



i) Earthwise Summit

The second edition of the *Earthwise Summit* brought together 173 key stakeholders from across the continent to address the urgent challenges posed by climate change and to explore innovative solutions for a sustainable future. The Summit served as a platform for catalysing action ahead of the 29th United Nations Climate Change Conference (COP-29) that was held in Baku, Azerbaijan. The discussions underscored the importance of including diverse voices—youth, women, pastoralists, and people with disabilities—in shaping climate strategies. Participants also called for stronger solidarity among African nations to present a unified voice in global climate forums. The summit drew 776,800 impressions online.

The conference concluded with 10 key declarations, which we will follow up on and continue to report against through our Climate Desk, including our TV shows — *Earthwise* and *Earthwise Mtaani* — and the *Climate Action* publication.

Following the conference, NMG delivered comprehensive reporting on COP-29 proceedings across its media platforms, highlighting Africa's contributions to climate action and capturing key discussions and outcomes from the global summit.

Earthwise 2024 Declarations

- Need for clear and compelling messaging on the crises arising from climate change and how they affect our environments, communities, and businesses to activate everyone into meaningful action.
- Broaden the range of participants and decision-makers on issues and concerns arising from climate change to ensure that the voices of the youth, women, pastoralist communities, and people living with disabilities are included.
- Campaign for political goodwill and commitment in implementing workable strategies to mitigate and adapt to climate change.

- Expand legal frameworks and instruments to ensure the unique vulnerabilities of those impacted by climate change are identified, captured, and protected.
- Galvanise solidarity across African countries and African regional economic blocs with the aim to present a unified voice on our shared issues and concerns in climate change forums.
- Build the institutional capacity of our business organisations and government bodies to leverage our diverse expertise and to learn from our key historical wins.
- Change and evolve key national policies to empower people and communities to own and control their energy sources, and to adapt to smart and environmentally-friendly means of production.
- Integrate national, community, and individual efforts to protect and conserve our forests, wetlands, grasslands, and our oceans.
- Utilise international legal redress mechanisms to ensure those unjustly impacted by crises arising from climate change are meaningfully compensated.



ii) Climate Change Forum

Mwananchi Communications Limited (MCL), organized The Climate Change Forum, bringing together a variety of stakeholders to explore innovative policies, cutting-edge technologies, and grassroots solutions aimed at enhancing climate resilience in Tanzania. Key discussions revolved around mitigation strategies, sustainable practices, and the role of businesses in environmental conservation. The event concluded with new commitments, partnership formations, and an action plan to drive climate-conscious initiatives forward, ensuring a greener future for the nation.

iii) The Energy Connect Conference & Exhibition

This landmark event served as a catalyst for the National Clean Cooking Agenda in Tanzania, and spotlighted cutting-edge innovations, strategic financing models, and progressive

Environmental, Social and Governance (ESG) Report (continued)

policy frameworks aimed at accelerating the energy transition. A key focus was the empowerment of women in the energy sector, alongside the transformative potential of public-private partnerships. In a powerful closing statement, Dr. Richard Muyungi, the Assistant Director of Environment in the Vice President's Office of the United Republic of Tanzania and the National Climate Change Focal Point, articulated a bold national vision: "Ensuring that 80% of Tanzanian households access clean cooking solutions by 2034", a commitment that marks a decisive step toward a healthier, more sustainable future.



Nation Media Group Executive Editor, Digital Innovation, Victor Mushi (front, 2nd right) posing for a group photo with government officials and organizing partners during the Energy Connect Conference and Exhibition 2024.



b) Health:

Sustainable Development Goal 3 (SDG 3) on health focuses on ensuring healthy lives and promoting well-being for all, at all stages of life. Health is therefore another cornerstone of our journalism within the Sustainability Desk. We understand that a healthy population is vital for economic growth and societal well-being. Through our health reporting, we bring to the forefront the realities of healthcare access, the prevalence of diseases, and the systemic issues that hinder progress. We also utilize data, amplify the voices of those affected, and provide a clear understanding of the obstacles that stand in the way of a healthier region. We have consciously invested in a diverse portfolio of health-focused initiatives as explained below:

- Our *Healthy Nation* pullout in the Daily Nation every Tuesday provides in-depth analysis and expert insights on a range of health issues.
- The *Heartbeat* on *NTV Prime Time* news every Tuesday delves into the fascinating world of science, with health consistently taking center stage.
- *Afya Yako* on *NTV Jioni* every week in Kiswahili bridges the language gap, offering vital health information and a crucial "Ask a Doctor" segment that directly addresses community concerns.
- Our *Afya Kuu* pullout every Wednesday in *Taifa Leo* ensures that vital health information reaches our Kiswahili-speaking audience.
- The *Health Diary* show on *NTV* offers a comprehensive look at healthcare, featuring expert opinions and the inspiring stories of survivors.
- Our weekly *One Health Podcast* explores the interconnectedness of human, animal, and environmental health.
- The concise and accessible *Health Assignment*, a weekly digital-only series, tackles specific health issues.
- *Nation Health Summit*: The Summit is NMG's annual flagship thought leadership forum that brings together thought leaders, healthcare professionals, policymakers, and innovators to discuss innovative approaches, strategies, and solutions crucial for accelerating Kenya's health transformation journey. The second edition of the Summit, held in 2024 under the theme "Promoting Mental Health as a Universal Human Right," brought together 154 stakeholders to address pressing challenges and reaffirm the growing global commitment to recognizing mental health as a fundamental human right.
- At MCL, we run, *Your Health*, a weekly magazine in the *The Citizen* Newspaper and *Afya Yako* in the *Mwananchi* Newspaper—all shedding light on health matters.
- Our timely Nation Spaces on X also provide immediate platforms for discussion during critical health events.

Environmental, Social and Governance (ESG) Report (continued)



H.E. President Samia Suluhu Hassan, presenting awards to representatives of companies that championed women's leadership and gender equality in their organizations at The Citizen Rising Woman 2024 gala dinner

c) Gender

Our society has long grappled with persistent, systemic inequality, yet we remain committed to promoting an equal and just society. This commitment is reflected not only in the stories we tell about girls and women—their challenges and achievements—but also in ensuring that every story we cover is approached with a gender perspective.

Our gender desks in Kenya and Uganda therefore play a crucial role in bringing this focus to the forefront. Whether it's health, politics, climate change, business or education, we recognize that these issues impact women and men differently. The Gender desk has further enabled us to enhance our journalists' sensitivity in sourcing and reporting male vs female perspectives and creating awareness about the nuances that apply.

This gendered training has empowered us to prop up female stories within our newsroom and enhance representation within our platforms resulting in over 4,000 stories published in Kenya alone, over the last 4 years. The impact that the stories we have commissioned and reported has ranged from government intervention, increased visibility and debate on issues affecting women such as gender-based violence, female genital mutilation, financial empowerment and career development amongst others.

During the review period for instance, we featured Greenland Girls Special School in Kajiado, Kenya. The article highlighted the institution's initiative to give teenage mothers a second chance at education and how they have set up systems to ensure the mother and baby are cared for.

2024 also saw us run themed events including the third edition of the International Women's Day in Kenya, which

attracted 800 participants with 1 billion impressions on social media, while MCL in Tanzania hosted *The Citizen Rising Woman* event, an annual event that champions women's empowerment and inspires the next generation of female leaders.

In 2024 this landmark event gained national prominence with the esteemed presence of H.E. President Samia Suluhu Hassan as the Guest of Honor. In a Fireside Chat with former MCL MD Bakari Machumu, she shared personal reflections on leadership, gender equality, and inclusivity. Through candid conversations and impactful sessions, the forum reinforced the importance of creating more opportunities for women in Tanzania and beyond.

Although temporarily paused in 2024, *The Rising Woman* initiative in Uganda remains one of NMG's most impactful initiatives promoting women's economic empowerment in the region. Since its launch in 2018, the programme has trained over 55,000 women in key entrepreneurial areas, including digitalisation, export readiness, financial accounting, negotiation, communication, and insurance.

Delivered in partnership with the Uganda Investment Authority, the programme recognises and rewards excellence. Each year, the top three participants receive business grants, while the top ten winners of the proposal writing competition are awarded a mentorship trip to Nairobi, Kenya. The visit offers participants the opportunity to benchmark with established businesses and learn from best practices in the region.

The 2025 cohort will mark the seventh edition of the programme, with more than 2,500 women expected to participate. This initiative directly supports Sustainable Development Goal 5: Achieve gender equality and empower all women and girls, and Sustainable Development Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all.

