

The National Social Security Fund
GRI CONTENT INDEX
for the year ended 30 June 2026

Global Reporting Initiative disclosures, SDG
alignment and sustainability linkages



**We Believe in You: A Shared Journey
to Inclusive Sustainable Wellbeing**

00 | Contents

Inside this index

01	Statement of use and reporting profile GRI 1 requirements, reporting suite and transparency at a glance	3
02	Materiality IR material matters reconciled with the SR ESG material topics	5
03	How to read this index Columns, status indicators and link codes	6
04	GRI content index General, material topics, economic, environmental, social and NSSF-specific	7
05	Looking ahead Reporting roadmap	17
06	Acronyms and abbreviations Terms used in this index	18

Recognised for reporting excellence

FIR Awards 2025: first place, Parastatals and Government-Backed Enterprises; Silver Award for Integrated Reporting; Corporate Governance Reporting Award; Certificate of Recognition for Excellence in Sustainability Reporting (IR p5). **JSE / CGISA:** winner, Regional Category (IR p5). **ISSA:** winner, Short Video category, first International Social Security Video Festival and Awards (IR p67; SR p84).

About this index

This GRI content index, prepared with reference to the GRI Standards, sets out, disclosure by disclosure, where the National Social Security Fund reports its most significant impacts on the economy, the environment and people, including impacts on human rights, for the year ended 30 June 2026. It has 122 entries: 97 GRI and 25 NSSF-specific. The GRI entries are 28 general disclosures (GRI 2), 9 on material topics (GRI 3, with 3-3 repeated for six topic groups) and 60 from 26 topic Standards. The NSSF disclosures cover social security, financial inclusion, retirement security, member outcomes, responsible investment and cyber resilience.

Disclosures are referenced to the **Integrated Report 2026 (IR)**, the **Sustainability Report 2026 (SR)** and the **Audited Financial Statements 2026 (AFS)**. Only the AFS are audited.

“

The sustainability of NSSF depends on the sustainability of the people, businesses, communities and economy we serve. When they thrive, our members thrive, and so does the Fund.

Dr David Ogong Chairman, Board of Directors · IR p108; SR p10



Statement of use and reporting profile

Statement of use

NSSF Uganda has reported the information cited in this GRI content index for the period 1 July 2025 to 30 June 2026 with reference to the GRI Standards.

GRI 1 used	GRI 1: Foundation 2021
Applicable Sector Standard	None published for pension and social security funds; NSSF-specific disclosures (04F, 04G) supplement the topic Standards.
Reporting entity	National Social Security Fund, Uganda: a standalone statutory fund with no subsidiaries (NSSF Act, Cap. 230; SR p46).
Reporting period and frequency	1 July 2025 to 30 June 2026; annual, aligned to the audited financial statements.
Reports covered	Integrated Report 2026 (IR), Board-approved 18 September 2026 (IR p5); Sustainability Report 2026 (SR), Board-approved 18 September 2026 (SR p9); Audited Financial Statements 2026 (AFS), approved by the Board on 15 September 2026 and signed on 18 September 2026 (AFS pp6–7).
Material topics	Five material matters from the IR double materiality assessment (IR pp36–39) and fifteen ESG material topics (SR p6), reconciled in section 02.
External assurance	AFS: unqualified opinion by KPMG on behalf of the Auditor General (AFS pp8–12). SR: independent external assurance not yet obtained; Internal Audit limited assurance over ESG data collection; external assurance will be considered in future years.
Other frameworks applied	<IR> Framework; King IV™ (King V™ transition); UK Corporate Governance Code; IFRS; IFRS S1/S2 (phased); UN SDGs; SBTi commitment letter submitted; CRISA 2 (SR pp3, 24).
Publication date	30 September 2026

Our reporting suite

Integrated Report

Holistic view of value creation, preservation and protection across the six capitals.

Audience Members, employers, regulators, Government, Board, employees

Frameworks <IR> Framework; King IV™/V™; NSSF Act; SDGs

Sustainability Report

How ESG factors are integrated into investment, risk, governance and long-term value creation.

Audience Responsible investment stakeholders, regulators, DFIs, governance specialists

Frameworks UN PRI; SASB/IFRS SDS; TCFD/IFRS S2; internal ESG frameworks

Annual Financial Statements

Audited account of financial position, performance and cash flows.

Audience Members, regulators, Auditor General, Board, Government

Frameworks IFRS; NSSF Act; Auditor General

GRI Content Index

Economic, environmental and social impacts, material matters and contribution to sustainable development.

Audience Members, regulators, employees, communities, development partners, civil society

Frameworks GRI Standards; UN SDGs

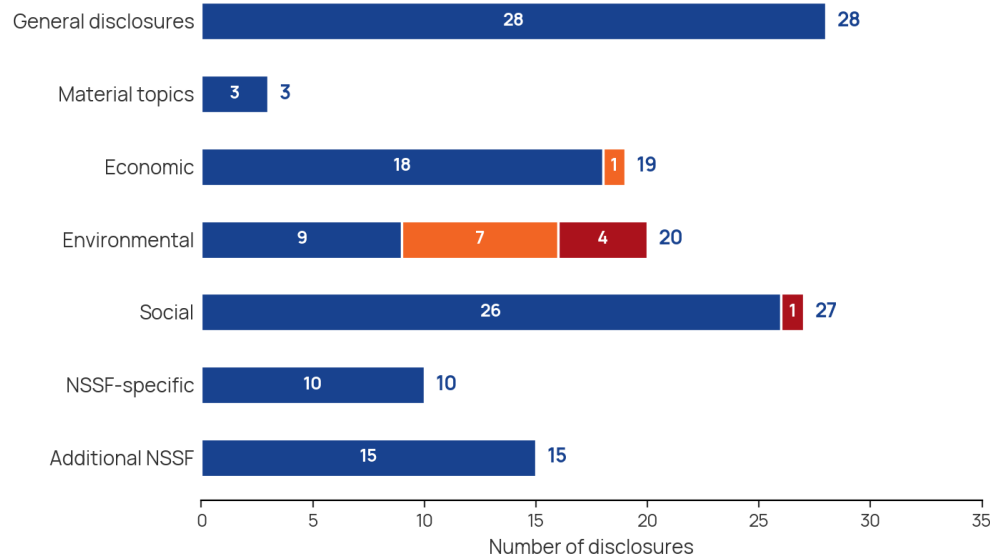
Source: SR p1 (reporting suite).

