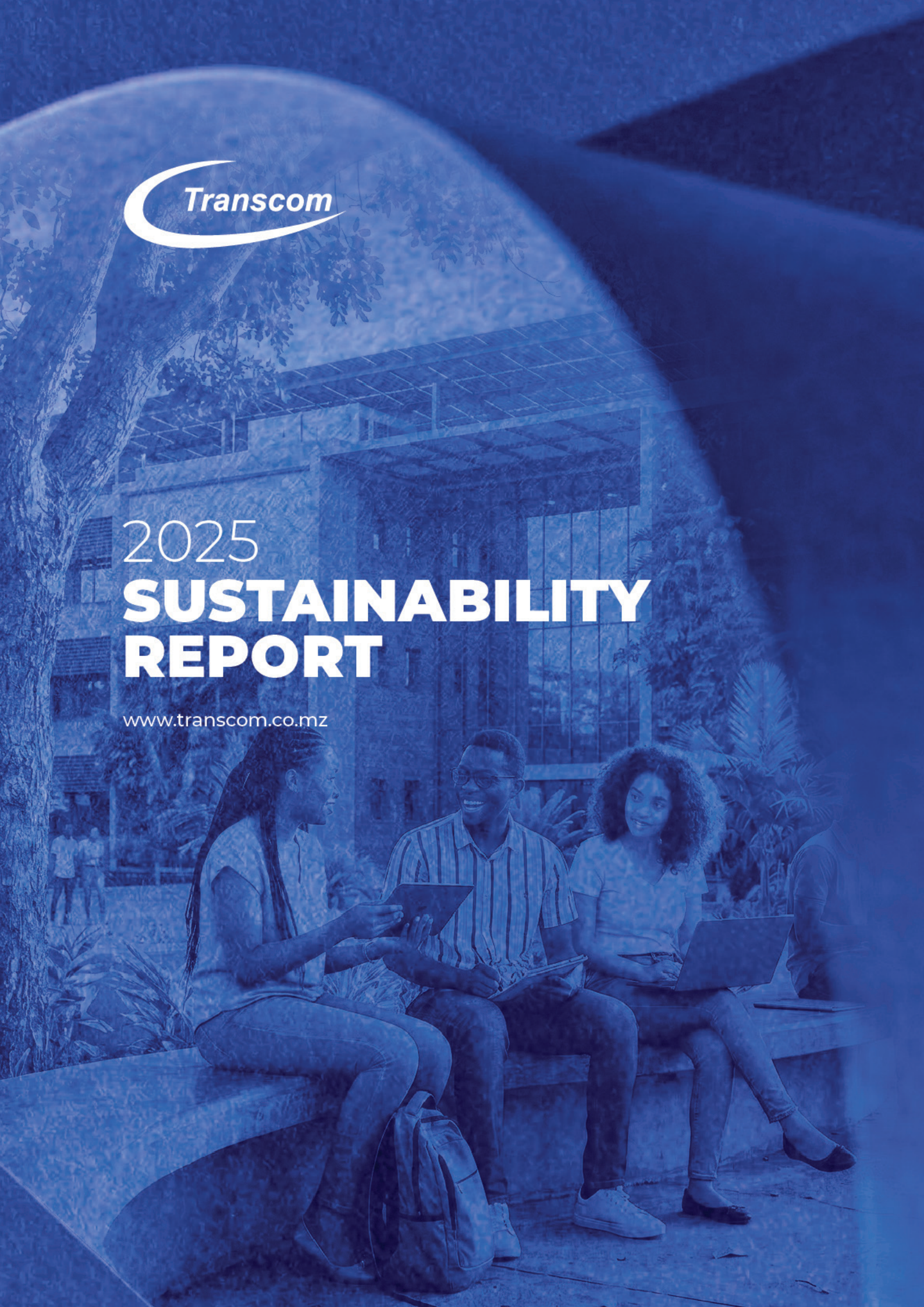




2025 **SUSTAINABILITY REPORT**

www.transcom.co.mz



**We consolidate the present with an eye
on the future: our ESG commitment is
the guarantee of a resilient and ethical
institution.**

NOTE TO THE READER

This 2025 Sustainability Report represents the first structured consolidated reporting effort by **Transcom** - *Sociedade de Formação, Consultoria e Auditoria em Transportes e Comunicações*, in its capacity as the founding entity of the Higher Institute of Transport and Communication (**ISUTC**) and the Institute of Transport and Communication (**ITC**).

This document provides a comprehensive overview of the economic, social, environmental, and governance performance of **Transcom** and the institutions under its purview, affirming **Transcom's** role as the strategic governance framework.

Although this is the first report published in this format, it is important to note that **Transcom** has already been implementing consistent reporting and monitoring practices in accordance with the ESG requirements of its main investor, AAHL/Kibo Capital Partners, as well as through its internal quality management

The report is consistent with:

- The 2026-2030 **Transcom** Strategic Plan;
- The United Nations Sustainable Development Goals (SDGs);
- Guiding principles of the Global Reporting Initiative (GRI);
- Guidelines from the IFC Performance Standards, in a manner commensurate with the nature of operations in the education sector.

This document takes on a foundational role and lays the groundwork for a gradual process of institutional maturity in the areas of sustainability, governance, and non-financial reporting.





MESSAGE FROM MANAGING DIRECTOR

Transcom is presenting its first Sustainability Report at a particularly significant moment in its institutional history.

After more than 25 years of operation, the organization is embarking on a new cycle of consolidation and expansion, guided by the 2026–2030 Strategic Plan, which sets clear goals for academic growth, diversification of educational offerings, geographic expansion, and modernization of governance.

The transformation of **ISUTC** into a University, the consolidation of Distance Learning, the strengthening of the Management Department, the geographical expansion, and the modernization of **ITC** represent not only opportunities for growth but also increased responsibilities as an institution that trains strategic human capital for Mozambique's development.

In this context, sustainability serves as a cross-cutting pillar of the institutional

For **Transcom**, sustainability means:

- Ensuring inclusive access to quality education;
- Promoting equal opportunity and diversity;
- Assuring responsible labour practices;
- Prudently managing available resources;
- Maintaining high standards of ethics, transparency, and regulatory compliance.

In 2025, **Transcom** and its institutions reported:

- **4.266** enrolled students;
- **295** teaching staff members and **142** non-teaching staff;
- **MZN 2,479,611.00** invested in scholarships and social incentives
- **38.1%** of women in leadership positions;
- **7** academic and scientific initiatives aligned with the SDGs.