The 2025 cohort will mark the seventh edition of the programme, with more than 2,500 women expected to participate.

Environmental, Social and Governance (ESG) Report (continued)

d) Youth and Special Interest Groups

We appreciate the role of youth and special interest groups in building our Nation and their contribution to sustainable development. We intentionally amplify the voices of youth and special interest groups with the aim of fostering the inclusion of their voices in key decision-making. We have therefore curated content that not only speaks to these demographic but also capture their voices and perspectives.

Through podcasts like *Speaking of Gen Z*, we spotlight issues that matter to young people — such as mental health, digital transformation, and entrepreneurship journeys, with the aim of creating a space where the youth feel represented and heard. The podcast has over 3,000 weekly listeners, over 20,000 downloads and a Spotify podcast top charts feature.

On the entertainment front, we run NTV Kenya's *BeatznBuzz* an entertainment show that kicked off in 2025, targeting the younger generation. The show features the best music and trending stories. Over the years we have run *My Network*, *The HighSchooler*, *Teen Republique*, *JuniorSpot*, *The Trend* and *The Mavericks* - focusing on content that empowers the youth, builds their knowledge and guides them in their day to day activities in school or at home.

In Tanzania, we run *The Beat Magazine* in the *Citizen* that focuses on youth content as well as local and international entertainment. *The Citizen* also runs *Smart World* a weekly pullout that highlights a blend of forward-thinking topics such as innovation, lifestyle and personal growth for this target audience

In Uganda, Monitor Publications Limited (MPL) has developed a range of products designed to educate, engage, and empower young audiences. *Rainbow Magazine* is a weekly publication created for children, featuring educational content, captivating stories, and interactive activities that foster a strong reading culture from an early age. For adolescents, *Teens Buzz* provides a platform that addresses important topics such as education, health, and social issues, offering guidance and support during a crucial stage of personal development.

Complementing this is *T Nation*, a publication tailored specifically for teenagers, covering educational topics, current events, and youth-centered discussions that inspire critical thinking and encourage young people to engage with the world around them. Additionally, MPL airs *Planet K*, a vibrant television program broadcast every Saturday. The show features fun activities and informative lessons designed to both entertain and educate children, making learning an enjoyable experience.



NMG Uganda staff took part in the Childhood Cancer Run aimed at creating awareness and raising funds for children with cancer

Environmental, Social and Governance (ESG) Report (continued)

2. Environmental Impact

We recognize our responsibility to minimize environmental harm and operate sustainably. Our commitment to environmental conservation supports Sustainable Development Goals 7 and 13—Access to Affordable and Clean Energy and Climate Action, respectively.

By measuring our footprint, setting clear improvement targets, and transparently reporting progress, we strive to align our business with ecological preservation. Our commitment extends beyond compliance—we actively work to reduce resource consumption, mitigate risks, and foster a culture of environmental stewardship across all operations.

As awareness of environmental degradation grows, businesses face increasing scrutiny over their ecological impact. We therefore integrate sustainability into every stage of our value chain—from sourcing raw materials to production and distribution.

a) Sourcing of Raw Material, Waste Management and Recycling

Newsprint constitutes the majority of our raw materials, making responsible paper consumption and waste reduction critical. A shift in our newsprint sourcing from Russia to Sweden has led to a reduction in Scope 3 greenhouse gas emissions, primarily due to the shorter transportation distance. Additionally, by sourcing newsprint collectively as a Group, we have improved procurement efficiency while enhancing overall sustainability.

Following the purchase of these raw material, we prioritize efficient newsprint usage and recycling and abide by the Environmental Management and Co-ordination (Waste Management) Regulations 2006 that provide guidelines on the segregation and disposal of waste.

In addition to responsible sourcing, we closely monitor our press processes from printing to waste, implementing strict controls to minimize environmental harm. Contaminated waste (such as inks, oils, and water) is handled by certified partners using eco-friendly disposal methods, thereby preventing pollution.

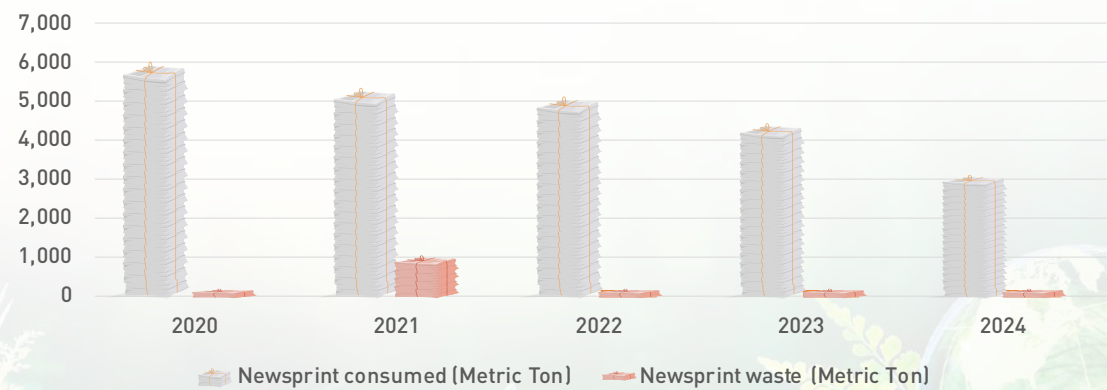
All paper waste generated at our Kenya printing plant, including first draft newspaper printouts, slab and core paper waste, brown paper used to wrap newsprint, unsold printed newspapers, and other residual paper materials, is responsibly disposed off by selling it to recycling companies that repurpose it into new products.

Our newsprint collectors across the region play an important role in recycling by giving used paper a second life. Collected newsprint is commonly repurposed for making tissue paper, used as wrapping material, in packaging, and even in the car spraying process. During the year, MCL also contributed to these efforts by recycling newsprint to create eco-friendly products such as pens and notebooks.

Our Key Performance Indicators (KPIs) in waste control is supported by the use of technology through the Document Management System (DMS) across the region, which enables the team to use data-driven insights to forecast demand and optimize newspaper production. By analyzing factors such as weather patterns and historical consumption trends, the system helps reduce overproduction and minimize paper waste.

In 2024, despite these efforts, our newsprint waste at the production plant increased as a result of the expansion of our contract printing business for third-party clients. A significant portion of this waste came from book cuttings and other production-related offcuts. Notably, waste levels however remained well below the maximum allowable threshold for newsprint, which is set at 15%. This is demonstrated in the illustration below:

Newsprint Consumed VS Newsprint Waste



Environmental, Social and Governance (ESG) Report (continued)

Further, at our subsidiaries in Tanzania and Uganda, we have implemented additional initiatives to reduce paper usage and waste in our daily operations. These include a monitoring system to track the use of printing paper, as well as the adoption of e-signing processes, which have significantly reduced the need for printing physical documents. The systems at MCL have enabled the subsidiary to save up to 75% of its printing costs per month, thereby enhancing sustainability and driving cost savings. In Kenya, the implementation of an online claims system has also been instrumental in the reduction of our paper consumption and waste.

b) Energy use

Sustainable Development Goal (SDG) 7 seeks to ensure access to affordable, reliable, sustainable, and modern energy for all by 2030. In alignment with this global mandate, we are committed to driving meaningful change by significantly reducing our emissions. To mitigate our environmental impact, we have implemented a range of energy efficiency initiatives across our regional operations.

At our printing plants in Kenya and Uganda, we utilize solar lighting during daylight hours to curb energy consumption and lower emissions. Additionally, in both Kenya and Tanzania, we have adopted energy-efficient LED lighting as part of our broader sustainability strategy.

In addition to the initiatives we have taken to implement solar energy systems, we have identified opportunities to reduce our energy consumption in our circulation process. In Tanzania, two of our company vehicles now run on Compressed Natural Gas (CNG), which is more cost-effective and environmentally friendly compared to traditional fuel or diesel. Additionally, MCL operates a hybrid vehicle for staff transportation, particularly for the production team, and continues to promote the use of shared transport services to further reduce emissions and fuel consumption.