01 | Transparency at a glance

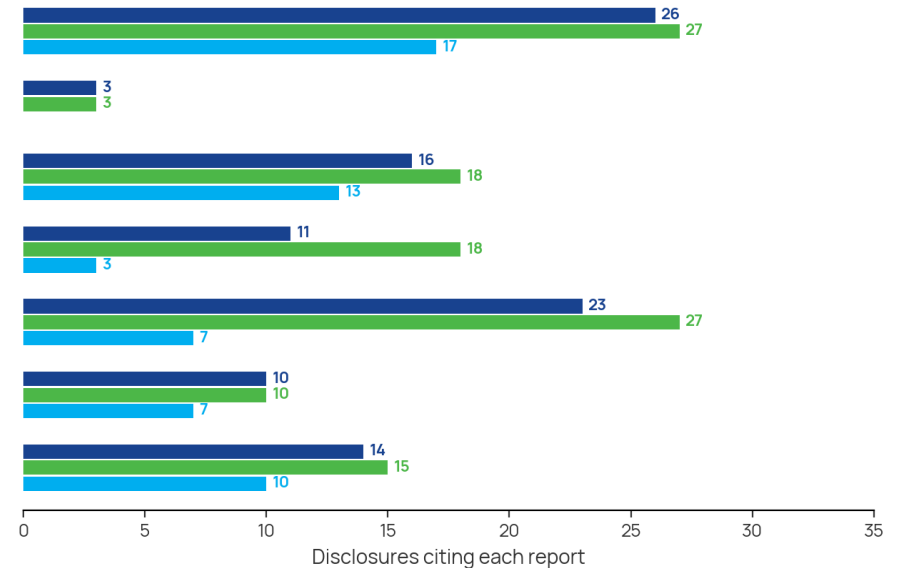
What is reported, and what is not

Each disclosure has been checked against the page it cites. Where the reports do not contain the information, the index says so.

Reporting status



Where the evidence sits



Reported (109) Partially reported (8) Not reported (5)

IR (103) SR (118) AFS (57)

Left: status of all 122 disclosure references by section of this index, after the applicability review. Right: the number of disclosures in each section that cite the IR, the SR and the AFS; most cite more than one report.

109

reported in full in the IR, SR and/or AFS

8

partially reported

5

not reported in FY2025/26

118

disclosures referenced to an SR page (of 122)

57

supported by audited financial statement notes

Environmental disclosures carry most of the gaps, 11 of 13: the Fund reports energy expenditure, paper and fuel, but not energy and water consumption, or Scope 2 and 3 emissions.

02 | Materiality

Reconciling fifteen topics with five matters

Each row traces one of the fifteen ESG material topics in the Sustainability Report (SR p6) to the IR material matter it serves, its sustainability driver, the GRI Standards the SR maps it to and the disclosures in section 04 that report it. Reporting status counts those disclosures by status, so gaps within each topic are visible at a glance.

	SR material topic	IR matter / objective	Driver	GRI (SR)	Disclosures reported in this index	Reporting status	SDGs
E1	Energy consumption and efficiency	MM5 MM3	EP	GRI 302	302-1 · 302-4 · 302-5 · 305-1 · 305-2 · 305-3 · 305-4 · 305-5	2 3 3	7 13
E2	Water stewardship	MM5	EP	GRI 303	303-1 · 303-2 · 303-5	1 2	6
E3	Biodiversity and land use	MM5	EP	GRI 304 / TNFD	101-1 · 101-2 · 101-4	1 2	11 15
E4	Waste and circular economy	MM5 MM3	EP	GRI 306	301-1 · 301-2 · 306-1 · 306-2	3 1	11 12
S1	Financial inclusion and social security coverage	MM1 MM2 MM5	IN	GRI 203 / SDG 1, 8, 10	203-1 · 203-2 · NSSF-1 · NSSF-2 · NSSF-14 · NSSF-15 · NSSF-16	7	1 8 10
S2	Diversity, equity and inclusion	People	IN	GRI 405, 406	405-1 · 405-2 · 406-1	2 1	5 10
S3	Employee wellbeing and engagement	People	SR	GRI 401, 403	401-1 · 401-2 · 401-3 · 403-1 · 403-2 · 403-3 · 403-4 · 403-5 · 403-6 · 403-7 · 403-8	11	3 8
S4	Human rights due diligence	MM2 MM4	SR	GRI 407-412	2-23 · 2-25 · 407-1 · 408-1 · 409-1 · 414-1	6	8 16
S5	Community economic empowerment	MM2 MM5	SR	GRI 203, 413	203-2 · 413-1 · 413-2 · NSSF-7	4	1 4 8
G1	Anti-corruption and ethics	MM4	FR	GRI 205, 206	2-15 · 2-16 · 2-26 · 205-1 · 205-2 · 205-3 · 206-1	7	16
G2	Data privacy and cybersecurity	MM3 MM4	CS	GRI 418	418-1 · NSSF-9 · NSSF-23 · NSSF-24 · NSSF-25	5	9 16
G3	Responsible investment (ESG integration)	MM5 MM4	FR	GRI 201, IFRS S1	201-1 · 201-2 · NSSF-6 · NSSF-11 · NSSF-12 · NSSF-13	5 1	8 9 17
G4	Responsible procurement	MM2	SR	GRI 204-1	204-1 · 308-1 · 414-1	3	8 12
G5	Regulatory compliance and policy advocacy	MM4	FR	GRI 207, 415	2-27 · 207-1 · 207-2 · 207-3 · 207-4	5	16 17
G6	Transitioning from King IV™ to King V™	MM4	FR	Not mapped in SR	2-9 · 2-10 · 2-11 · 2-12 · 2-13 · 2-14 · 2-15 · 2-16 · 2-17 · 2-18 · 2-19 · 2-20 · 2-21	13	16

How to read the reporting status: each chip counts the disclosures in that row by status: ■ reported in full ■ partially reported ■ not reported. Zero counts are omitted, so E4 3 1 = 3 reported, none partial, 1 not reported.

SDGs: solid chip = NSSF priority SDG (SR p58); coloured numeral = other SDG linked through GRI. **Driver:** CS customer satisfaction · SR social responsibility (not the Sustainability Report) · FR financial resilience · IN inclusivity · EP environmental protection. **People:** not a material matter but the IR strategic objective 'Maximising value for our people' (IR pp6, 46), which S2 and S3 serve.

03 | Guide

How to read this index

GRI ref.	Disclosure number in the GRI Standard; NSSF-specific disclosures are numbered NSSF-1 to NSSF-25.
Disclosure	The disclosure title as published by GRI, in UK spelling.
Location and notes	What the cited pages cover, with the report and page for each item.
IR	Printed page numbers in the Integrated Report 2026.
SR	Printed page numbers in the Sustainability Report 2026.
AFS	Printed page numbers in the Audited Financial Statements 2026.
Status	Where the disclosure is reported and, if incomplete, how complete it is (see indicators).
SDGs	Priority SDGs as solid chips; secondary SDGs linked by GRI as coloured numerals.
Links	Material matter (MM1–MM5) and sustainability driver; People denotes the IR strategic objective 'Maximising value for our people', used where no material matter applies.

Status indicators

IR	Reported in the Integrated Report
SR	Reported in the Sustainability Report
AFS	Supported by the Audited Financial Statements
PARTIAL	Reported in part
NOT REPORTED	Not reported in FY2025/26

A disclosure showing only location chips is reported in full.