These figures reflect **Transcom's** growing impact as a key driver of the development of skilled human capital in the country.

The transition from the Quality Management Directorate to the Quality and Sustainability Management Directorate (DGQS) represents an institutional milestone, reinforcing the integration of sustainability into governance and ensuring a structured approach to environmental and social risk management through the implementation of the Environmental and Social Management System (ESMS).

This report thus represents a public commitment to transparency, continuous improvement, and the creation of sustainable value for students, employees, investors, regulators, and society at large.

Luís Veloso de Almeida
Managing Director

Sustainability stands as a cross-cutting pillar of our strategy, ensuring inclusive access to education, responsible resource management, and high standards of ethics and transparency.

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I. ESG 2025 EXECUTIVE SUMMARY

I.1 Transcom by the Numbers

By 2025, **Transcom** had established itself as a leading institution in higher and technical-vocational education in Mozambique.

Consolidated key indicators:



4.266

Students
(ISUTC + ITC
+ Distance Learning)



295

Teaching staff
(Internal and External, ISUTC +
ITC + Distance Learning)



253

Bachelor's
Graduates In 2025



142

Members
non-teaching staff



58

**Innovative
Projects**
presented at the ISUTC
Scientific Conference



33,7%

**Female
students**



38,1%

**Women
in Leadership Positions**



MZN 2.497.611,00

**Invested in Scholarships
and Social Incentives**



39

**Capstone
Projects**
Aligned with the SDGs



22

**Published
Scientific
Articles**



13

**Scientific
Events Held**



2

**Environmental
Awareness Campaigns
organized**



616

**Hours
of training**



9

**Charitable and
Community
engagement initiatives**

Key highlights of the year

Highlights for the 2025 financial year include:

- Expansion of distance learning, with **9** accredited courses and a nationwide presence;
- Strengthening the SheLeads program to promote women's participation in engineering and research;
- Implementation of institutional training on inclusive and gender-sensitive communication, involving **8** participants;
- Community initiatives, including the *Projecto Esperança – Orfanato*;
- Progress on the ESMS implementation roadmap.
- International benchmarking at ISCTE - *Instituto Universitário de Lisboa* and the *Instituto Superior Técnico (IST)*, strengthening academic cooperation and the sharing of best practices in university governance;
- Promotion of executive training programs on ESG and corporate governance as part of the Executive Education program;
- Launch of the second edition of the Master's Program in Impact Assessment and Environmental Management (MEGAM), strengthening the advanced educational offerings in the fields of sustainability and environmental management;
- Commencement of systematic collection of environmental and operational indicators, including monitoring of paper consumption, as part of the consolidation of the ESMS;
- Implementation of an institutional initiative at **ISUTC** to streamline the issuance of ID cards and passports, benefiting students and staff.

Integrating Sustainability into Strategy

Sustainability is embedded in **Transcom's** governance and serves as a tool for implementing the 2026–2030 Strategic Plan.

The implementation of the DGQS will enable:

- To consolidate the systematic gathering of ESG indicators;
- To implement the ESMS in a structured manner;
- To ensure regular reporting to management;
- To strengthen alignment with investors and regulators.

2. STRATEGIC AND INSTITUTIONAL FRAMEWORK

Sustainability as a tool for implementing strategy

For **Transcom**, sustainability is a strategic tool rather than a separate initiative from its core business. As the founding entity of the Higher Institute of Transport and Communication (**ISUTC**) and the Institute of Transport and Communication (**ITC**), **Transcom** is responsible for ensuring that institutional growth occurs in a balanced and responsible manner, in line with the country's structural needs.

The **Transcom** Strategic Plan 2026–2030 identifies the following priorities:

- The transition of **ISUTC** into a university;
- The territorial and geographical expansion of educational services;
- The consolidation of Distance Learning;
- Strengthening the field of Management and Business Sciences;
- The modernization of the **ITC**;
- Strengthening corporate services and institutional governance.

In this context, integrating sustainability means ensuring that each of these strategic pillars incorporates criteria related to:

- Inclusion and equitable access to education;
- Academic quality and employability;
- Good governance and regulatory compliance;
- Prudent management of resources;
- Environmental responsibility commensurate with operations.

Who We Are

Founded in 1998, **Transcom** - *Sociedade de Formação, Consultoria e Auditoria em Transportes e Comunicações* is a Mozambican organization dedicated to the establishment, governance, and development of higher education and technical-vocational institutions, complemented by executive training, auditing, and specialized consulting services.

Over more than two decades of operation, **Transcom** has established itself as a leading educational institution, assuming strategic responsibility for the direction, sustainability, and institutional development of the Higher Institute of Transport and Communication (**ISUTC**) and the Institute of Transport and Communication (**ITC**), as well as their Executive Education unit.

Transcom serves as the strategic governance framework for these institutions, ensuring consistency between institutional vision, academic quality, financial sustainability, regulatory compliance, and alignment with the country's structural needs. This founding role entails not only administrative oversight but also responsibility for setting priorities regarding expansion, investment, and modernization.

In 2025, the institutions under **Transcom**'s supervision had approximately **4,266** enrolled students, marking the highest level of demand in their history. The total number of teaching staff stood at **295**, and the number of non-teaching staff at **142**, reflecting the organization's academic, administrative, and territorial expansion. These figures highlight **Transcom**'s growing impact on the development of skilled human capital and the revitalization of the national education sector.

Sustainability at Transcom is not a destination, but the guiding force behind our operational and academic excellence.

Shareholder Structure and Governance

As of December 31, 2025, **Transcom's** share capital amounted to **MZN 222,550,000**, fully subscribed and paid in. The shareholder structure includes domestic and international partners, notably AAHL/Kibo Capital Partners as a strategic investor, as well as Visabeira, Tmcel, and other domestic and international shareholders.

The presence of an institutional investor with structured governance and ESG requirements has helped to strengthen financial discipline and transparency and has led to the gradual adoption of international best practices in reporting and risk management.

Transcom's governance model is anchored in the Board of Directors, which is responsible for strategic direction and institutional oversight, supported by the Executive Management and the Academic and Functional Departments. As part of the institutional strengthening outlined in the 2026–2030 Strategic Plan, the Directorate of Quality and Sustainability Management was formally established, reinforcing the systematic integration of environmental, social, and governance principles into decision-making processes.

Sustainability is thus addressed at the highest level of the governance structure, ensuring alignment between institutional growth, prudent resource management, and social responsibility.