In Kenya, we have put in place various measures from taking over the circulation process from distributors in some regions - this has enabled us to better manage our routes, track and

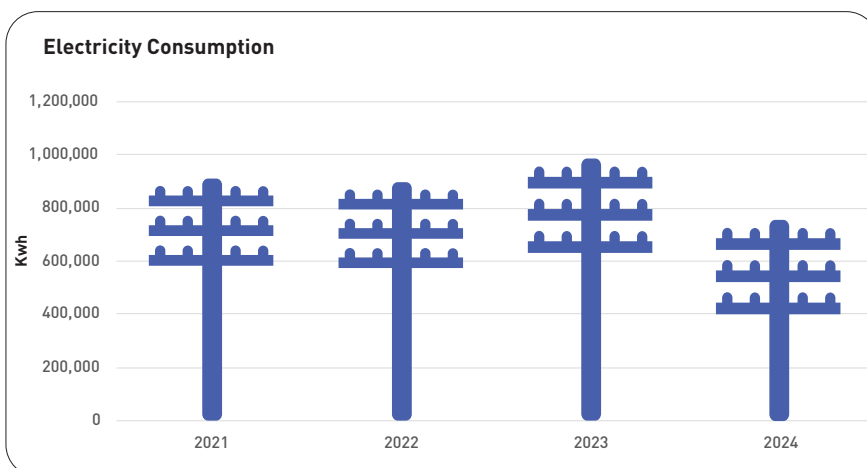
thereby reduce our Scope 1 emissions through the use of motorbikes and bicycles for last mile delivery in far-flung areas, and the utilization of energy-efficient and frequently serviced vehicle models.

Our subsidiary in Uganda, MPL, fully migrated from chemical process printing plates to process-free plates, rendering the plate processor machine redundant and resulting in annual power savings Kshs 350,103, ultimately reducing our emissions.

Additionally, MPL introduced transparent iron sheets in the press hall to harness natural light during the day, reducing reliance on floodlights and achieving annual power savings of Shs 165,784.

To further enhance our energy efficiency, MPL installed roof-mounted wind-driven ventilators in the press hall, improving ventilation by naturally removing fumes from inks and chemicals. This reduced the reliance on electric air conditioning, lowering overall energy consumption.

As a result of our efforts in incorporating cleaner sources of energy, we recorded a 23.26% reduction in power consumption at our Kenyan plant resulting in a reduction in our electricity bills as shown below;



In addition to the initiatives already implemented, NMG is actively developing further strategies to reduce energy consumption and enhance operational sustainability.

c) Greenhouse Gas Emissions

Although Kenya contributes less than 0.1% to global greenhouse gas (GHG) emissions annually, the urgency of the climate crisis demands collective and decisive action from all actors within the ecosystem. As part of our commitment to environmental stewardship, NMG is proactively implementing strategies to transition towards a low-carbon trajectory, aligned with the

global Aga Khan Development Network (AKDN) goal of achieving Net Zero Carbon emissions across our operations by 2030.

Our climate strategy includes quarterly measurement and reporting of our greenhouse gas emissions, which began in late 2020. Using the Greenhouse Gas Protocol, emissions are tracked in tons of carbon dioxide equivalent (tCO₂e)—a standard metric for comparing the impact of different greenhouse gases.

Environmental, Social and Governance (ESG) Report (continued)

Our key emission sources include;



To meet our Net-Zero targets, we have implemented a variety of initiatives across the region:

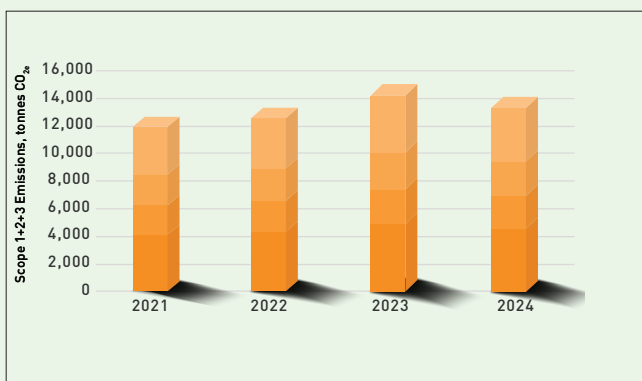
- **Sustainable Mobility:** During the year, we started sourcing for suitable e-mobility partners to support our transition to zero-emission vehicles. Moving forward, any new vehicle purchases will be Ultra-Low Emission Vehicles (ULEV), aiming for 90% of our fleet to be low, ultra-low, or zero-emission by 2035, and fully net zero by 2050.
- **Green Printing Practices:** During the year, we transitioned to chemical-free plates at our Kenyan and Uganda plants, yielding commendable results in both performance and environmental impact. We are progressively phasing out chemical plate processing across all our subsidiaries to align with our commitment to sustainable printing practices and reduce our environmental footprint.
- **Energy Efficiency:** Across NMG-managed properties, we have installed LED lighting and solar tubes to reduce electricity consumption through efficient lighting and daylight utilization. In addition, as we continued our migration to cloud-based systems, reducing our reliance on physical servers and energy-intensive air conditioning, we not only improved

operational efficiency but also significantly reduced our energy consumption and greenhouse gas emissions related to power and cooling. A key part of this transition was the adoption of server virtualization, which enabled us to maximize resource utilization, consolidate workloads, and further minimize our hardware footprint.

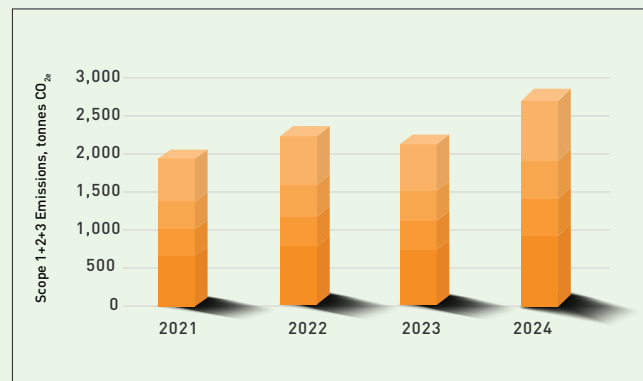
- **Smart Operations:** Our staff and Board members across the region have minimized travel by embracing video and voice conferencing tools, which significantly reduce the need for travel and help lower our operational carbon footprint. We have also adopted e-invites to further reduce paper usage. In Uganda and Tanzania, a system has been put in place to track printing paper consumption, helping us monitor and minimize paper usage across the organization.
- **Local Sourcing:** Where possible, we continue to source raw materials from countries closer to our destinations, minimizing emissions from long-distance freight. During the review period, we shifted our newsprint sourcing from Russia to Sweden. This change not only lowered material costs by 50% but also significantly reduced transportation distances, and, by extension, carbon emissions.
- **Carbon Offsetting:** We support ongoing tree planting initiatives as part of our commitment to offsetting unavoidable emissions.
- **Operational Efficiencies:** During the year under review, we implemented the Naviga Publishing System in our Uganda subsidiary to streamline editorial workflows and enhance digital content distribution. Additionally, our continued use of LiveU equipment in our broadcast section, which enables live coverage from remote locations, allowed our journalists to conduct interviews and report on-site without the need for extensive travel, significantly reducing physical movement and the associated carbon emissions. The adoption of Mobile Journalism (MoJo) for most of our assignments further minimized the environmental impact of news production. Unlike in the past, when extensive equipment, transport, and large crews were required, MoJo leverages lightweight, energy-efficient mobile devices. This shift has played a key role in lowering the carbon footprint of our media operations.
- **Sustainable Procurement Commitments:** Through responsible procurement, we are not only reducing our own environmental impact but also encouraging our partners and suppliers to embrace more sustainable business practices. As part of our journey to net zero, NMG is committed to directing at least 90% of our expenditures towards companies that actively manage, report, and reduce their greenhouse gas emissions. Looking ahead, we aim to ensure that a minimum of 75% of NMG's spending is allocated to suppliers with science-based net zero targets for their Scope 1 and 2 emissions, aligned with the 2°C global warming limit.