Link codes

MM1	Member centricity
MM2	Partnerships for greater impact
MM3	Digital transformation
MM4	Governance and stewardship
MM5	Intergenerational value creation
CS	Customer satisfaction
SR	Social responsibility
FR	Financial resilience
IN	Inclusivity
EP	Environmental protection
People	Strategic objective: 'Maximising value for our people' (IR p46)



04 | GRI content index

GRI content index

Statement of use: NSSF Uganda has reported the information cited in this GRI content index for the period 1 July 2025 to 30 June 2026 with reference to the GRI Standards. GRI 1 used: GRI 1: Foundation 2021. Applicable GRI Sector Standard: none.

04A | General disclosures

GRI ref.	Disclosure	Location and notes	IR page(s)	SR page(s)	AFS page(s)	Status	SDGs	Links
GRI 2: General Disclosures 2021 <i>The organisation and its reporting practices</i>								
2-1	Organisational details	Legal form, ownership and oversight (AFS pp5, 17); branch, outreach and agent network (IR p14; SR pp14, 16); countries of investment (AFS p44).	12, 14	14, 16	5, 17, 44	IR SR AFS	16	–
2-2	Entities included in the organisation's sustainability reporting	The Fund only: a standalone statutory fund with no subsidiaries (SR p46; IR p3). Associates are measured at fair value, not consolidated (AFS pp20, 48–50).	3	46	20, 48–50	IR SR AFS	–	–
2-3	Reporting period, frequency and contact point	Annual, for 1 July 2025 to 30 June 2026 (IR p3; SR p53; AFS p5); Board approval of the reports (IR p5; SR p9; AFS pp6–7); reports published on www.nssfug.org (IR p80).	3, 5, 80	9, 53	5–7	IR SR AFS	–	–
2-4	Restatements of information	Comparatives restated to show the mandatory and voluntary (Smartlife) portfolios separately, with no effect on financial position, performance or cash flows (AFS pp6, 13–14; Note 41, AFS pp82–84). No restatement of sustainability information.	–	–	6, 13–14, 82–84	AFS	–	–
2-5	External assurance	Financial statements: unqualified opinion by KPMG on behalf of the Auditor General (AFS pp8–12). SR: no independent external assurance yet; Internal Audit limited assurance over ESG data; external assurance planned (SR pp45–46, 55; IR p113).	99–100, 113	45–46, 55	8–12	IR SR AFS	16	MM4
Activities and workers								
2-6	Activities, value chain and other business relationships	Products and services (IR pp12–13; SR pp14–15); investment portfolio (AFS pp14, 18, 43–55); members, employers, suppliers and partners (IR pp24–28, 66; SR pp78, 83).	12–13, 24–28, 66	14–15, 78, 83	14, 18, 43–55	IR SR AFS	1 8	MM1 · FR
2-7	Employees	Headcount, gender and tenure (SR pp68, 71–72; IR pp59, 62–63); average number of employees (AFS p37). NSSF maintains these records.	59, 62–63	68, 71–72	37	IR SR AFS	5 8	People · SR
Governance								
2-9	Governance structure and composition	Board of 10: nine non-executive Directors, including the independent Chairman, and the Managing Director ex officio; four standing committees (SR pp24, 26–28; IR pp82–86). Board changes in the year (AFS p3).	80, 82–86	24, 26–28	3	IR SR AFS	5 16	MM4
2-10	Nomination and selection of the highest governance body	Appointment by the Minister of Gender, Labour and Social Development on nomination by employers, workers and Government, and terms of office (IR p84; SR p29); succession overseen by SACA (SR p46).	84	29, 46	–	IR SR	16	MM4
2-11	Chair of the highest governance body	Independent non-executive Chairman (IR p86; AFS p3); Chairman and Managing Director roles separate (SR pp40, 46).	86	40, 46	3	IR SR AFS	16	MM4

GRI ref.	Disclosure	Location and notes	IR page(s)	SR page(s)	AFS page(s)	Status	SDGs	Links
2-12	Role of the highest governance body in overseeing the management of impacts	Board accountability for ESG, approval of the ESG Policy and oversight of climate commitments (SR p37; IR pp77–79, 91); ESG integration in the Report of the Directors (AFS pp5–6).	77–79, 91	23, 37	5–6	IR SR AFS	16	MM4 · EP
2-13	Delegation of responsibility for managing impacts	Delegation of Authority Framework and committee mandates for ethics, risk, ESG in investment, culture and data (SR pp24, 46, 57; IR pp80, 93); ESG Partner appointed (SR p103).	80, 93, 114	24, 46, 57, 103	–	IR SR	16	MM4
2-14	Role of the highest governance body in sustainability reporting	Board oversight and approval of the SR, prepared internally and reviewed by SACA (SR pp9, 46; IR p5); Directors' responsibility for the financial statements (AFS p7).	5	9, 46	7	IR SR AFS	16	MM4
2-15	Conflicts of interest	Conflict declarations, Board Ethics Policy and Code of Conduct (SR pp24, 37, 40; IR pp85, 91); related-party transactions (Note 35, AFS pp64–65).	80, 85, 91, 94	24, 37, 40	64–65	IR SR AFS	16	MM4
2-16	Communication of critical concerns	Escalation through ARC and Board reporting; independent whistleblowing platform (SR pp24, 37, 52; IR p91).	91	24, 37, 52	–	IR SR	16	MM4
2-17	Collective knowledge of the highest governance body	Director induction, development programmes, benchmarking and King V™ workshops (IR pp84–85; SR p29). ESG training target of 8 hours per Director tracked (SR p55; IR p113).	84–85, 113	29, 55	–	IR SR	16	MM4
2-18	Evaluation of the performance of the highest governance body	External evaluation twice in each three-year term; mid-term evaluation in progress at year end (SR p28; IR p83).	83	28	–	IR SR	16	MM4
2-19	Remuneration policies	Remuneration Policy and Total Rewards model (SR pp41, 51, 71; IR pp95, 105); Directors' allowances (AFS p37) and key management compensation (AFS p64).	95, 105	41, 51, 71	37, 64	IR SR AFS	8	People
2-20	Process to determine remuneration	Annual salary review and benchmarking by SACA, performance-based increments and ministerial approval of senior executive packages (SR pp41, 50–51; IR pp95, 104–105; AFS p64).	95, 104–105	41, 50–51	64	IR SR AFS	8	People
2-21	Annual total compensation ratio	<i>Key management compensation (AFS p64) and Directors' allowances (AFS p37) are disclosed; the SR refers readers to the AFS (SR p51).</i>	–	51	37, 64	SR AFS	10	People
Strategy, policies and practices								
2-22	Statement on sustainable development strategy	Chairman's and Managing Director's statements on Vision 2035 and sustainability (IR pp8–11, 108–110; SR pp10–13, 17–18).	8–11, 108–110	10–13, 17–18	–	IR SR	17	MM5
2-23	Policy commitments	ESG, Social Impact Investment, ethics, whistleblowing, anti-harassment and anti-discrimination, HIV, CSI, stakeholder and procurement policies (SR pp21, 70–71, 73, 75, 78); Investment Policy Statement (AFS pp7, 18–19).	62	21, 70–71, 73, 75, 78	7, 18–19	IR SR AFS	5 16	MM4
2-24	Embedding policy commitments	Sustainability Strategy and ESG framework; ESG metrics in departmental scorecards (SR pp54, 57, 103, 105; IR pp112–114).	112–114	54, 57, 103, 105	–	IR SR	16	MM4
2-25	Processes to remediate negative impacts	Member complaints resolution (SR p61; IR p37); employee grievance mechanisms (SR p71); Employer Amnesty Campaign (SR p63).	37, 62	61, 63, 71	–	IR SR	16	MM1 · CS
2-26	Mechanisms for seeking advice and raising concerns	Whistleblowing platform, Ask Your MD, town halls, contact centre and Voice of the Customer (SR pp22, 37, 64, 70; IR pp58–59, 61, 91).	58–59, 61, 91	22, 37, 64, 70	–	IR SR	16	MM1 · CS
2-27	Compliance with laws and regulations	No material breaches reported (SR p40); ESIs under the National Environment Act (SR p102); Directors' compliance statement (AFS p7); Auditor General's compliance findings (AFS pp10–12); tax litigation (AFS pp65–66).	94	40, 102	7, 10–12, 65–66	IR SR AFS	16	MM4