Mission, Vision, and Values

Transcom’s strategic identity guides its activities as a founding entity and is based on the following principles:

Vision

“... by leveraging the combined expertise and resources both technical and financial of its member companies, to become, in the medium to long term, a leading institution in the country in the fields of transportation, telecommunications, and information technology.”

Mission

“... to contribute to the restructuring and modernization of the organizational frameworks and the development of human resources within the entities participating in this project, and, more broadly, to support other institutions in the transportation and communications sector in the areas of training, auditing, and consulting.”

Values

“... our professional conduct reflects the highest ethical standards and reflects our commitment to our trainees and employees.” “Based on mutual responsibility, trust, and respect, firmly grounded in professional and personal development and growth, within a healthy and supportive environment.”

We integrate ESG principles at the core of our 2026–2030 Strategic Plan to ensure that academic excellence goes hand in hand with positive social impact and ethical integrity.



3. SUSTAINABILITY IN THE CONTEXT OF MOZAMBIQUE AND THE EDUCATION SECTOR

Mozambique is known for its young population, with approximately **65%** of the population under the age of 25. This situation represents both a structural challenge and a strategic opportunity for national development. In this context, the need for qualified technical, scientific, and professional training plays a decisive role in promoting youth employability, social mobility, and the country's institutional consolidation.



At the same time, Mozambique is undergoing a process of economic transformation, driven by growth in strategic sectors such as energy, transportation, telecommunications, logistics, infrastructure, the digital economy, and business services. These sectors require qualified technical staff and managers who are capable of meeting increasingly stringent regulatory standards, technological innovation, and regional and international integration.

In this context, higher education and technical and vocational education play a central role as a key driver of sustainable development. The development of a skilled workforce not only contributes to economic growth, but also strengthens the state's institutional capacity, promotes social stability, and creates the conditions for reducing regional and socioeconomic inequalities.

Transcom recognizes that its impact extends beyond the academic realm. As the founding body of **ISUTC** and **ITC**, it assumes direct responsibility for training professionals in the fields of engineering, technology, management, and transportation—areas considered critical to Mozambique's sustainable development. In 2025, the institutions under its jurisdiction enrolled **4,266** students from different regions of the country, contributing to the decentralization of access to higher education and the inclusion of new academic groups, including female students, working students, and students from diverse socioeconomic backgrounds.

The expansion of Distance Learning with **9** accredited courses and a nationwide presence is also a key tool for democratizing access to education, breaking down geographical barriers and promoting greater regional equity.

The national context also poses growing environmental and social challenges, including vulnerability to extreme weather events, pressure on urban infrastructure, persistent socioeconomic inequalities, and the need to strengthen institutional governance. Although the education sector has relatively moderate environmental impacts compared to industrial sectors, educational institutions play a significant role in fostering environmental awareness, generating scientific knowledge, and promoting responsible practices.



In this regard, **Transcom** positions sustainability as a cross-cutting pillar of its institutional operations, progressively aligning itself with the United Nations Sustainable Development Goals (SDGs) and integrating environmental, social, and governance principles into its long-term strategy.

Our commitment to sustainability is reflected in three complementary dimensions. First, by promoting inclusive access and equal opportunities through scholarship programs and social incentives, with total investment in 2025 amounting to **MZN 2,479,611.00**. Second, in the production and dissemination of knowledge through **39** end-of-course projects, **36** scientific articles, and **7** academic events addressing topics aligned with the SDGs. Third, in the consolidation of responsible institutional practices in the areas of governance, academic quality, and regulatory compliance.

As an organization with over 25 years of experience, **Transcom** recognizes that sustainable development is not merely an external commitment, but a prerequisite for its own institutional resilience. Strengthening governance, the gradual integration of ESG metrics, the implementation of the Environmental and Social Management System (ESMS), and the establishment of the Quality and Sustainability Management Department represent key milestones in this journey.

In a rapidly changing national context, **Transcom** reaffirms its commitment to training qualified professionals, promoting responsible innovation, and strengthening robust academic institutions capable of making a sustainable contribution to Mozambique's economic and social development.



4. SUSTAINABILITY AND ESG GOVERNANCE

Institutional commitment to sustainability

Sustainability is an institutional commitment made at the highest level of **Transcom** and is integrated across the board into its development strategy. This commitment is not limited to environmental considerations; it also encompasses social and governance aspects, in line with the ESG (Environmental, Social, and Governance) approach.

As the founding entity of **ISUTC** and **ITC**, **Transcom** recognizes that institutional growth, academic expansion, and financial consolidation must be accompanied by responsible and transparent practices that are aligned with the principles of good governance.

The publication of this Sustainability Report marks a milestone in this journey, clearly demonstrating the organization's commitment to transparency, accountability, and continuous improvement.

Sustainability governance framework

Sustainability governance is integrated into **Transcom's** organizational structure, ensuring strategic oversight at the Board of Directors level and operational coordination at the executive level.

The Board of Directors oversees institutional policies, including matters related to ethics, legal compliance, risk management, and sustainability. The Executive Administration, in turn, ensures the implementation of strategic guidelines, fostering coordination among the academic, administrative, and corporate divisions.

The mission of the Directorate of Quality Management and Sustainability (DGQS) is to coordinate the systematic integration of ESG principles into institutional planning, monitoring, and reporting processes.

Among its other responsibilities, the DGQS is tasked with supporting the implementation of the Environmental and Social Management System (ESMS), consolidating ESG indicators, promoting structured data collection, and ensuring regular reporting to management and key stakeholders, including investors and regulators.

This organizational evolution underscores **Transcom's** institutional maturity in the area of sustainability and strengthens the link between academic quality, governance, and social responsibility.

Key sustainability issues

For the purposes of this report, **Transcom** has conducted a preliminary identification of the material topics most relevant to its business, taking into account the nature of its operations in the education sector, the national regulatory framework, and the expectations of investors and other stakeholders.

The following were identified as priority issues:

- Inclusive access to education and the promotion of equal opportunities, including scholarship programs and social incentives, with total investment in 2025 amounting to **MZN 2,479,611.00**;
- The quality of education and the employability of graduates, as critical factors in the socioeconomic impact of institutions;
- Gender equality and the promotion of diversity, including a target of **38.1%** women in leadership positions by 2025;
- Student and staff well-being, including mental health awareness initiatives and training in inclusive communication, involving **84** participants;
- Ethics, legal compliance, and good governance;
- Responsible resource management and the gradual reduction of environmental impacts associated with academic operations.