Environmental, Social and Governance (ESG) Report (continued)

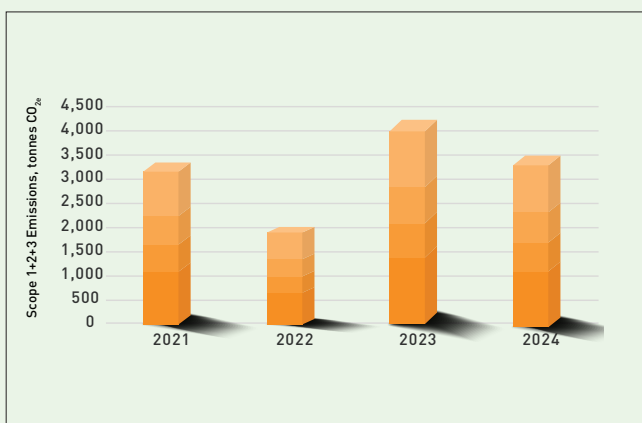
KENYA



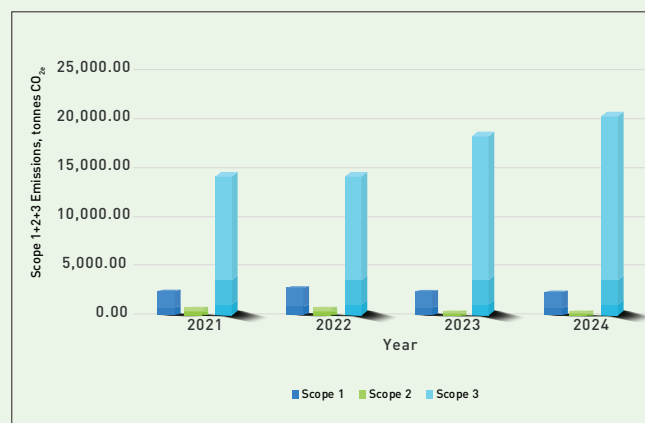
UGANDA



TANZANIA



TOTAL EMISSIONS: ALL COUNTRIES

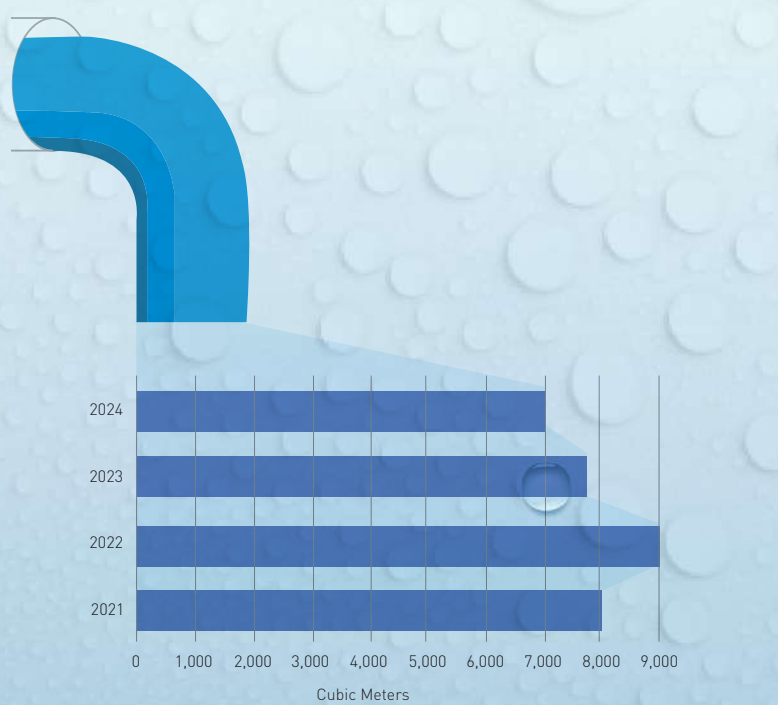


c) Water consumption

At NMG, water conservation is a priority. To effectively manage and control usage, all water consumed at our plant is metered at key consumption points in an effort to manage and control consumption. Users are frequently sensitized on conservation measures and water management technologies embraced where necessary.

Our Uganda subsidiary will be piloting a water conservation project, which includes the installation of gutters and water reservoirs to harvest rainwater. The initiative will also involve replacing conventional taps with water-efficient alternatives. This project will be progressively rolled out across the region.

Our water consumption continues to reduce as per the table;



Environmental, Social and Governance (ESG) Report (continued)



NMG Uganda staff showcase their culture during staff Cultural Day

3. Employee Welfare, Diversity and Inclusion:

At the core of our ESG strategy is a commitment to the well-being, inclusion, and empowerment of our people because a diverse, healthy, and motivated workforce is essential for driving innovation, resilience, and sustainable growth. Across our regional operations, we have continued to implement initiatives that foster employee welfare, champion diversity, and build inclusive workplace cultures.

a) Employee Welfare

We prioritize the holistic well-being of our employees, ensuring they feel supported physically, mentally, and emotionally. Key initiatives implemented during the reporting period include:

- **Refurbishment of Mothers' Room:** In line with our support for working mothers, we refurbished the mothers' room at our Kenya office to provide a safe, clean, and comfortable space for nursing mothers.
- **Health & Wellness Talks:** We partnered with our insurance providers to organize regional and country-based webinars and health talks that raised awareness on various topics including mental health, nutrition, and preventive care.
- **Free Health Checks:** Through partnerships with health providers, staff across our regional offices had access to free health screenings, helping with early detection and management of common health issues. In partnership with the Aga Khan Hospital for instance, MCL also organized cancer screening for all staff as part of the *Rising Woman* initiative, while the Kenya office organized wellness checks in partnership with Antara Health.
- **Comprehensive Healthcare Coverage:** All full-time employees receive medical coverage that extends to their dependents, ensuring their families are supported in times of need.

- **Maternity Leave:** We continue to provide maternity leave in line with local labor laws, reaffirming our commitment to family-friendly workplace practices.
- **Work-Life Balance:** Flexible work arrangements and supportive leave policies continue to promote a healthy balance between work and personal life.
- **Rewards and Recognition:** Our staff are regularly recognized and rewarded for excellent performance. Incentive programs are in place for the sales teams in advertising and circulation, with rewards for those who consistently exceed their targets, while the Whale Done award continues to enable team members to recognize outstanding performance within their departments.

In addition to the initiatives outlined above, NMG has continued to prioritise employee engagement by implementing activities informed by feedback from previous Employee Net Promoter Score (eNPS) surveys. The following are some of the initiatives undertaken in 2024:

- **Culture Day – Uganda:** Now in its second year, the team at Monitor Publications Limited (MPL) dedicated a day in October to celebrating Uganda's rich cultural diversity. Staff participated in festivities that included traditional cuisines, dance performances, and cultural attire, creating a vibrant and inclusive experience.
- **World Children's Day – Kenya:** In recognition of World Children's Day 2024, which commemorates the UN General Assembly's adoption of the Declaration and Convention on the Rights of the Child, the Nation Media Foundation ran the "Go Blue Challenge" to demonstrate its commitment to child welfare and rights. Staff participated by wearing blue, symbolizing solidarity with children globally and supporting efforts to amplify their voices and priorities. The campaign served as an opportunity to create both internal and external awareness on the need to continue championing child-centered values.

Environmental, Social and Governance (ESG) Report (continued)

These activities represent just a few of the many staff engagement initiatives undertaken in 2024. Looking ahead, NMG is committed to implementing structured, periodic engagements to foster a more connected, inclusive, and motivated workforce in 2025.

Learning and Development

We invest in our people through continuous learning, career development, and inclusive dialogue. Staff across the region have access to professional development programs aimed at building skills relevant to the fast-evolving media landscape.

During the review period, we conducted a series of digital workshops for our commercial teams across the region. The sessions covered a wide range of topics including: how to sell our digital display assets, improving return on investment for clients, effective audience targeting in digital advertising, leveraging native articles for commercial value, and identifying new commercial opportunities. Additional training focused on understanding *NTV* content programming, integrating branded content, and the mechanics of podcasting. The workshops also emphasized personal and professional development, with modules on self-awareness, communication, and team collaboration, all aimed at expanding digital revenue opportunities and strengthening client relationships.

Diversity and Inclusion

NMG is an equal opportunity employer, committed to ensuring that all staff recruitment, promotions, and reward systems are based on merit. The Group has also taken deliberate steps to integrate Persons with Disabilities (PWDs) into the organisation across various functions.

In Uganda, the team at Monitor Publications Limited (MPL) has led the way through a partnership with Light for the World, under the "We Can Work" programme funded by the Mastercard

Foundation. This initiative is providing young people with disabilities meaningful work experience through placements, internships, and employment opportunities. It is aligned with the Persons with Disabilities Act, 2020, and underscores our commitment to promoting non-discrimination and inclusivity.


In line with Diversity, Equity, Inclusion, Belonging, and Justice (DEIBJ) principles, MPL has created an environment that values and empowers every individual. In 2024, four associates with disabilities were competitively selected and placed in the Finance, Editorial, Digital and TV Production departments for a one-year term. The programme includes provisions for contract extensions or absorption into permanent roles, with plans to onboard a new cohort in 2025. Efforts are also being initiated to improve infrastructure accessibility and foster a supportive environment for employees with disabilities.




To further support these efforts in the region, MCL has implemented an Equal Opportunity Policy, reaffirming its commitment to maintaining a fair, inclusive, and non-discriminatory work environment for all employees.

Beyond disability inclusion, NMG remains committed to advancing broader workplace diversity — particularly in addressing gender representation across all levels of the organisation. Our gender ratio reflects ongoing efforts to promote diversity and inclusion.