GRI ref.	Disclosure	Location and notes	IR page(s)	SR page(s)	AFS page(s)	Status	SDGs	Links
2-28	Membership associations	ISSA, OECD/INFE Financial Literacy Network and the Africa Pension Infrastructure Fund initiative (SR pp84, 86; IR pp67, 69); All Africa Pension Summit (IR p128).	67, 69, 128	84, 86	–	IR SR	17	MM2
Stakeholder engagement								
2-29	Approach to stakeholder engagement	Stakeholder Management Policy, prioritisation matrix and engagement by stakeholder group (SR pp7, 75–80; IR pp48–53).	6, 48–53	7, 75–80	–	IR SR	17	MM2

04B | Material topics

See section 02 for the reconciliation of the IR material matters and the SR material topics.

GRI ref.	Disclosure	Location and notes	IR page(s)	SR page(s)	AFS page(s)	Status	SDGs	Links
GRI 3: Material Topics 2021 <i>How NSSF determines and manages what matters most</i>								
3-1	Process to determine material topics	IR double materiality assessment (IR pp3, 5, 36–37) and SR ESG materiality review (SR pp6, 8), reconciled in section 02.	3, 5, 36–37	6, 8	–	IR SR	–	All MMs
3-2	List of material topics	Five material matters (IR pp36–39) and fifteen ESG material topics (SR p6), reconciled in section 02.	36–39	6	–	IR SR	–	All MMs
3-3	Management of material topics	Management approach for each material matter (IR pp37–39) and each sustainability lever (SR pp59–103).	37–39	59, 103	–	IR SR	–	All MMs

04C | Economic

GRI ref.	Disclosure	Location and notes	IR page(s)	SR page(s)	AFS page(s)	Status	SDGs	Links
GRI 201: Economic Performance 2016 <i>Material matters 4 and 5 · Financial resilience · SR topic G3</i>								
3-3	Management of material topics	Investment strategy, asset allocation, risk appetite and committee oversight (IR pp42–47, 115–126; SR p89); investment policy (Note 1c, AFS pp18–19).	42–47, 115–126	89	18–19	IR SR AFS	8	MM5 · FR
201-1	Direct economic value generated and distributed	Value-added statement: wealth created and distributed (SR p90; IR pp23–24); statement of changes in net assets (AFS p13); employee costs and tax (AFS pp37, 39–40).	23–24	90	13, 37, 39–40	IR SR AFS	1 8	MM5 · FR
201-2	Financial implications and other risks and opportunities due to climate change	Climate risk in investment analysis and risk management (SR p100); IFRS S1/S2 readiness (SR pp55, 82; AFS p6). Scenario analysis and quantification of the financial implications are planned for the longer term.	113	55, 82, 100	6	IR SR AFS PARTIAL	11 13	MM5 · EP
201-3	Defined benefit plan obligations and other retirement plans	Employees are NSSF members; Staff Provident Fund (defined contribution) and Executive Gratuity Scheme (SR p51; AFS pp28, 37).	105	51	28, 37	IR SR AFS	1 8	People
201-4	Financial assistance received from government	No government grants or financial assistance disclosed; related-party transactions with the Government of Uganda (AFS pp64–65).	–	–	64–65	AFS	–	MM4
GRI 203: Indirect Economic Impacts 2016 <i>Material matters 2 and 5 · Financial resilience · Inclusivity · SR topics S1 and S5</i>								
3-3	Management of material topics	Shared-value approach, Social Impact Investment Policy and Hi-Innovator governance (SR pp21, 89, 92–96; IR pp39, 72, 119).	39, 72, 119	21, 89, 92–96	–	IR SR	8	MM5 · FR

GRI ref.	Disclosure	Location and notes	IR page(s)	SR page(s)	AFS page(s)	Status	SDGs	Links
203-1	Infrastructure investments and services supported	Real estate and infrastructure investments, including Pension Towers, housing projects and the pooled infrastructure vehicle (SR pp21, 83, 97–98; IR pp118–119, 124); work in progress and investment properties (AFS pp51–52).	66, 118–119, 124	21, 83, 97–98	51–52	IR SR AFS	9 11	MM5 · FR
203-2	Significant indirect economic impacts	Hi-Innovator outcomes and Phase 2 (SR pp93–96; IR p72); Mastercard Foundation advance held as a contract liability (AFS p59).	72	93–96	59	IR SR AFS	1 8 10	MM2 · IN
GRI 204: Procurement Practices 2016 <i>Material matter 2 · Social responsibility · SR topic G4</i>								
3-3	Management of material topics	PPDA Act, Sustainable Procurement Charter, procurement performance and Supplier Forum (SR pp78, 82–83; IR pp28, 66).	28, 66	78, 82–83	–	IR SR	8	MM2 · SR
204-1	Proportion of spending on local suppliers	Local procurement under Buy Uganda Build Uganda (IR pp26–27; SR pp78, 83).	26–27, 66	78, 83	–	IR SR	8	MM2 · SR
GRI 205: Anti-corruption 2016 · GRI 206: Anti-competitive Behaviour 2016 <i>Material matter 4 · Financial resilience · SR topic G1</i>								
3-3	Management of material topics	Ethics, Code of Conduct and whistleblowing policies; ARC and SACA oversight; AML collaboration (SR pp24, 37, 40, 81; IR pp91, 93–94); Directors' fraud-prevention statement (AFS p7).	80, 91, 93–94	24, 37, 40, 81	7	IR SR AFS	16	MM4 · FR
205-1	Operations assessed for risks related to corruption	Fraud among the top risks, monitored under the ERM Framework (IR pp7, 33–34; SR pp8, 40; AFS p7).	7, 33–34	8, 40	7	IR SR AFS	16	MM4 · FR
205-2	Communication and training about anti-corruption policies and procedures	Policies communicated Fund-wide; ethics and governance training (SR pp37, 40; IR pp91, 94).	91, 94	37, 40	–	IR SR	16	MM4 · FR
205-3	Confirmed incidents of corruption and actions taken	No significant investigations or material ethics breaches reported (SR pp21, 52; IR p106).	106	21, 52	–	IR SR	16	MM4 · FR
206-1	Legal actions for anti-competitive behaviour, anti-trust and monopoly practices	<i>GRI 206 is mapped to the SR Anti-Corruption and Ethics topic (SR p6). No significant governance investigations or major ethical incidents were reported during FY2025/26 (SR p21).</i>	77	6, 21, 36	–	IR SR	16	MM4 · FR
GRI 207: Tax 2019 <i>Material matter 4 · Financial resilience · SR topic G5 · SR p91 reports explicitly against 207-1 to 207-4</i>								
207-1	Approach to tax	Approach to tax (SR p91; IR p118); income tax basis and accounting policy (AFS pp28–29, 39–40).	118	91	28–29, 39–40	IR SR AFS	17	MM4 · FR
207-2	Tax governance, control and risk management	Tax governance, filing and payment controls (SR p91); withholding tax recoverable (AFS p58).	–	91	58	SR AFS	16	MM4 · FR
207-3	Stakeholder engagement and management of concerns related to tax	Engagement with URA and tax health checks (SR p91); tax dispute and partial settlement (AFS pp65–66).	–	91	65–66	SR AFS	17	MM4
207-4	Country-by-country reporting	Income tax by country and taxes collected as withholding agent (SR p91; IR p118; AFS p39).	118	91	39	IR SR AFS	17	MM4 · FR