The identification of these issues forms the basis for the future development of a more structured materiality analysis process, to be carried out within the DGQS.

Stakeholder engagement

Transcom operates within an institutional ecosystem that involves multiple stakeholders, whose expectations and contributions are considered relevant to the definition of its strategic priorities.

Key stakeholders include students, teaching staff and employees, shareholders and investors, regulators and public authorities, institutional and corporate partners, local communities, and civil society.

These stakeholders are engaged through both formal and informal channels, including institutional meetings, accreditation and external evaluation processes, internal surveys, academic events, community initiatives, and ongoing dialogue with investors.

One of the DGQS's objectives is to further systematize this engagement, with a view to consolidating structured consultation practices and incorporating stakeholder expectations into strategic planning.

Integration of the ESMS into governance

Transcom is committed to progressively developing and implementing an Environmental and Social Management System (ESMS) that is aligned with the guidelines of the International Finance Corporation (IFC) and commensurate with the nature of its activities.

The ESMS will help improve the identification and management of environmental and social risks, ensure legal and regulatory compliance, promote safe learning and working environments, and strengthen institutional credibility among investors and development partners.

The phased implementation of the ESMS, scheduled for the period 2026–2030, represents a key step in consolidating the organization's ESG maturity.



Maputo-Katembe Bridge

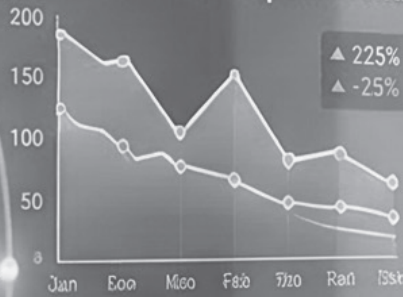


CORE MANAGEMENT SYSTEM

Safety Metrics



Environmental Impact Trends



Risk Map of Maputo



5. ENVIRONMENTAL AND SOCIAL MANAGEMENT SYSTEM (ESMS)

Background and Objectives

As part of its efforts to consolidate its institutional strategy and enhance its sustainability maturity, **Transcom** is committed to the gradual implementation of an Environmental and Social Management System (ESMS) tailored to the nature and scale of its operations in the education sector.

The ESMS is a structured tool for identifying, assessing, mitigating, and monitoring environmental and social risks and impacts associated with the organization's activities. Its adoption stems not only from international best practices, but also from the growing demands of institutional investors and the need to strengthen internal governance.

The implementation of the ESMS will take place in phases between 2026 and 2030, ensuring proportionality, realism, and alignment with existing organizational capacity.

Scope of application

The Environmental and Social Management System will cover the consolidated activities of **Transcom** as the founding entity of **ISUTC** and **ITC**, including:

- In-person and distance learning activities;
- Administrative and support operations;
- Executive training and consulting services;
- The physical infrastructure used by the institutions under its supervision.

Given the nature of the operations, the direct environmental impacts are considered moderate when compared to other industrial sectors. However, it is recognized that there are risks and impacts that require monitoring and structured management, particularly with regard to resource consumption, waste management, occupational safety and health, and the promotion of inclusive and safe academic environments.

Key components of the ESMS

Transcom's ESMS will be based on the following fundamental pillars:

- The identification and assessment of environmental and social risks associated with institutional activities, including occupational risks, reputational risks, and compliance risks;
- The establishment of clear internal policies on ethics, non-discrimination, gender equality, occupational health and safety, and environmental management;
- The implementation of mechanisms to prevent and mitigate impacts;
- The definition of monitoring indicators, including metrics related to paper consumption, total energy consumption, and environmental awareness initiatives.
- The establishment of formal mechanisms for reporting and periodic monitoring by the Board of Directors.

These elements will help establish a systematic approach to institutional sustainability.

Emergency preparedness and response

As part of efforts to strengthen institutional risk management, emergency preparedness and response exercises were conducted, including an evacuation drill and an institutional simulation in 2025. These initiatives made it possible to test internal procedures and strengthen the safety culture within the academic community.

These practices are consistent with the principles of the IFC Performance Standards, particularly in the areas of risk management and safety.

Integration with the Quality and Sustainability Management Directorate

The Directorate of Quality Management and Sustainability (DGQS) plays a central role in coordinating and implementing the ESMS. You will be responsible for ensuring the systematic collection of data, the consolidation of ESG indicators, risk monitoring, and the preparation of periodic environmental and social performance reports.

Integrating the ESMS into the organizational structure will strengthen the link between academic quality, institutional governance, and sustainability, avoiding fragmented approaches and fostering an organizational culture focused on continuous improvement.

Alignment with international standards

The development of the ESMS will be guided by internationally recognized principles and best practices, including the International Finance Corporation's (IFC) Performance Standards and the Global Reporting Initiative's (GRI) guidelines, adapted appropriately to the context of the Mozambican education sector.

This approach will make it possible to:

- Strengthen institutional credibility among investors and international partners;
- Ensure methodological consistency in the reporting of ESG indicators;
- Facilitate future external evaluation or audit processes;
- Establish a management culture based on risk prevention and mitigation.

Commitment to continuous improvement

Transcom recognizes that the implementation of the ESMS is an ongoing process rather than a one-time exercise. The development of robust metrics, the systematization of data collection, and the deepening of materiality analysis will be implemented progressively, in step with the institution's growth.

In the medium term, the organization aims to:

- Institutionalize the annual publication of the Sustainability Report;
- Establish a stable set of ESG indicators with annual time series;
- Strengthen internal training on sustainability and responsible governance;
- Promote an organizational culture aligned with the principles of sustainable development.