At the management level, the female-to-male ratio stands at 38:62, while the overall staff composition is 32% female and 68% male. Our recruitment processes are designed to promote equal opportunity and eliminate bias, with active efforts to include underrepresented groups across our talent pipelines.

The gender matrix below provides a snapshot of representation across the Group's various entities and leadership tiers, reinforcing our continued focus on equity and inclusion.



GENDER RATIO				
		OVERALL	HOD	EXCO
		32/ 68	53/ 47	50/ 50
		33/ 67	44/ 56	20/ 80
		27/ 73	38/ 63	40/ 60
	GROUP HEADCOUNT	32/ 68	47/ 53	38/ 62

Environmental, Social and Governance (ESG) Report (continued)

As a result of our continued investment in training and capacity building, and in recognition of their outstanding contributions to advancing the journalism agenda, the following staff members from across the region were honored for their exemplary performance in various categories;



Nation Media Group winners of the 2024 Media Council of Kenya's Annual Journalism Excellence Awards (AJEA)

Annual Journalism Excellence Awards (AJEA)

Kenya		
	Name	Category
1	Kamau Maichuhie	Agriculture and Food Security(Print)
2	Ngina Kirori	Best Investigative Story(TV)
3	Alex Oeba	Best Investigative Story(TV)
4	Louis Ngari	Best Investigative Story(TV)
5	Hellen Shikanda	Best Investigative Story(Print)
6	Kenneth Rutto	Breaking News Reporting(TV)
7	Daniel Ogetta	Breaking News Reporting(Digital)
8	Mercy Koskei	Development and Public Affairs Reporting (Print)
9	Fred Kibor	Development and Public Affairs Reporting (Print)
10	Moraa Obiria	Development and Public Affairs Reporting(Digital)
11	Angela Oketch	Digital Superhighway and Innovation Reporting(Print)
12	Amina Mbuthia	Digital Superhighway and Innovation Reporting(Digital)
13	Vincent Owino	Environment and Climate Change Reporting(Print)
14	Mkamburi Mwawasi	Gender Reporting (Print)
15	Ruth Sarmwei	Gender Reporting (Digital)
16	Jesse Chenge	Gender Reporting (Digital)
17	Ibrahim Karanja	Governance Reporting(Print)
18	Mercy Chelangat	Governance Reporting(Print)
19	Hellen Shikanda	Health and Medical Reporting(Print)
20	Samuel Muigai	Illustrator of the Year
21	Smriti Vidyarthi	Best Television Production
22	Jane Gatwiri	Best Television Production
23	Robert Gichira	Best Television Production
24	Eric Oduor	Media Freedom
25	Peter Mwaura	Lifetime Achievement Award(Special)

Other External Awards

1	Hellen Shikanda	2024 IGAD Media Award
2	Rukia Bulle	2024 BBC News Komla Dumor Award
3	Sekou Owino	GC Powerlist: East Africa 2024
4	Hellen Shikanda	AACR June L Biedler Prize for Cancer Journalism
5	Zachary Nyakweba	Wangari Maathai Young Journalists
6.	Ngina Kirori	Reuters Journalism Fellowship
7.	Daily Nation	Starbrands Awards
8.	Daily Nation	2nd Place, SME Enabler Award, KEPSA

Environmental, Social and Governance (ESG) Report (continued)

Uganda National Journalism Awards

	Name	Category
1	Dorothy Nagitta	Education Reporting
2	Paul Murungi	Science and Technology Reporting
3	Ismail Ladu Musa	Business, Economy and Finance Reporting
4	Oluca Esther	Accountability Reporting and inspiring female Journalist
5	Christopher Kayonga	Justice, Law and Order Reporting
6	Benjamin Jumbe	Traditions and Culture Reporting
7	Julius Barigaba	Public and Works Infrastructure Reporting
8	Samuel Sebuliba	Health Reporting
9	Damali Mukhaye	Education Reporting
10	Barbara Nalweyiso	Community Reporting
11	Daniel Wandera	Environmental Reporting
12	Joyce Rita Nakato	Religious Reporting
13	Walter Mwesigye	Health Reporting
14	Jacobs Seaman Odongo	Public Accountability

Other External Awards in Uganda

1	Abubakali Serunyigo	Award of Excellence by Ndejje University
2	Yahud Kituzi	Impactful reporting on Gender-Sensitive and sexual Reproductive Health issues
3	Walter Mwesigye	Merck Foundation Recognition Awards (2020 -2024)
4	Felly Akullu	Fact checkers Hakathon Award 2024
5	Kevin Githuku	Fact checkers Hakathon Award 2024
6	Deogratius Wamala	Investor Public Education Champion Award
7	Jumbe Benjamin	Winner: Wildlife Reporting Radio Category
8	Felix Warom	Runner Up: Wildlife Crime Reporting
9	Robert Elema	Runner Up: Wildlife Crime Reporting
10	Malcolm Musiime	Investor Public Education Champion Award
11	Julius Barigaba	The George Lipimile Award for reporting competition and consumer protection affairs in COMESA region. This award is organized and awarded by the COMESA Competition Commission.

Excellence in Journalism Awards (EJAT) Winners Tanzania

1	Haika Kimaro	Agriculture and Agribusiness Reporting for Online
2	Pamela Chilongola	Economy Reporting
3	Eliya Solomon	Data Journalism Reporting
4	Mgongo Kaitira	Health Reporting (Online)
5	Zourha Malisa	Sexual and Reproductive Health Reporting
6	Herieth Makwera	Reproductive Health and Good Governance Reporting
7	Anna Pontinus	Health Reporting
8	Julius Maricha	Child Development, Cultural and Sports Reporting
9	Hellen Nachilongo	Environmental Conservation and Water Resources
10	George Helahela	Education Reporting



Environmental, Social and Governance (ESG) Report (continued)

b) Health and Safety

The health, safety, and security of our employees, contractors, and visitors remain a top priority across all our operations. To uphold this commitment, NMG has established comprehensive Occupational Health, Safety, and Security Policies that provide a structured framework for managing workplace risks and promoting a culture of safety throughout the organisation.

Our approach includes the introduction of policies and guidelines across the region, the formation of Health and Safety Committees, the appointment of safety representatives, and the deployment of trained first aiders and fire marshals. Safety champions across the region receive training in first aid and fire safety. They are also critical in mobilizing staff action in the event of emergencies. To ensure compliance, new employees undergo safety inductions, including fire safety training and familiarization with the fire emergency plan.

Additionally, we conduct regular fire drills to ensure readiness. Our safety committee oversees all safety-related matters, while staff receive ongoing training in fire safety, the proper use of fire extinguishers, and first aid.

Group Life Cover is also provided for employees in the event of accidents resulting in temporary and/or permanent disability. We continuously assess potential hazards by monitoring noise emissions, air quality, and conducting annual health check-ups for our staff.

Regular audits are conducted to assess compliance with internal standards and regulatory requirements. In line with the Occupational Safety and Health Act (OSHA), all operational sites are subject to inspection and must obtain a Certificate of Registration issued by the Ministry of Gender, Labour, and Social Development in Uganda for instance— a mandatory indicator that safety requirements have been met.

NMG also maintains an accident register and follows established protocols for reporting and investigating incidents. However, underreporting remains a challenge, which the Group continues to address through sensitisation and ongoing staff training. Where accidents do occur, thorough investigations are undertaken to understand the root cause and implement measures to prevent recurrence.

Unfortunately, during the year under review, in Kenya, we reported 2 Lost Time Injuries (LTIs) down from 4 LTIs in 2023. As a result, there was a 0.62 Lost time Injury Frequency Rate (LTIFR) per million hours for a total of 3,212,000 hours worked at the Nation Centre, Production Plant, and NMG Contractors. Our Near Misses incidents went up to 6 from 3 in 2023. Sadly, we experienced the tragic loss with the passing of one of our courier motorbike riders, who died in an accident while on duty.

	Numbers	Man Hours	LTI	LTIFR	Fatality	Near miss
Nation Centre	559	1,632,280	0	0.00	0	2
Plant	92	268,640	0	0.00	1	4
Bureaus	168	490,560	0	0.00	0	0
Contractors (Third parties)	281	820,520	2	2.44	0	0
	1,100	3,212,000	2	0.62	0	6



Environmental, Social and Governance (ESG) Report (continued)



NMG staff during the 2024 National Tree Planting Day in Ngong Hills

c) Environmental Conservation

As the impacts of climate change and environmental degradation become increasingly evident, we have implemented various initiatives and measures aimed at conserving our planet.