04D | Environmental

GRI ref.	Disclosure	Location and notes	IR page(s)	SR page(s)	AFS page(s)	Status	SDGs	Links
Environmental stewardship: management approach Material matter 5 · Environmental protection · SR topics E1–E4								
3-3	Management of material topics	Environmental stewardship in the Sustainability Strategy; energy, water and paper targets; net zero by 2050 and SBTi commitment (SR pp3, 37, 54–55, 104; IR p113).	91, 112–113	3, 37, 54–55, 104	–	IR SR	11 12 13	MM5 · EP
GRI 301: Materials 2016 SR topic E4								
301-1	Materials used by weight or volume	Paper consumption, with a six-year series (SR p103); digital receipting and claims processing (SR p80).	53	80, 103	–	IR SR	12	MM3 · EP
301-2	Recycled input materials used	<i>Plans are in place to implement recycling initiatives.</i>	–	–	–	NOT REPORTED	12	EP
GRI 302: Energy 2016 SR topic E1								
302-1	Energy consumption within the organisation	Energy expenditure series (SR p103) and fuel volumes (SR p100); reduction reported in the scorecard (SR p55; IR p113); electricity and water expense (AFS p38). Plans are in place to report on actual consumption.	113	55, 100, 103	38	IR SR AFS PARTIAL	7 13	EP
302-4	Reduction of energy consumption	Energy-saving measures (SR pp100–101) and reduction in energy expenditure (SR p103; IR p113). Plans are in place to report on actual consumption.	113	100–101, 103	–	IR SR PARTIAL	7 13	MM3 · EP
302-5	Reductions in energy requirements of products and services	Green building and solar measures in real estate (SR pp58, 100, 105; IR p26). Plans are in place to quantify reductions in the long term.	26	58, 100, 105	–	IR SR PARTIAL	11 7	MM5 · EP
GRI 303: Water and Effluents 2018 SR topic E2								
303-1	Interactions with water as a shared resource	Water identified as material (SR p6); supply sources and water-saving measures (SR pp103–105). Water-stress assessment by site is planned for the longer term.	–	6, 103–105	–	SR PARTIAL	6	EP
303-2	Management of water discharge-related impacts	ESIA controls on discharges at construction sites; lagoon treatment outside sewer networks (SR pp102, 105).	–	102, 105	–	SR	11 6	EP
303-5	Water consumption	Water expenditure (SR pp55, 103; IR p113) and electricity and water expense (AFS p38) are reported. Plans are in place to report on actual consumption.	113	55, 103	38	IR SR AFS PARTIAL	6	EP
GRI 101: Biodiversity 2024 SR topic E3 · the SR maps this topic to GRI 304 / TNFD; GRI 101 supersedes GRI 304								
101-1	Policies to halt and reverse biodiversity loss	Biodiversity named as a focus of the Sustainability Strategy and ESG Policy (SR pp54, 57). Consideration is being given to biodiversity initiatives in the long term.	112	54, 57	–	IR SR PARTIAL	11 15	EP
101-2	Management of biodiversity impacts	ESIAs on all real estate projects covering biodiversity, land use and ecosystems, with mitigations (SR p102).	–	102	–	SR	11 15	EP
101-4	Identification of biodiversity impacts	Ecologically sensitive land identified as material (SR p6); ESIA screening (SR p102); land matters raised by the Auditor General (AFS pp10–11). Consideration is being given to biodiversity impacts in the long term.	–	6, 102	10–11	SR AFS PARTIAL	11 15	EP

GRI ref.	Disclosure	Location and notes	IR page(s)	SR page(s)	AFS page(s)	Status	SDGs	Links
GRI 305: Emissions 2016 SR topic E1								
305-1	Direct (Scope 1) GHG emissions	Scope 1 emissions from fuel, with volumes and GHG Protocol factors (SR p100); net zero and near-term target (IR pp28, 91). Not included: CH ₄ , N ₂ O and refrigerants.	28, 91	100	–	IR SR	11 13	MM5 · EP
305-2	Energy indirect (Scope 2) GHG emissions	<i>The Fund will complete a baseline assessment of Scope 1, 2 and 3 greenhouse gas emissions and develop a roadmap towards net zero emissions by 2050.</i>	128	100	–	NOT REPORTED	13	EP
305-3	Other indirect (Scope 3) GHG emissions	<i>The Fund will complete a baseline assessment of Scope 1, 2 and 3 greenhouse gas emissions and develop a roadmap towards net zero emissions by 2050.</i>	128	100	–	NOT REPORTED	13	MM5 · EP
305-4	GHG emissions intensity	<i>For Scopes 1 and 2, a baseline will be in place by FY2027/28; Scope 3 is a longer-term focus.</i>	–	–	–	NOT REPORTED	13	EP
305-5	Reduction of GHG emissions	Fleet and energy measures (SR pp100–101). Further reduction initiatives are planned, for example optimising vehicle use and proactively maintaining vehicles and fuel-consuming equipment to reduce unnecessary consumption.	–	100–101	–	SR	13	MM3 · EP
GRI 306: Waste 2020 SR topic E4								
306-1	Waste generation and significant waste-related impacts	Construction waste and e-waste identified as material (SR p6); ESIA assessment of construction waste (SR p102).	–	6, 102	–	SR	11 12	EP
306-2	Management of significant waste-related impacts	Waste diversion to KCCA, segregation and hazardous-waste handling (SR pp102–103, 105; IR p28).	28	102–103, 105	–	IR SR	11 12	EP
GRI 308: Supplier Environmental Assessment 2016 SR topic G4								
308-1	New suppliers that were screened using environmental criteria	Supplier due diligence and green procurement (SR pp78, 99). Percentage of new suppliers screened will be reported in FY2026/27.	–	78, 99	–	SR	12	MM2 · EP