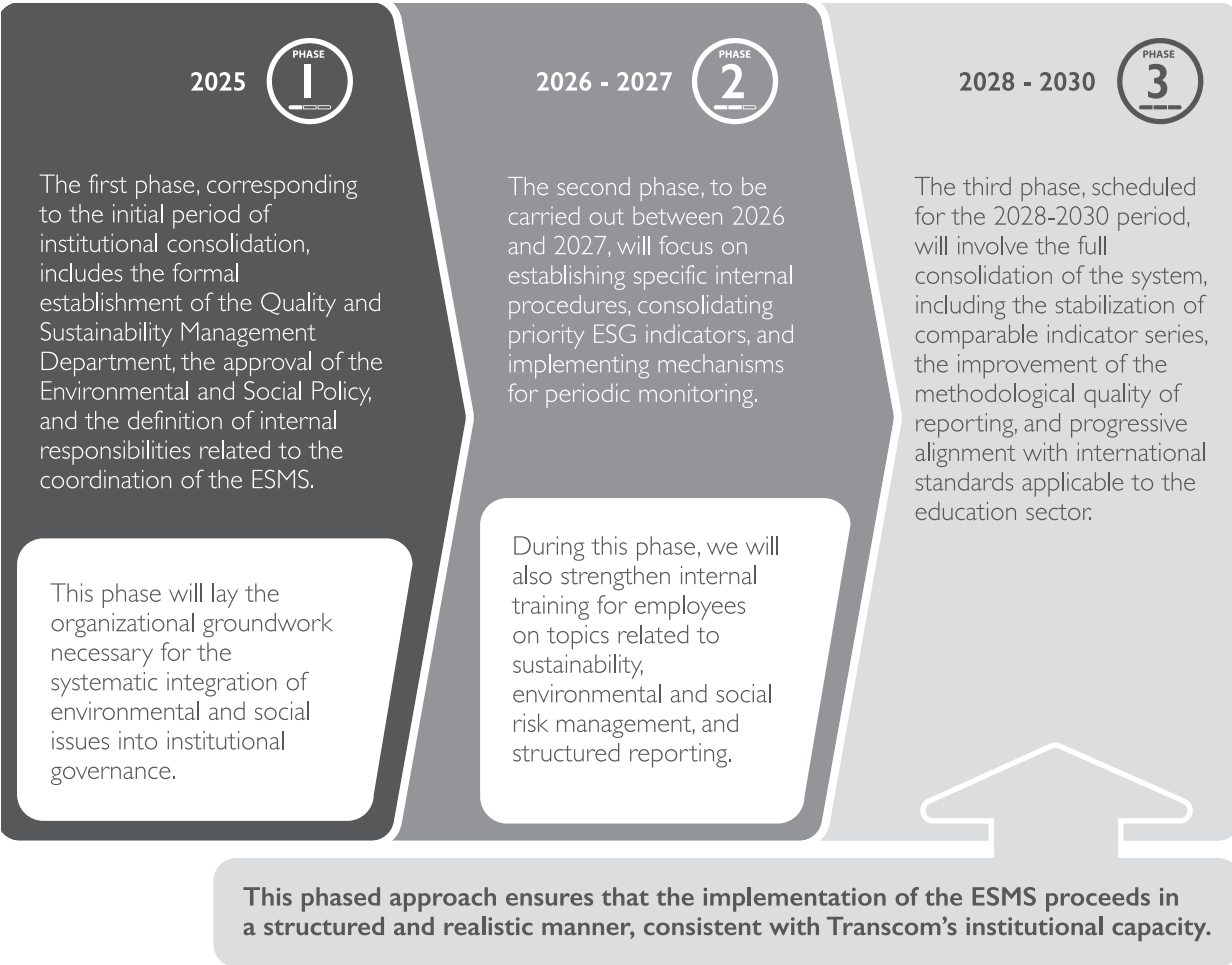
The ESMS thus represents a key milestone in **Transcom’s** journey toward institutional maturity, ensuring that its growth and academic expansion proceed in a responsible and transparent manner, aligned with the country’s needs.

ESMS Implementation Roadmap (2025–2030)

The implementation of the Environmental and Social Management System (ESMS) will be carried out in phases and on a progressive basis, ensuring that it is proportionate to the size of the organization and aligned with the 2026–2030 Strategic Plan.

The roadmap is divided into three main phases.

Mapping Against IFC Performance Standards



As part of the implementation of the ESMS, **Transcom** prepared a technical document mapping the components of its Environmental and Social Management System to the IFC Performance Standards.

This exercise made it possible to assess the extent to which institutional policies and practices align with international standards regarding environmental and social risk management, labor practices, resource efficiency, health and safety, and responsible governance.

The mapping highlights a particularly strong alignment with the core Performance Standards for the education sector, namely:

PS1 - Assessment and Management of Environmental and Social Risks and Impacts;
PS2 - Employment and Working Conditions;
PS3 - Resource Efficiency and Pollution Prevention.

The remaining Performance Standards are of limited materiality in the current context of **Transcom**'s operations and are addressed in a manner that is proportionate and consistent with the nature of the activities carried out.

This technical document serves as a tool to facilitate dialogue with investors and development finance institutions and is available upon request.



4 QUALITY EDUCATION

6 CLEAN WATER AND SANITATION

5 GENDER EQUALITY

13 CLIMATE ACTION

8 DECENT WORK AND ECONOMIC GROWTH

13 CLIMATE ACTION

6. TRANSCOM'S CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS (SDGs)

Transcom recognizes the United Nations Sustainable Development Goals as a global benchmark for promoting inclusive economic growth, reducing inequality, protecting the environment, and strengthening institutions.

As an entity responsible for establishing institutions of higher education and technical-vocational training, **Transcom's** contribution to the SDGs is manifested primarily through four key areas: education; the generation and dissemination of knowledge; community engagement; and responsible operational practices.

Taking into account the nature of its activities and the national context, the following have been identified as priority SDGs:

SDG 4 - Quality Education

SDG 5 - Gender Equality

SDG 8 - Decent Work and Economic Growth

SDG 10 - Reduced Inequalities

SDG 13 - Climate Action

SDG 17 - Partnerships for the Implementation of the Goals



SDG 4 - Quality Education

Education

Transcom's core mission is to promote high-quality higher education and technical and vocational training. In 2025, the institutions under its jurisdiction enrolled **4,266** students across programs in engineering, technology, management, transportation, and related fields. The expansion of Distance Learning with nine accredited courses and a nationwide presence has significantly contributed to making higher education more accessible, breaking down geographical barriers and expanding educational opportunities.

Production and dissemination of knowledge

In 2025, 257 end-of-course projects were completed, **39** of which made a direct contribution to topics aligned with the SDGs, including sustainable mobility, technological innovation, efficient resource management, and organizational development.

A total of **22** scientific articles were published and **13** academic and scientific events were held, reinforcing the role of institutions in generating knowledge tailored to the country's needs.

Community engagement

Transcom has promoted academic outreach initiatives and community support programs, including the *Projecto Esperança - Orfanato*, as well as other corporate social responsibility initiatives, thereby strengthening the bond between academia and the community.

Operations

Investment in scholarship programs totaled **MZN 507,333.25** in 2025, enabling students from diverse socioeconomic backgrounds to access education.



SDG 5 - Gender Equality

Education

These institutions actively promote women's participation in fields where they have traditionally been underrepresented, such as engineering and technology. The SheLeads program is a key example of this strategy. In 2025, women accounted for **33.7%** of all enrolled students.