In 2024, NMG staff in Kenya conducted tree-growing initiatives in five schools across Kakamega, Nyandarua, Eldoret, Mombasa, and Nairobi counties and extended this effort to five golf clubs: Kakamega Sports Club, Nyahururu Sports Club, Nyali Golf Club, Eldoret Club, and Ruiru Sports Club—planting a total of 1,790 trees across these locations.

Additionally, during the National Tree Growing Day, NMG in Kenya partnered with the Green Blue Foundation Africa and the Family Group Foundation to plant 1,000 trees in Ngong Forest.

Our subsidiary, Monitor Publications Limited (MPL), ran the “Fight Climate Change Through Planting Trees” initiative in partnership with Roofings, donating 1,000 fruit tree seedlings to Mabombwe Primary School. This initiative aimed at promoting environmental conservation and fostering sustainable agricultural practices within local communities.

Our subsidiary in Tanzania partnered with the Aga Khan Foundation (AKF), and successfully completed phase one of planting mini-forests in 25 primary schools within the Ubungu Municipality, resulting in the planting of 5,000 trees. These various initiatives across the region resulted in a total of 8,790 trees in 2025.

Plans are currently underway to enhance this number annually through strategic partnerships with local government and private sector actors in each country.

Environmental, Social and Governance (ESG) Report (continued)



NMG staff donate food stuffs to Mama Fatuma Children's Home

4. Societal Impact

Our societal impact efforts focus on promoting inclusive growth, supporting education, advancing literacy, and fostering partnerships that drive positive change. Through the following initiatives, we aim to build stronger, more resilient societies:

a) Nation Media Foundation

The Nation Media Foundation (NMF) has continued to build on its commitment to sustainability by embedding environmental consciousness into both its infrastructure development and community engagement initiatives. During the year, NMF commenced implementation of the following key initiative;

Environmentally Sustainable Construction of the Nation Media Foundation Library in Kiambu County, Kenya:

NMF has adopted the Mechanical, Electrical, and Plumbing (MEP) sustainable design approach in the construction of the library. This focuses on systems that are designed to improve energy efficiency, reduce water consumption,

enhance indoor air quality, and manage waste more effectively. The following sustainability features are being implemented:

- Solar Lighting and Power:** NMF signed a Memorandum of Understanding (MoU) with Davis & Shirtliff to provide solar lighting and power solutions for the library. While the library will remain connected to the national grid, it will predominantly operate on solar energy. This transition is expected to significantly reduce greenhouse gas emissions and lower reliance on non-renewable energy, positioning the facility as a community model for environmental stewardship and operational cost efficiency. Equally, a solar-powered borehole will support irrigation of the library's gardens. This reduces pressure on the local water infrastructure and provides a sustainable water source during droughts or water shortages. It also presents an opportunity for community education around renewable energy, water conservation, and climate action.
- Water-Saving Plumbing Fixtures:** To promote water conservation within the facility, several efficiency-focused plumbing fixtures will be installed. Aerated taps will be utilised, mixing air with water to reduce flow rates from as high as 15 gallons per minute to less than 3 gallons, significantly lowering water usage without compromising functionality. Additionally, self-closing push taps will be used to regulate water used per hand wash, while equipping urinals with flow-restricted cisterns to further minimize water consumption across the facility.
- Smart and Sustainable Electrical Systems:** The use of Light Emitting Diode bulbs (LED) / Compact Fluorescent Lamps (CFL), motion and daylight sensors at the library will reduce unnecessary energy consumption. Lighting zones are planned so that only areas in use are lit, with occupancy sensors managing automatic switch-off.
- Sustainable Electrical Materials:** Eco-friendly materials for wiring and insulation will be used to reduce power loss and improve energy efficiency.

b) Regional Education Initiatives

i. Textbook Donations in Kenya

In our pursuit to bridge the gap in access to educational resources as well as empowering individuals and communities to thrive, NMG donated 1,270 textbooks to Kaptuktuk Primary School, Kiheo Primary School, Kwa Jomvu primary School, and Shikondi Primary School. A total of 2,968 pupils benefited from this program in Kenya, during the reporting period.



NMG donates reading materials to pupils of Kaptuktuk Primary School in Uasin Gishu County

Environmental, Social and Governance (ESG) Report (continued)

ii) School Adoption in Uganda

In 2024, Monitor Publications Limited (MPL) adopted New Planet Primary School in Namuwongo, Uganda, which has a student population of approximately 500 pupils.

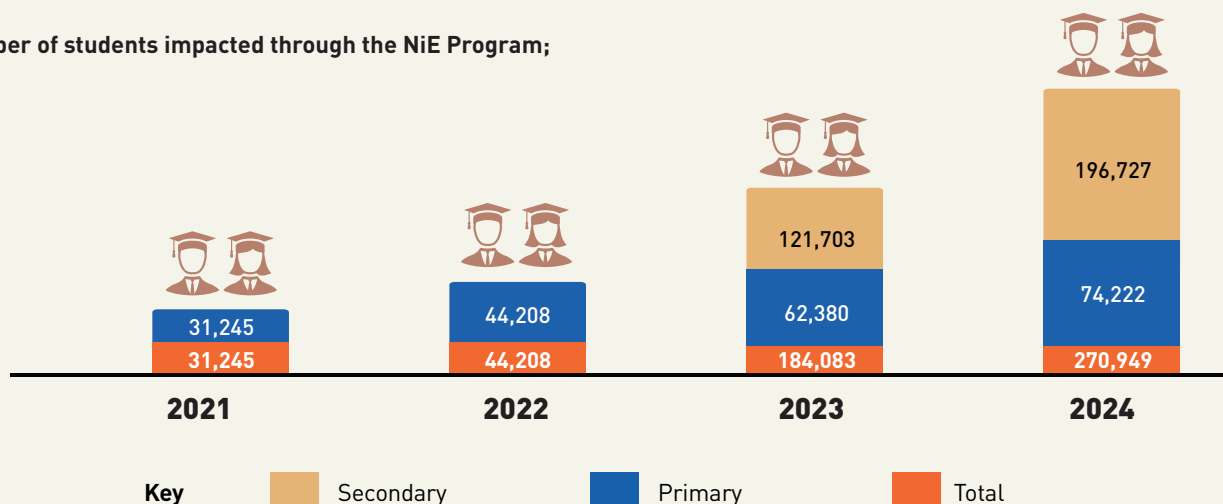
As part of this initiative, MPL provided the school with scholastic materials through a renewable annual subscription to its Rainbow and Excel education pull-outs — serving as supplementary reading materials and sample exam workbooks.

Additionally, MPL donated essential dining supplies, including plates, saucepans, spoons, and cups, to support the school's meal service for students.

iii) Newspapers in Education (NiE)

Our Newspapers in Education (NiE) program has continued to grow over the years, reinforcing our commitment to supporting learning through journalism. The initiative integrates newspapers into the classroom as a dynamic teaching and learning resource, helping students improve literacy, critical thinking, and awareness of current affairs. Through partnerships with schools and educators, we provide curated content and age-appropriate materials that align with educational goals. The program not only nurtures a reading culture among young learners but also fosters informed citizenship and literacy. Over the years, the number of students impacted through the program has been on the rise, demonstrating the program's increasing relevance and its tangible contribution to education and youth development.

Number of students impacted through the NiE Program;



c) Partnerships for Impact

- Kenya:** During the year, the Nation Media Foundation partnered with the Aga Khan Foundation to plant and support the growing of a micro-forest within the Foundation's Library in Kiambu County. A micro forest will be grown to imitate a naturally occurring forest and will be populated with trees and shrubbery that are indigenous to the locality. Its sustainability benefits include widened bio-diversity and eco-system, supported native flora and fauna, ecosystem resilience, and enhancement of pollination and soil health. The community will participate in growing the micro forest thereby providing opportunities for community learning on environmental stewardship.
- Uganda:** In collaboration with Afripads Uganda, MPL led a menstrual hygiene campaign in Jinja, distributing 200 sanitary pads, 200 menstrual hygiene booklets, and 25 boxes of soap to over 200 girls. This initiative empowered students, improved school attendance, and raised awareness about menstrual health.
- In addition to this, the Uganda office partnered with various organisations — including Nakasero Hospital, AAR, Stanbic Bank, Prudential Insurance, ASG Eye Hospital, and Standard Chartered Bank — to host the annual Mama Wange Health Camp. The 2024 edition attracted over 1,500 pregnant women and offered a wide range of maternal and general health services, including ultrasound scans, cancer screenings, eye examinations, immunisations, and dental check-ups. As part of the initiative, three mothers received fully paid birthing vouchers, while *MamaKits* containing essential birthing supplies were distributed to support safe deliveries for expectant mothers in attendance.
- MPL, in collaboration with local stakeholders, hosted the inaugural Empuumo Marathon in Mbarara, drawing over 1,000 runners united in the fight to end HIV/AIDS in Western Uganda by 2030.
- The Uganda team also partnered with the Uganda Cancer Institute to organize the Childhood Cancer Run, an initiative aimed at raising awareness, mobilizing funds, and

Environmental, Social and Governance (ESG) Report (continued)

- strengthening community support for childhood cancer treatment.