04E | Social

GRI ref.	Disclosure	Location and notes	IR page(s)	SR page(s)	AFS page(s)	Status	SDGs	Links
GRI 401: Employment 2016 Strategic objective: Maximising value for our people · SR topic S3								
3-3	Management of material topics (401–407)	People and Culture strategy under SACA oversight (IR pp46, 59–63; SR pp67–72); engagement and Work Experience Index (SR pp37, 68); employee benefits expense (AFS p37).	46, 59–63, 91	37, 67–72	37	IR SR AFS	8	People · SR
401-1	New employee hires and employee turnover	Headcount and turnover (SR pp68, 71; IR p62); new recruits (SR p69); average number of employees (AFS p37). Rates by age group, gender and region will be reported in future.	59–60, 62	68–69, 71	37	IR SR AFS	5 8	People · SR
401-2	Benefits provided to full-time employees	Benefits for full-time employees (SR pp51, 70–71; IR pp61–62) and related expenses (AFS p37).	61–62, 105	51, 70–71	37	IR SR AFS	3 8	People · SR
401-3	Parental leave	Crèche, nursing spaces and remote working after maternity leave (SR p70). Uptake, return-to-work and retention rates will be reported in FY2026/27.	61	70	–	IR SR	5	People · SR

GRI ref.	Disclosure	Location and notes	IR page(s)	SR page(s)	AFS page(s)	Status	SDGs	Links
GRI 402: Labour/Management Relations 2016								
402-1	Minimum notice periods regarding operational changes	<i>Not applicable: employment is governed by the Employment Act, Cap. 226 (SR p24).</i>	80	24	–	IR SR	8	People
GRI 403: Occupational Health and Safety 2018 SR topic S3								
403-1	Occupational health and safety management system	OSH certificates for all branches and alignment with the OSH (Amendment) Act, 2025 (SR p69; IR p60).	60	69	–	IR SR	3 8	People - SR
403-2	Hazard identification, risk assessment and incident investigation	OSH Champions, incident reporting and hazards addressed in the year (SR p69).	60	69	–	IR SR	3 8	People - SR
403-3	Occupational health services	Company Health Advisers and health surveillance (SR pp69–70).	60–61	69–70	–	IR SR	3	People - SR
403-4	Worker participation, consultation and communication on occupational health and safety	Safety and health committees and OSH Champions (SR p69).	60	69	–	IR SR	8	People - SR
403-5	Worker training on occupational health and safety	Safety induction, OSH Champion and fire-safety training (SR p69).	60	69	–	IR SR	4 8	People - SR
403-6	Promotion of worker health	Wellness, counselling, screening and health programmes (SR pp70, 77; IR p27); staff medical insurance (AFS p37).	27, 61	70, 77	37	IR SR AFS	3	People - SR
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Construction-site controls through ESIAs (SR p102). Contractor safety performance is covered in the contracts signed with contractors.	–	69, 102	–	SR	8	People
403-8	Workers covered by an occupational health and safety management system	OSH certification of all branches (SR p69). All workers are covered by workers' compensation insurance.	60	69	–	IR SR	8	People - SR
GRI 404: Training and Education 2016								
404-1	Average hours of training per year per employee	Learning and development spend (IR pp26–27); training initiatives (SR pp68, 72); training expenses (AFS p37). Average training hours will be reported in FY2026/27.	26–27	68, 72	37	IR SR AFS	4	People - SR
404-2	Programmes for upgrading employee skills and transition assistance programmes	Skills, leadership and coaching programmes (SR pp68, 72, 77; IR pp59, 63).	59, 63	68, 72, 77	–	IR SR	4 8	MM3 - SR
404-3	Percentage of employees receiving regular performance and career development reviews	Balanced Scorecard targets and 360-degree reviews for all staff (SR pp68, 70–71).	59, 61–62	68, 70–71	–	IR SR	8	People - SR

GRI ref.	Disclosure	Location and notes	IR page(s)	SR page(s)	AFS page(s)	Status	SDGs	Links
GRI 405: Diversity and Equal Opportunity 2016 · GRI 406: Non-discrimination 2016 SR topic S2								
405-1	Diversity of governance bodies and employees	Board gender (SR p28; IR p83); workforce and management gender (IR p26; SR p68). Age-group breakdown of employees will be reported in FY2026/27.	26, 59, 83	28, 68	–	IR SR	5 10	IN · SR
405-2	Ratio of basic salary and remuneration of women to men	<i>Pay equity is named as material (SR p6). Equal opportunity is important to the Fund.</i>	50, 62, 105	6, 71	–	NOT REPORTED	5 8 10	IN · SR
406-1	Incidents of discrimination and corrective actions taken	No incidents of discrimination reported; policies and grievance mechanisms (SR pp68, 71).	59, 62	68, 71	–	IR SR	5 16	IN · SR
GRI 407: Freedom of Association and Collective Bargaining 2016 · GRI 408: Child Labour 2016 · GRI 409: Forced or Compulsory Labour 2016 SR topic S4								
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Worker representation on the Board (SR pp27–28) and grievance mechanisms (SR p71).	62	27–28, 71	–	IR SR	8	People · SR
408-1	Operations and suppliers at significant risk for incidents of child labour	Supplier due diligence on labour standards (SR p78).	–	78	–	SR	8	MM2 · SR
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Supplier due diligence on labour standards (SR p78).	–	78	–	SR	8	MM2 · SR
GRI 413: Local Communities 2016 Material matters 2 and 5 · Social responsibility · SR topic S5								
413-1	Operations with local community engagement, impact assessments and development programmes	Financial literacy outreach (SR p64); CSI programmes, including the Kampala Hills Run and E-Class (SR pp73–74, 79; IR p28); CSR sponsorship liabilities (AFS p59).	28, 58	64, 73–74, 79	59	IR SR AFS	1 4 10	MM5 · SR
413-2	Operations with significant actual and potential negative impacts on local communities	ESIAs covering community health and safety, noise and dust, with mitigations (SR p102).	–	102	–	SR	11	MM5 · SR
GRI 414: Supplier Social Assessment 2016 SR topics G4 and G5								
414-1	New suppliers that were screened using social criteria	Supplier due diligence and labour-standards engagement (SR pp78, 83). The number of screenings will be considered for FY2026/27 reporting.	66	78, 83	–	IR SR	8	MM2 · SR
GRI 417: Marketing and Labelling 2016 · GRI 418: Customer Privacy 2016 Material matters 1 and 3 · Customer satisfaction · SR topic G2								
417-1	Requirements for product and service information and labelling	Member statement quality and benefit explanations (SR pp64, 98); interest declaration and crediting (AFS pp5, 60–61, 82).	58	64, 98	5, 60–61, 82	IR SR AFS	10 16	MM1 · CS
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data protection framework and security controls (SR pp24, 41, 60); no major cybersecurity incidents (IR p39).	39, 54, 80, 95	24, 41, 60	–	IR SR	16	MM3 · CS

04F | NSSF-specific disclosures

Ten core disclosures capturing the distinctive impacts of a social security fund.