Production and knowledge

A total of **39** academic papers and scientific initiatives were developed, focusing on gender equality, women's leadership, and organizational inclusion.

Institutional engagement

A training session on inclusive and gender-sensitive communication was held for **8** participants, reinforcing the institutional culture of respect and equity.

Operations

In 2025, **38.1%** of leadership positions were held by women, reflecting a growing commitment to promoting equal opportunities in institutional governance.



SDG 8 - Decent Work and Economic Growth

Education

The educational programs are aligned with strategic sectors of the national economy, contributing to the training of qualified professionals in the fields of energy, transportation, telecommunications, and management.

Production and Employability

Based on qualitative evidence and institutional tracking of graduates, there is a high rate of entry into the labor market, with many graduates securing employment within three months of completing their programs. Nevertheless, a structured monitoring system is currently being developed that will, in the future, allow for the accurate quantification of this indicator.

10 cooperation agreements were established with companies and public entities, thereby enhancing employability and strengthening ties to the business community.

Operations

Transcom ensures responsible labor practices, promoting safe work environments that comply with national laws.

A total of **616** hours of training were provided to employees, with a total investment of **MZN 1,573,004.75**.



SDG 10 - Reduced Inequalities

Education

The expansion of Distance Learning and scholarship programs help reduce regional and economic disparities in access to higher education.

189 students received direct social incentives in 2025.

Community

Transcom promotes academic and social inclusion initiatives aimed at vulnerable populations, reinforcing its role as an institution that fosters social mobility.



SDG 13 - Climate Action

Education

Content related to environmental sustainability, resource management, and energy efficiency has been incorporated into **2** course modules.

Production and awareness-raising

20 academic papers addressed topics related to climate change, sustainable mobility, and energy efficiency.

Operations

In 2025, paper consumption totaled approximately **1,039,625** sheets, and measures were implemented to reduce paper use and digitalize administrative processes.

2 environmental awareness campaigns were held for students and staff.

The implementation of the ESMS will enable more effective monitoring of environmental indicators in the future, including energy consumption and waste management.

**Investing in people is our greatest return.
We promote local talent to help transform
the global community.**



SDG 17 - Partnerships for the Implementation of the Goals

Transcom forms strategic partnerships with companies, public entities, regulators, and civil society organizations.

By 2025, **27** institutional cooperation agreements were in effect, and memoranda of cooperation were signed and strengthened with key organizations, including the Portuguese Engineers' Association, the National Roads Administration (ANE), and the National Institute of Road Transport (INATRO), thereby strengthening the link between academic training, sectoral regulation, and the labor market.

The partnership with AAHL/ Kibo Capital Partners is also a key factor in the consolidation of ESG practices and the strengthening of corporate governance.





Transcom
REAGIS REUTHERS

Transcom

7. SOCIAL DIMENSION - PEOPLE, COMMUNITY, AND INCLUSION

Quality education and inclusion are the foundations of our responsibility towards Mozambican society.

Access to education and academic inclusion

Promoting inclusive access to education is **Transcom's** primary focus in terms of social impact. As the founding body of **ISUTC** and **ITC**, the organization recognizes that higher education and technical-vocational training are key drivers of social mobility, youth employability, and the country's institutional development.

In 2025, the institutions under **Transcom's** supervision had **4,266** enrolled students from across Mozambique's XI provinces. The expansion of Distance Learning has made it possible to broaden the geographical reach of educational programs, breaking down geographical barriers and contributing to greater equity in access.

Of the total number of enrolled students, **33.7%** were female, reflecting a growing commitment to promoting equal opportunities in access to higher education.

Scholarships and social incentives

Transcom considers financial inclusion to be a cornerstone of its corporate social responsibility. In 2025, the total amount invested in scholarships, tuition reductions, and other forms of social incentives amounted to **MZN 2,479,611.00**.

Gender equality and diversity

Gender equality is a cross-cutting priority at **Transcom**, reflected both in access to training and in the internal governance structure.

In 2025, women accounted for **24.71%** of the total workforce and **38.1%** of leadership positions within the organization. This indicator shows progress, although the organization acknowledges the need to continue promoting balance and diversity in decision-making roles.

The SheLeads program has remained a key initiative in promoting women's leadership in technical and scientific fields, encouraging female students to enroll in traditionally male-dominated programs.

Internally, a training session on inclusive and gender-sensitive communication was held for eight participants, reinforcing an organizational culture based on respect, equity, and non-discrimination.

People and organizational culture

Transcom recognizes that academic and institutional quality depends directly on the well-being, professional development, and motivation of its employees.

In 2025, the organization had **295** teaching staff members and **142** non-teaching staff members. A total of **616** hours of training were conducted, with a total investment of **MZN1,573,004.75**, covering areas such as academic quality, management, pedagogical innovation, institutional ethics, and sustainability.

Promoting safe, stable work environments that comply with labor laws is an ongoing priority. The organization maintains internal communication and conflict resolution mechanisms, as well as practices for monitoring performance and professional development. In the area of workplace well-being, awareness-raising and psychosocial support initiatives were carried out, including a lecture on mental health with a focus on anxiety and depression that drew **76** participants. This initiative reinforces **Transcom's** commitment to healthy and safe academic and professional environments.

189 students received direct financial assistance through:

- Partial and full scholarships;
- Tuition fee reductions;
- Customized payment plans;
- Incentives and academic merit.

These measures have helped alleviate financial constraints and expand educational opportunities for students from diverse socioeconomic backgrounds.

Community engagement and social responsibility

Throughout 2025, **Transcom** carried out a number of corporate social responsibility initiatives, including: Charity visit to the *Orfanato Centro Criança Feliz*; *Projecto Esperança*; Charity Christmas Campaign in collaboration with the oncology department at Maputo Central Hospital; Blood Drive in partnership with health organizations.

In total, **9** charitable initiatives were carried out, generating direct and indirect impacts on an unspecified number of beneficiaries in various community settings.

These initiatives strengthen the institutional contribution to SDGs 10 and 17 by promoting inclusion, solidarity, and community engagement. **10** cooperation agreements were also signed with public entities, companies, and civil society organizations, fostering synergies between academic training and the needs of the labor market.

Innovation, Science, and Employability

In September 2025, **ISUTC** held its Scientific Conference, during which **58** innovative projects developed by students were presented, highlighting the institutions' scientific capabilities and potential for innovation.