 - **MCL** in collaboration with La Liga, donated sports equipment to Ubungo District for the Umitashumta competitions, which involved over 120 students. The initiative aims to nurture young talent through regional tournaments, ultimately selecting representatives for the national team.
- **MCL** partnered with CRDB Bank, Tanzania, to host a marathon focused on raising awareness and support for maternal health.

As we continue to build on our societal impact, we remain committed to deepening our efforts and adapting to the evolving needs of the communities we serve.



5. Governance

Since its inception, Nation Media Group has been anchored in transparency and accountability - not only in its journalism but across all facets of its business operations. The Group's cross-listing on the Nairobi Securities Exchange in 1973, and subsequently on the Dar es Salaam, Uganda, and Rwanda Stock Exchanges in 2011, reinforced its commitment to robust governance, and elevated its accountability to a wider stakeholder base.

NMG continues to operate in full compliance with both media and corporate laws in each of these countries. Over the years, the Group has instituted a range of policies - including Editorial, Whistleblowing, Procurement, and Data Protection Policies - supported by clear governance frameworks that guide conduct and decision-making. These tools ensure that our operations align with stakeholder expectations, ethical standards, and the region's evolving regulatory landscape.

In 2024, our governance priorities focused on reinforcing strategic oversight, enhancing risk management systems,

and building internal capacity in areas that are critical to NMG's long-term sustainability and future-readiness.

a) Corporate Governance and Board Oversight

The Company is committed to upholding the best international standards of good corporate governance. The role of the Board is to determine the Company's policies and strategies, to monitor the attainment of the business objectives and to ensure that the Company meets its obligations to the shareholders. The directors are also responsible for overseeing the Group's internal control systems. These controls are designed both to safeguard the Group's assets and to ensure the reliability of the financial information used within the business.

To effectively discharge its mandate, the Board has established various Committees each with formal Terms of Reference and defined membership. These Committees provide focused oversight on key governance areas and support the Board in fulfilling its strategic, risk, and compliance responsibilities.

Environmental, Social and Governance (ESG) Report (continued)

The following were the standing Board committees in the year ended 31st December 2024: -

1 Nominations and Governance Committee, which is responsible for executive and non-executive board appointments and for overseeing the Group's adherence to good corporate governance principles. Mr. D. Aluanga chairs the committee which has Dr. W. D. Kiboro and Mr. S. Allana as members. The members of this Committee are non-executive directors.

2 Audit, Risk and Compliance Committee, whose responsibility is to oversee the effective administration of the Group's systems of internal controls, management of risk and compliance with applicable regulatory requirements as well as review of the Group's financial plans and reports. Mr. D. Nchimbi chairs the committee which has Dr. Y. Jetha, Prof S. Sejjaka and Mr. A. Ramji as members. The members of the committee are independent and non-executive directors.

3 Strategy and Investments Committee, which reviews the Group's medium-sized and long-term strategic options and investment proposals. Mr. S. Dunbar-Johnson chairs the committee. The committee has Mr. D. Aluanga, Dr. Y. Jetha, Mr. S. Allana, Mr. A. Ramji and Ms. N. Matimu as members.

4 Editorial Committee, which considers and advises on the Group's editorial policy, the journalistic code of ethics and legal responsibilities. Mr. D. Aluanga chairs the committee which has Mr. L. Otieno, Mr. F. Nurmohamed, Prof. N. Booker and Mr. P. Kasimu as members.

5 Human Resources Committee, whose primary objective is to assist the Group to achieve its goal of adhering to the best practices in Human Resources Management and Development. Mr. L. Otieno chairs the committee, which has Prof. N. Booker, Ms. N. Matimu and Mr. P. Kasimu as members. The members of the committee are independent and non-executive directors.

Audit, Risk and Compliance Committee meetings attendance for the financial year

	11.04.2024	27.06.2024	19.09.2024	25.10.2024	13.11.2024	09.12.2024
Leonard Mususa*	✓	✓	✓	-	-	-
Ali-Noor Ramji	-	✓	✓	✓	✓	✓
Samuel Sejjaka	✓	✓	✓	-	✓	✓
Yasmin Jetha	✓	✓	✓	✓	✓	✓
David Nchimbi*	-	-	-	✓	✓	✓

* Leonard Mususa resigned on 1st October 2024 while David Nchimbi was appointed 1st October 2024.



There is a clearly defined organizational structure within which individual responsibilities and authority limits are set out.

The Chairman of the Board is a non-executive director and is elected by the board of directors to hold office after every three years.

There is a clearly defined organizational structure within which individual responsibilities and authority limits are set out. The structure is complemented by policies and management operates the business in compliance with these policies.

The Group Chief Executive Officer chairs the Executive Team, which comprises the executive directors and the senior executives of the Group. The team is responsible for implementing the strategy approved by the board and also deals with operational matters and co-ordinates

activities across the Group's various subsidiary companies and divisions.

Insider Dealings

The board has a documented policy on insider dealings in the Company's shares.

Corporate Governance

Nation Media Group PLC is in compliance with the provisions of the Capital Markets Act- Code of Corporate Governance Practices for Issuers of Securities to the Public, 2015. Over one third of the Board of Directors are independent and non-executive directors. The membership of the various board committees is listed above.

Environmental, Social and Governance (ESG) Report (continued)

Board Constitution and Changes

Board composition is central to the effectiveness of governance. During the period under review, five long-serving Non-Executive Directors retired from the Group Board, marking a significant transition in line with the Board's succession plan. In their place, three new Board members were appointed, bringing fresh perspectives and capabilities, as detailed in the Chairman's Statement. While the Group and Uganda Boards are fully constituted, the regional Board in Tanzania is currently undergoing a rigorous recruitment process aimed at onboarding qualified Non-Executive Directors with diverse skills and experience to further strengthen our governance processes and add value to the business.

b) Risk Governance and Independence

As with all organisations, NMG faces both internal and external risks in the course of its operations, even as it strives to create and sustain value for shareholders and other stakeholders. Effective risk management is therefore essential to the execution and achievement of its strategy. This is achieved by aligning the organisation's risk appetite with its ever-evolving operating environment, fostering a risk-aware culture amongst internal stakeholders, and continuously enhancing its risk management capabilities.

NMG's structured decision-making is defined in its Enterprise Risk Management (ERM) framework that oversees and controls significant risks across all operations, including subsidiaries. This ERM Framework is periodically reviewed to incorporate emerging risks arising from the evolving business landscapes, stakeholder expectations and best practice approaches.

Each subsidiary manages its risks independently, following policies set by the Board while aligning with the Group's overarching strategy and adapting to local regulations.

The respective Boards provide oversight while the governance process is upheld through a delegated authority system – from the Board of Directors to the Board Audit Risk and Compliance Committee (BARCC), ensuring accountability across the management hierarchy.

c) Risk Management Process

i. Risk Identification, Analysis, and Evaluation

The Group employs a structured process to identify, analyse, and evaluate risks that could affect the achievement of its strategic and operational objectives. At NMG, risk identification is integrated into key decision-making processes, including strategic planning, operational execution, and project implementation. All identified risks are then systematically recorded in a risk register.

Subsequently, a risk analysis is conducted to assess the root causes, potential sources, likelihood of occurrence, and potential impact of each risk. This process also involves a review of existing internal controls to determine their effectiveness.