GRI ref.	Disclosure	Location and notes	IR page(s)	SR page(s)	AFS page(s)	Status	SDGs	Links
NSSF-specific disclosures Social security, financial inclusion and responsible investment - no GRI Sector Standard applies								
NSSF-1	Social security coverage and membership growth	Registered members and employers, new members and running balances (SR pp5, 14, 21, 55, 61; IR pp12, 41-44); contribution rates and coverage under the NSSF Act (AFS pp5, 17).	12, 41-44, 55, 113	5, 14, 21, 55, 61	5, 17	IR SR AFS	1 10	MM1 · IN
NSSF-2	Financial inclusion and voluntary savings	Smartlife Flexi growth, lower minimum contribution and registration without a National ID (SR pp15, 61, 63); Amaka (SR pp97-98); voluntary contributions and funds (AFS pp5, 61).	13, 55, 57	15, 61, 63, 97-98	5, 61	IR SR AFS	1 8 10	MM1 · IN
NSSF-3	Member outcomes and retirement security	Interest declared (AFS p5; IR p119); benefits paid and beneficiaries (SR pp61-62; IR pp55-56; AFS pp5, 13); claims growth (IR p127); turnaround time (SR p22).	55-56, 119, 127	22, 61-62	5, 13	IR SR AFS	1	MM5 · FR
NSSF-4	Member experience and satisfaction	Customer Satisfaction Index, mystery shopper and Net Promoter Score (SR p64; IR pp47, 58); complaints resolution (SR p61; IR p37); Voice of the Customer (SR p22).	37, 47, 55, 58	22, 61, 64	–	IR SR	10 16	MM1 · CS
NSSF-5	Employer compliance and protection of contributions	Employer compliance and the Employer Amnesty Campaign (SR pp52, 63; IR pp24, 47); regional employer forums (SR p63).	24, 47, 106	52, 63	–	IR SR	8 16	MM2 · FR
NSSF-6	Responsible investment and ESG integration	ESG in investment due diligence and screening (SR pp21, 52, 105); CRISA 2 (SR p24); investment policy and ESG integration (AFS pp5-6, 18).	80, 106	21, 24, 52, 105	5-6, 18	IR SR AFS	8 9 11 17	MM5 · FR
NSSF-7	Financial literacy and capability	Financial literacy reach and workplace training (SR pp64, 77); OECD/INFE membership (SR p84); campaign spend (IR p27); CSR sponsorship liabilities (AFS p59).	27, 58, 67	64, 77, 84	59	IR SR AFS	4 10	MM5 · IN
NSSF-8	Digital access and service inclusion	Digital channel use, online interactions and self-registration (SR pp61-62); Data Quality Index (SR p41); intangible assets (AFS p55).	55-56, 95	41, 61-62	55	IR SR AFS	9 10	MM3 · CS
NSSF-9	Cybersecurity, data governance and AI	Cyber resilience, disaster recovery, Talia AI and AI Policy (SR pp21, 40, 45); cyber risk (IR pp35, 39).	35, 39	21, 40, 45	–	IR SR	16	MM3 · FR
NSSF-10	Cost efficiency and stewardship of members' funds	Expense and cost-to-income ratios (SR p90; IR pp24, 117); total and administrative expenditure (AFS pp13, 37-38).	24, 117	90	13, 37-38	IR SR AFS	16	MM4 · FR

04G | Additional NSSF disclosures

Fifteen additional disclosures (NSSF-11 to NSSF-25) on responsible investment, financial inclusion, retirement security, member outcomes, cybersecurity and data privacy.

GRI ref.	Disclosure	Location and notes	IR page(s)	SR page(s)	AFS page(s)	Status	SDGs	Links
Responsible investment Material matters 4 and 5 · Financial resilience · SR topic G3								
NSSF-11	Responsible investment policy and ESG due diligence	ESG in the Investment Policy and IPMC oversight (SR p52); ESG Policy and ESG Partner (SR p103); investment and voluntary investment policies (AFS pp18-19).	106	52, 103	18-19	IR SR AFS	8 9 16	MM5 · FR
NSSF-12	Strategic asset allocation and portfolio resilience	Asset allocation within Board-approved ranges (AFS p18); investment returns and portfolio performance (SR pp21, 48, 90; IR pp24, 47, 102); equity price sensitivity (AFS p69).	24, 47, 102	21, 48, 90	18, 69	IR SR AFS	8 9	MM5 · FR
NSSF-13	Stewardship of investee companies	Associates, holdings and Board representation (AFS pp48-50); Uganda Clays loan (AFS pp11, 65); investee screening to be strengthened (SR p105).	–	105	11, 48-50, 65	SR AFS	16 17	MM4 · FR