Initiatives were also launched to promote technological innovation and entrepreneurship, including participation in national hackathons such as the Hack4Dev AMAS Hackathon, the Fundo de Estradas Hackathon, and the Vodacom Hackathon, involving **14** students.

On the academic front, another highlight is the launch of the Master's Program in Impact Assessment and Environmental Management, which strengthens the university's scientific expertise and its ability to respond to the country's strategic needs.

8. ENVIRONMENTAL ASPECT - RESPONSIBLE RESOURCE AND IMPACTS MANAGEMENTS

8.1 Environmental context in the education sector

Transcom's core business—as an entity that establishes institutions of higher education and technical-vocational training—is characterized by moderate direct environmental impacts when compared to industrial or extractive sectors. However, the organization recognizes that any institutional activity involves the consumption of resources, the generation of waste, and the use of physical infrastructure, all of which must be managed responsibly.

In addition to their operational impacts, educational institutions play a significant role in fostering environmental awareness, generating scientific knowledge, and promoting sustainable practices among the next generation of professionals.

In this context, **Transcom** adopts a proportionate approach to environmental management, based on resource efficiency, process digitization, and raising awareness within the academic community.

**Managing resources responsibly today
means safeguarding the learning
environment for future generations.**

Resource consumption and operational efficiency

In 2025, the estimated paper consumption at institutions under **Transcom**'s supervision was approximately **1,039,625** sheets, based on institutional print records. It should be noted that this consumption includes paper from existing inventory carried over from previous periods; therefore, the volume consumed during the fiscal year does not fully correspond to the volume of purchases made in the same year.

As part of administrative and academic modernization efforts, measures have been implemented to digitize internal processes, including online registration, digital submission of academic work, and electronic processing of administrative documents.

To date, there are no consolidated records of energy consumption at academic and administrative facilities, which limits the ability to quantify the institution's energy performance. The implementation of the ESMS will enable the systematic collection of data, support ongoing monitoring, and establish internal energy efficiency targets aligned with best practices in sustainability.

With regard to waste management, basic practices for sorting and proper disposal were adopted whenever local infrastructure permitted. The establishment of more structured procedures in this area is a goal for the upcoming reporting cycles.

Environmental awareness and climate action

In addition to operational management, in 2025 **Transcom** launched an environmental awareness campaign aimed at students and employees, focusing on reducing paper consumption and encouraging individual environmental responsibility.

In April 2025, students, teaching staff, and employees participated in a coastal cleanup as part of the Operação Caco + 10 initiative, helping to remove waste and raise environmental awareness.

The initiative involved **12** participants and resulted in the collection of various types of solid waste, including glass bottles and broken glass; while it was not possible to quantify the total volume by weight, it made a significant contribution to cleaning up the area where the cleanup took place. This initiative reinforces the organization's commitment to raising environmental awareness and promoting responsible behavior.

Integration of the environmental aspect into the ESMS

The phased implementation of the Environmental and Social Management System (ESMS) will enable the organization to structure its environmental management in a more systematic way.

Priorities include:

- The compilation of annually comparable environmental indicators;
- The establishment of formal procedures for monitoring energy and water consumption;
- The acceleration of the digitalization of administrative processes;
- The promotion of responsible procurement practices;
- Ongoing outreach to the academic community.

In the medium term, **Transcom** intends to set internal targets for the gradual improvement of resource efficiency, in line with its size and operational context.



9. GOVERNANCE, ETHICS, AND COMPLIANCE



We guide our growth through high ethical standards, ensuring integrity in every academic and administrative decision.

Principles of Good Governance

Transcom bases its operations on the principles of integrity, transparency, institutional accountability, and legal compliance. As the founding body of **ISUTC** and **ITC**, it recognizes that sound governance is an essential prerequisite for the financial, academic, and reputational sustainability of the institutions under its purview.

The governance model is based on a clear separation between strategic direction and executive management. The Board of Directors sets the overall strategic direction, oversees institutional performance, and monitors matters related to risk, ethics, and compliance. The Executive Administration ensures the implementation of strategic guidelines and the day-to-day management of academic and administrative activities.

The gradual integration of ESG principles into the governance structure strengthens this institutional framework, ensuring that strategic decisions take economic, social, and environmental factors into account.

Institutional ethics and integrity

Transcom has a zero-tolerance policy regarding corruption, fraud, discrimination, or any form of conduct that is inconsistent with its corporate values.

The organization has internal regulations that define the duties and responsibilities of non-teaching staff, teaching staff, and students, fostering an institutional environment based on respect, equity, and accountability.

The future consolidation of the Environmental and Social Management System (ESMS) will help strengthen formal mechanisms for identifying and managing ethical and reputational risks, including the creation or strengthening of internal reporting channels.

Regulatory compliance

The academic activities carried out by **ISUTC** and **ITC** are subject to the legal and regulatory framework applicable to the education sector in Mozambique, including accreditation processes, external evaluation, and oversight by the competent authorities.

Transcom ensures compliance with national laws in areas such as:

- Legal framework for higher education and technical and vocational education;
- Labor law;
- Tax and accounting regulations;
- Occupational health and safety requirements.

In 2025, no penalties related to regulatory noncompliance were recorded.

Institutional risk management

Transcom recognizes that institutional sustainability depends on the ability to identify and mitigate strategic, operational, financial, and reputational risks.

Among the main risks identified, the following stand out:

- Regulatory risks associated with changes in the sector's legal framework;
- Financial risks related to the sustainability of tuition fees and changes in tax regulations;
- Reputational risks associated with academic quality;
- Operational risks associated with territorial and digital expansion.

The implementation of the ESMS will enable environmental and social risks to be integrated into the overall institutional risk matrix in a more structured manner.

Transparency and accountability

The publication of this Sustainability Report represents a significant strengthening of **Transcom's** institutional transparency policy.

In addition to the annual report and financial statements, this document consolidates relevant non-financial information, providing shareholders, investors, regulators, and the academic community with a more comprehensive view of the institution's performance.

Transcom is committed to making the annual publication of its Sustainability Report a standard practice, thereby promoting consistency, comparability, and continuous improvement in the quality of its reporting.

10. FUTURE OBJECTIVES AND COMMITMENTS (2026–2030)



Institutional consolidation and sustainable growth

The 2026–2030 period marks a pivotal phase in **Transcom**'s history. The Strategic Plan approved for this cycle sets clear goals for academic expansion, strengthening governance, and organizational modernization.