The risk evaluation process then compares each risk against the Group's defined appetite and tolerance thresholds. This assessment informs whether further treatment is required and supports the prioritisation of mitigation actions based on the severity and urgency of the risk.

ii. Risk Treatment

Once risks are assessed, appropriate responses are determined to mitigate the impact to acceptable tolerance levels, and at a reasonable cost. Residual risks within the business are continuously monitored against the target risk profile in a cyclical process. In the event an identified risk exceeds the set tolerance limits, mitigation strategies ranging from transferring it through insurance or partnerships, reducing exposure through controls, or discontinuing the activity are implemented.

iii. Risk Monitoring and Reporting

NMG continuously monitors and reviews the control measures by tracking risk trends and levels across the region ensuring that the Group's risk profile anticipates and reflects changed circumstances and new exposures. Our risk reporting ensures the Board and senior management receives the necessary information to effectively respond to and manage risks.

d) Risk Appetite

NMG operates within a defined Risk Appetite Framework that sets clear boundaries for its business activities under both normal and stressed conditions. This framework is closely aligned with the Group's overarching strategy and business priorities, and serves as a compass for risk identification, assessment, control, and mitigation. It also plays a central role in shaping the Group's residual risk profile.

Recognising the diversity of regulatory and market environments across our footprint, the Risk Appetite Framework has been tailored to reflect local realities in our subsidiaries. The respective subsidiary Boards, alongside the Group Board, review and approve the risk appetite on a periodic basis or in response to emerging challenges.

Quarterly reports, presented to the respective Board Audit, Risk and Compliance (BARC) committees, compare the subsidiary's risk profile against its risk appetite, with a predefined escalation process in place for breaches requiring senior management intervention.

Environmental, Social and Governance (ESG) Report (continued)

e) Risk Culture

NMG recognises that effective risk management is driven by a strong, organisation-wide risk culture. This culture is anchored in the following core principles:

- **Personal accountability:** Employees are responsible for the risks they take and are expected to act with integrity, transparency, and foresight in line with the ERM Framework.
- **Proactive engagement:** Both current and emerging risks are actively identified and assessed, with open dialogue and timely action encouraged across all levels.
- **Balanced decision-making:** A measured approach to risk and reward is maintained within defined risk appetite thresholds.

- **Oversight and responsiveness:** Timely decision-making, policy adherence, and strong oversight ensure the ERM Framework is effectively implemented.

- **Compliance and consequence:** Any breaches of risk limits or governance deviations are promptly addressed, with appropriate corrective action taken.

By embedding this culture at every level of the organisation, NMG ensures that risk awareness becomes a shared responsibility - one that supports long-term resilience and sustainable value creation for the Group and its stakeholders.

f) NMG Strategic Risks and Mitigation Measures

Despite the robust frameworks and policies in place, risks remain inherent to NMG's operations across the region. The following section outlines the key risks identified at both Group and subsidiary levels, along with the mitigation measures implemented to manage them.

Groupwide Risks

Risk	Description	Mitigation Actions
Strategic Risk	The risk arises from digital disruption that has resulted in shifting audiences and advertisers' behaviour.	<ul style="list-style-type: none"> • The Group embraces innovation, stays ahead of market trends, invests in research and development and seeks to remain agile and adaptable in response to changing market dynamics. • NMG also strives to produce high-quality, original content that meets target audience needs. • We also regularly monitor and evaluate the competitive landscape, consumer behaviour, and industry trends to identify and respond to strategic risks
Macroeconomic and Geopolitical Risks	<p>These are risks caused by uncertainties and volatilities from the macroeconomic and geopolitical factors.</p> <p>These include economic downturns, political uncertainties, global geopolitical conflicts/ wars, supply chain disruptions and changes in regulations, taxation, and compliance requirements</p>	<ul style="list-style-type: none"> • NMG conducts regular economic stress tests to evaluate its business resilience under adverse conditions and develop contingency plans for various macroeconomic scenarios to ensure business continuity. • The Group regularly engages in government and industry forums to anticipate regulatory and policy changes. • A strong compliance culture is embedded through ongoing training and awareness programs for both internal and external stakeholders. Regular compliance reviews are conducted, with corrective actions taken where necessary. • Additionally, the company is keen on diversifying its revenue streams to reduce reliance on streams that are heavily impacted by macro and geopolitical factors
Cyber Security Risks	These are cybersecurity threats such as phishing attacks, intellectual property theft and data breaches that have the potential to disrupt business operations. Cyber-attacks globally continue to advance in sophistication.	<ul style="list-style-type: none"> • NMG applies a multi-layered defence strategy including implementing security controls across networks, applications, and endpoints to monitor and prevent unauthorized access. • The Group has deployed continuous cybersecurity awareness trainings to educate employees on phishing, social engineering, and cybersecurity best practices.

Environmental, Social and Governance (ESG) Report (continued)

Risk	Description	Mitigation Actions
Libel risk	Being a media company there is inherent exposure to litigation risk arising from publication of potentially defamatory content.	<ul style="list-style-type: none">The business is guided by well-established editorial policies and procedures to ensure strong gatekeeping measures across content creation, distribution, data privacy, intellectual property management, and contractual relationships.In addition, the Legal teams have taken a pro-active approach to enhance libel training amongst staff with the greatest exposure.
Business Continuity Risks	There is potential for operational risk events that could significantly disrupt business continuity, erode revenues, and impair the Group's long-term earning capacity and reputation. These risks may arise from system failures, cyberattacks, fraud, natural disasters, physical damage, or compliance breaches.	<ul style="list-style-type: none">NMG has a comprehensive Business Continuity Plan to ensure emergency preparedness and business resilience. This preparedness is supported by detailed action plans, operational procedures, and regular testing through drills and simulations.
Disruptive Technology (e.g. AI, Blockchain)	New technology presents new emerging threats such as AI-Enhanced Malicious Attacks, AI-Assisted Misinformation, employee misuse of AI, ethical and privacy concerns among others which may impact our compliance to data protection laws and regulations.	<ul style="list-style-type: none">NMG has adopted an AI framework to guide its application within our Newsroom/ Editorial and other business practicesWe have also partnered with experts to administer regular trainings to our Journalists on application of AI in Journalism

Data Protection

At NMG, data privacy is a core priority and we are committed to upholding the highest standards of compliance, and ensure that our processes are aligned with the Kenya Data Protection Act (2019) and the EU's General Data Protection Regulation (GDPR). All personal data, across our media platforms and other organisational touch points, is collected with consent, stored securely in our data systems, and processed in accordance with industry best practices.

Regular staff training and internal audits reinforce adherence to these protocols. As a result of these measures, no data privacy incidents or breaches were reported in the period under review. In the event of a breach however, affected users are notified and supported, while enhanced security measures and retraining initiatives are implemented to mitigate future risk and maintain stakeholder trust.

To further strengthen our data governance, NMG has established a dedicated team responsible for managing data privacy and cybersecurity incidents. This team promptly investigates any reported issues, working closely with internal and external stakeholders to uphold standards, and trains teams on mitigation measures.

In Tanzania, the implementation of the Personal Data Protection Act came into effect in 2023, with regulatory compliance now a key operational priority. In response, MCL established the office of the Data Protection Officer to oversee adherence to the new law. The role is tasked with driving awareness across teams, ensuring seamless implementation of the regulation, and monitoring for any potential breaches.

Our Journey Ahead

Our ESG journey is an integral part of our strategic plan. While we acknowledge that we are still at the early stages, every initiative highlighted in this report reflects our commitment to operating sustainably while making a meaningful and lasting contribution to society.



Looking ahead, our mission to Positively Influence Society will continue to guide us as we embed sustainability deeper into all aspects of our operations. We remain committed to responsible, inclusive growth and to fostering partnerships that amplify our impact.

As part of this commitment, we are currently developing a comprehensive 5-year ESG Strategic Plan for the Group. This plan will outline our ESG policies, initiatives, and performance metrics in greater detail, providing a clear roadmap for accountability, impact, and long-term value creation.

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NMG Staff enjoying a dance with former Group CEO, Stephen Gitagama during his farewell party.



Former NMG GCEO Stephen Gitagama (right) having a conversation with Co-operative Bank of Kenya CEO, Gideon Muriuki when he paid him a courtesy call



Winners of the 2024 Top 40 Under 40 Men



NMG Chief Corporate Affairs and Partnerships Officer, Monicah Ndung'u (left) receives a gift from the Deputy Ambassador of China to Kenya, Zhang Zhizhong after a courtesy call meeting at Nation Center



NMG Chairman Dr. Wilfred Kiboro (right) with Uasin Gishu County Governor, Dr. Jonathan Bii when he paid him a courtesy visit at his offices in Eldoret



NMG Uganda staff with key partners at the TOP 100 Gala DINNER



Winner of the 2024 Nation Classic Golf series being awarded



Officials from UAE embassy in Nairobi when they paid a courtesy call on former GCEO, Stephen Gitagama



NMG Uganda staff with key partners at the Empower Her Awards Dinner



Panelists during the 2024 Nation Leadership Forum themed: "Global Perspectives in Kenya's Educational Reforms"