GRI ref.	Disclosure	Location and notes	IR page(s)	SR page(s)	AFS page(s)	Status	SDGs	Links
Financial inclusion <i>Material matters 1 and 2 · Inclusivity · SR topic S1</i>								
NSSF-14	Voluntary savings portfolio: design and performance	Smartlife membership and contributions (SR p15; IR pp13, 55–56); lower minimum contribution (IR p57); Smartlife Fixed and Amaka (SR pp14, 97); voluntary funds, interest credited and investment policy (AFS pp5, 19, 61, 82).	12–13, 55–57	14–15, 62, 97	5, 19, 61, 82	IR SR AFS	1 10	MM1 · IN
NSSF-15	Informal-sector coverage and inclusion partnerships	Partnerships reaching informal-sector workers (SR pp21, 63, 86); coverage extension under the NSSF (Amendment) Act 2022 (AFS p17).	57	21, 63, 86	17	IR SR AFS	1 5 8 10	MM2 · IN
NSSF-16	Inclusive access and assisted channels	Branch, outreach and agent network (SR pp14, 16); USSD and registration without a National ID (SR pp61–62); midterm access for members with a disability (SR p15).	12–13, 56	14–16, 61–62	–	IR SR	9 10	MM3 · IN
Retirement security <i>Material matter 5 · Financial resilience</i>								
NSSF-17	Real returns and interest crediting	Interest credited to mandatory and voluntary members (AFS pp5, 61; IR pp24, 119); real-return commitment and inflation (SR pp89–90; AFS p18).	24, 119	89–90	5, 18, 61	IR SR AFS	1 8	MM5 · FR
NSSF-18	Benefit structure and retirement income	Benefit types and eligibility (AFS p17; SR p15); benefits paid, including age benefits (AFS pp13, 60); Smartlife Fixed in development (SR p14).	13	14–15	13, 17, 60	IR SR AFS	1 3	MM1 · CS
NSSF-19	Solvency, liquidity and protection of members' funds	Going-concern statement (AFS p7); net assets and member fund (AFS pp13–14, 60–61; IR p118); liquidity risk (Note 38(b), AFS p73); risk oversight (IR pp92, 94; SR pp38, 52).	92, 94, 106, 118	38, 52	7, 13–14, 60–61, 73	IR SR AFS	1 16	MM4 · FR
Member outcomes <i>Material matter 1 · Customer satisfaction</i>								
NSSF-20	Complaints handling and redress	Complaints resolved and resolution time (SR p61; IR pp37, 55); member queries (SR p46); first-attempt resolution (IR p26).	26, 37, 55	46, 61	–	IR SR	16	MM1 · CS
NSSF-21	Member engagement, transparency and accountability	Annual Members' Meeting reach, Savings Digest and Customer Connect Week (SR pp46, 63–64); media tonality (IR p28).	28, 57–58	46, 63–64	–	IR SR	16 17	MM1 · CS
NSSF-22	Accuracy and integrity of member records	Data Quality Index (SR p41); statement accuracy rating (SR p64); unallocated contributions and members' reserve account (AFS pp12, 62).	58, 95	41, 64	12, 62	IR SR AFS	16	MM4 · CS
Cybersecurity and data privacy <i>Material matters 3 and 4 · SR topic G2</i>								
NSSF-23	Information security and cyber resilience	Cyber controls, disaster recovery and testing (SR pp40–41, 60); incidents and system availability (IR pp26, 38–39); systems work in progress and intangible assets (AFS pp51, 55).	26, 38–39	40–41, 60	51, 55	IR SR AFS	9 16	MM3 · FR
NSSF-24	Data protection and privacy of member information	Data Protection and Privacy Act compliance and data governance (SR pp24, 60); target for data incidents (SR p104).	54, 80	24, 60, 104	–	IR SR	16	MM3 · CS
NSSF-25	Responsible AI and cyber capability	AI Policy, Talia AI and AI pilots under Board oversight (SR pp21, 41); IT Governance Framework Phase 2 (SR p46); cybersecurity awareness training (SR p72).	95	21, 41, 46, 72	–	IR SR	9 16	MM3 · CS

05 | Looking ahead

Our reporting roadmap

Now

FY2025/26 delivered

- ESG Policy and Social Impact Investment Policy approved; ESG Partner recruited (SR pp21, 103)
- Scope 1 fuel-related emissions quantified: 848.13 tCO₂e (SR p100)
- King V™ desktop review: early indications are that 122 of 132 practices applied (SR p36)
- GRI content index referenced to all three reports, with evidence-based status

Next

FY2026/27

- Comprehensive materiality assessment (SR p6)
- First King V™ disclosure framework for the 30 June 2027 year-end (SR p46)
- Independent external assurance over the SR considered (SR p46)
- Energy, water and waste in physical units; Scope 2; GHG base year
- Phase 2 of the IT Governance Framework: AI and data governance policies (SR p46)

Beyond

FY2027/28 onwards

- IFRS S1 and S2 under the ICPAU roadmap; mandatory for the Fund from periods beginning on or after 1 January 2029 (AFS p6)
- Transition to GRI 102: Climate Change 2025 and GRI 103: Energy 2025 (effective for reporting from 1 January 2027)
- 2030 targets: energy and water -15%, paper 95% digital (SR p104)
- Financed emissions and a climate material topic; progress towards reporting in accordance with the GRI Standards (long-term aspiration)

We believe in you. We believe in us. We believe in Uganda. Transforming trust into value, and value into inclusive sustainable wellbeing for generations.

We believe in responsible stewardship

Protecting natural resources through thoughtful action.

We believe in resilience

Strengthening our ability to adapt to a changing climate.

We believe in future generations

Creating environmental value that endures beyond today.



We believe in entrepreneurs

Supporting innovators and business builders.

We believe in opportunity

Expanding access to skills, funding and growth.

We believe in Uganda's future

Creating jobs, enterprises and economic participation.



**Skills today.
Entrepreneurs tomorrow.**

06 | Acronyms and abbreviations

Acronyms and abbreviations

Terms used throughout this GRI content index, listed alphabetically. Definitions follow the NSSF Integrated Report 2026 and Sustainability Report 2026 glossaries.

A		E		I		M		S	
AFS	Audited Financial Statements	ESG	Environmental, Social and Governance	IFRS S1	General Requirements for Disclosure of Sustainability-related Financial Information	MD	Managing Director	SBTI	Science Based Targets initiative
AI	Artificial Intelligence	ESIAs	Environmental and Social Impact Assessments	IFRS S2	Climate-related Disclosures	MM	Material Matter (MM1 to MM5)	SDGs	Sustainable Development Goals
AML	Anti-Money Laundering	F		IN	Inclusivity (sustainability driver link code)	N		SDS	Sustainability Disclosure Standards (IFRS)
ARC	Audit and Risk Assurance Committee	FIRE	Financial Reporting (Awards)	INFE	International Network on Financial Education	N₂O	Nitrous oxide	SR	Sustainability Report; Social responsibility (link code)
C		FR	Financial resilience (sustainability driver link code)	IPMC	Investments and Project Monitoring Committee	NSSF	National Social Security Fund		
CGISA	Chartered Governance Institute of Southern Africa	FY	Financial Year (1 July to 30 June)	IR	Integrated Report	O		T	
CH₄	Methane	G		<IR>	Integrated Reporting	OECD	Organisation for Economic Co-operation and Development	TCFD	Task Force on Climate-related Financial Disclosures
CRISA	Code for Responsible Investing in South Africa	GHG	Greenhouse Gas	ISSA	International Social Security Association	OSH	Occupational Safety and Health	tCO_{2e}	Tonnes of carbon dioxide equivalent
CS	Customer satisfaction (sustainability driver link code)	GRI	Global Reporting Initiative	IT	Information Technology	P		TNFD	Taskforce on Nature-related Financial Disclosures
CSI	Customer Satisfaction Index; Corporate Social Investment	H		J		PPDA	Public Procurement and Disposal of Public Assets		
D		HIV	Human Immunodeficiency Virus	JSE	Johannesburg Stock Exchange	PRI	Principles for Responsible Investment	U	
DFIs	Development Finance Institutions	I		K		S		UK	United Kingdom
E		ICPAU	Institute of Certified Public Accountants of Uganda	KCCA	Kampala Capital City Authority	SACA	Staff Administration and Corporate Affairs Committee	UN	United Nations
EP	Environmental protection (sustainability driver link code)	ID	Identification (National ID)	KPMG	Klynveld Peat Marwick Goerdeler	SASB	Sustainability Accounting Standards Board	URA	Uganda Revenue Authority
ERM	Enterprise Risk Management	IFRS	International Financial Reporting Standards					USSD	Unstructured Supplementary Service Data

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We believe in Uganda.

A Shared Journey to Inclusive Sustainable Wellbeing