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The key strategic objectives include:

- The consolidation of **ISUTC**'s transition to a university, strengthening its scientific and institutional capacity;
- Geographic expansion into other provinces;
- Strengthening Distance Learning to expand access across the country;
- Strengthening the field of Management and Business Sciences;
- The modernization of the **ITC** as a technical and professional reference;
- Strengthening corporate services and internal governance.

These objectives will be pursued through a prudent and responsible approach, ensuring a balance between academic growth, financial sustainability, and social responsibility.



Commitments to sustainability

With regard to sustainability, **Transcom** has made the following key commitments for the 2026–2030 period:

- Consolidate the Quality and Sustainability Management Department, ensuring ongoing coordination of ESG matters;
- Progressively implement the Environmental and Social Management System (ESMS), establishing structured policies, procedures, and indicators;
- Institutionalize the annual collection of ESG indicators, including social, environmental, and governance metrics;
- Strengthen the monitoring of academic contributions to the Sustainable Development Goals, including the number of final projects, scientific articles, and events aligned with the SDGs;
- Strengthen scholarship and social incentives programs, maintaining an annual investment commensurate with the organization's financial capacity, estimated at **MZN 2,727,572.10**.

Consolidation of metrics and continuous improvement

Transcom acknowledges that this report represents its first structured effort at consolidated sustainability reporting. As such, the indicator system is still in its early stages of development.

For the upcoming reporting cycles, the organization commits to:

- Establish annual comparative series of social and environmental indicators;;
- Strengthen the systematization of the collection of academic data related to the SDGs;
- Improve the accuracy of monitoring energy consumption, paper usage, and waste management;
- Gradually develop a structured materiality analysis with the formal involvement of stakeholders.

Commitment to transparency and accountability

Transcom reaffirms its commitment to institutional transparency, good governance, and the creation of sustainable value for students, employees, investors, and society.

Sustainability is understood as an evolutionary process based on continuous improvement, institutional learning, and adaptation to the demands of the national and international context.

By publishing its first consolidated Sustainability Report, **Transcom** publicly commits to measuring, reporting on, and improving its performance in the areas of economic, social, environmental, and governance factors.

II. METHODOLOGY AND LIMITATIONS OF THE REPORT

Transparency is the foundation of our credibility. This chapter details how we collected, validated, and reported our ESG performance, ensuring integrity and accuracy in every indicator.

Scope and reporting period

This Sustainability Report covers the period from January 1 to December 31, 2025, and is a consolidated report, encompassing the activities of **Transcom** as the founding entity of the Higher Institute of Transport and Communications (**ISUTC**) and the Institute of Transport and Communications (**ITC**).

The report includes social, environmental, and governance information, as well as academic and institutional indicators relevant to the assessment of sustainability performance.

Sources of information

The information presented in this report was gathered from the following internal sources: Academic departments at **ISUTC** and **ITC**, for data on students, teaching staff, end-of-course projects, scientific publications, and academic events;

Administrative and Financial Department and internal printing systems, for financial data and data on paper consumption, based on institutional print logs.

Human Resources, for data on employees, breakdown by gender, and internal training, including investment in scholarships and social incentives.

Management, for strategic and governance information.

Whenever possible, the data was validated internally by the respective functional areas prior to consolidation.

Consolidation criteria

The report takes a consolidated approach, incorporating data from the institutions under **Transcom**'s supervision. The quantitative indicators presented refer to the full scope of academic and administrative activities carried out during the 2025 fiscal year.

Identification of the contribution to the SDGs

The classification of academic contributions to the Sustainable Development Goals was based on a preliminary qualitative analysis of the topics addressed in final theses, scientific articles, and academic events.

Projects and initiatives were considered aligned with the SDGs if their content was directly related to topics such as inclusive education, gender equality, employability, sustainable technological innovation, mobility, energy efficiency, governance, and institutional development.

Transcom acknowledges that this process may evolve into a more systematic and quantitative model in future reporting cycles, under the coordination of the Quality and Sustainability Management Department.

Standards adopted

This report was prepared based on the following:

- The United Nations Sustainable Development Goals;
- Guiding principles of the Global Reporting Initiative (GRI), in proportion to the size of the organization;
- The guidelines of the International Finance Corporation's (IFC) Performance Standards, as part of the phased implementation of the Environmental and Social Management System (ESMS).

The adoption of these standards does not imply full compliance with all their requirements, but reflects **Transcom's** commitment to progressively aligning with international best practices in ESG reporting.

Limitations of the report

As the first structured effort at consolidated sustainability reporting, this document has certain limitations inherent to the current stage of maturity of our internal data collection and monitoring systems.

The main limitations include:

- Lack of comparative historical data for certain indicators;
- Availability of preliminary estimates regarding environmental issues, specifically energy and paper consumption;
- A still emerging process for quantitatively assessing the academic contribution to the SDGs;
- There is a need for greater systematization of the formal involvement of stakeholders in the identification of material topics.

Although printing logs are available, the paper consumption monitoring system is still in the early stages of implementation and has not yet been systematically integrated with inventory and procurement management, which may result in discrepancies between reported consumption and the volumes purchased during the period.

Transcom acknowledges these limitations and is committed to progressively improving the quality, accuracy, and comparability of the indicators in future reporting cycles.

Commitment to methodological improvement

For the period 2026–2030, **Transcom** commits to:

- Establish an internal system for the annual collection of ESG indicators;
- Establish clear responsibilities for data validation;
- Conduct a materiality analysis with stakeholder engagement;
- Establish comparable year-over-year metrics;
- Strengthen the coordination between the ESMS and the annual reporting process.

This report thus marks a starting point for the institutionalization of structured non-financial reporting practices, in line with international standards and tailored to the context of the education sector in Mozambique.

12. FINAL REMARKS

The publishing of **Transcom**'s first Sustainability Report marks a milestone in the consolidation of its institutional maturity and in reinforcing its commitment to responsible, transparent, and impact-driven governance.

This document is not an end in itself, but rather the beginning of a structured process of measurement, reporting, and continuous improvement. **Transcom** recognizes that sustainable development is an inherent responsibility of its mission as the founding entity of **ISUTC** and **ITC**, believing that institutional growth must go hand in hand with integrity, social responsibility, and the creation of lasting value.

Training qualified professionals helps both to foster socially responsible citizens and to strengthen the country's institutions. In this regard, **Transcom** reiterates its commitment to a path of responsible growth, strengthening higher education and technical and vocational training as drivers of sustainable development in Mozambique.

Sustainability is a shared journey.
We thank everyone who makes it possible
and invite you to continue building this
future with us.



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