

INSPIRING ACTION TODAY FOR A SUSTAINABLE TOMORROW

ESG
Report
2023





Welcome

We are pleased to share our latest ESG report, which provides an insight into our sustainability objectives and approach, as well as our dedication to local and international ESG initiatives.

The following report captures our practices and progress from 1 January to 31 December 2023 on issued deemed critical to our Operating Companies (OpCos) in Qatar, Algeria, Iraq, Kuwait, Maldives, Oman, Palestine, Tunisia and Myanmar. At the time of the printing of this report in 2024, Ooredoo Myanmar is no longer one of Ooredoo Group's OpCos, but is included in this 2023 performance report.

ESG performance is reported in alignment with the requirements of the Qatar Stock Exchange (QSE) Guidance on ESG Reporting, as well as the national vision and regulations, including the third Qatar National Development Strategy and the Qatar Finance Framework. It has been prepared with reference to the Global Reporting Initiative (GRI) Standards.

Read our integrated annual report:



Connect with us:



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Chairman's message



“By focusing on issues that matter to our communities, we are delivering on our promise to ‘Upgrade Your World’ and enable human progress through innovation.”



2023 achievements



FORBES SUSTAINABLE 100, Middle East



100%, Arab ESG Report, Qatar Stock Exchange



INNOVATION PARTNERSHIPS with Google, Microsoft, and Huawei



NEW TV/entertainment marketplace launched



FIRST to integrate Narrowband IoT and launch Google Pay, Kuwait



FIRST to deploy 50GPON connectivity and FTTR, Qatar



7,109 sites covered by network densification, Algeria



10Mbps fixed wireless access speeds and launch of IPv6, Tunisia



BEST App Award, Asiacell



100% compliance, Code of Ethics



168 ESG KPIs



Just as we have made significant strides in our transformation journey to become a leading digital infrastructure player in the region, we have also ensured that we grow responsibly, enriching lives and protecting natural resources across our nine markets.

Sharing our value

Innovation and strategic partnerships are at the heart of how we create extensive socioeconomic value for all stakeholders, including our shareholders. By focusing on issues that matter to our communities (see page 16-21), we are delivering on our promise to 'Upgrade Your World' and enable human progress through innovation. Indeed, our company culture - rooted in collaboration, innovation, and adaptability - positions us to embrace the challenges and opportunities that lie ahead.

Ethical governance

Good governance is fundamental to how we remain trusted as a responsible corporate citizen. I am proud to see standards of excellence being applied across our global operations and in our relationships with customers, employees and business partners. At the heart of this is our Code of Ethics and commitment to transparency - the appendix of this report is testament to that commitment, with 168 key performance indicators (KPIs) reported on.

In 2023, we appointed Mr. Hilal Mohammed Al Khulaifi as Group Chief Legal, Regulatory & Governance Officer, and Mr. Timos Tsokanis as Group Chief Technology and Information Officer. We have also appointed Mr. Bassam Al Ibrahim as Chief Executive Officer (CEO) of Ooredoo Oman, Mr. Roni Tohme as CEO of Ooredoo Algeria, Dr. Samer Fares as CEO of Ooredoo Palestine and Mr. Chris Peirce as Acting CEO of Ooredoo Myanmar.

We maintain robust investment-grade ratings from key ratings agencies on their long-term outlook for Ooredoo: Standard & Poor's: A; Moody's: A2; and Fitch: A-. In line with our stated strategy and following the success of our transformation journey, the Board has decided to recommend to the General Assembly the distribution of a cash dividend of QR 0.55 per share, the highest in 14 years. Our dividend policy is sustainable and progressive and aims for a pay-out ratio between 40% and 60% of normalised Net Profit.

In closing, we offer Ooredoo's thanks to the leadership of our nation. His Highness Sheikh Tamim Bin Hamad Al Thani, the Amir of the State of Qatar, has shown us that anything is possible when we work together for a common goal. Qatar continues to pursue its vision of technologically development and sustainable growth, and Ooredoo continues to do everything within our power to support these goals.

I would also like to thank the Board Members for their guidance, as well as our customers, shareholders, and employees for their contributions. These results are made possible by their support and engagement.

In the face of the challenging circumstances in Palestine, our hearts go out to our colleagues and the entire Palestinian people enduring the impact of war. The resilience and strength displayed by our team in Palestine during these challenging times are truly commendable. We stand in solidarity with them.

Looking to the future, we are confident that Ooredoo will continue to deliver lasting value for our stakeholders. A clear-sighted strategy, experienced leadership, an innovation culture, and a deep commitment to responsibility are all key to ensuring this over many decades to come.

H.E. Sheikh Faisal Bin Thani Al Thani
Chairman

Ooredoo Group

A leading international communications company, we deliver mobile, fixed, broadband internet and corporate managed services tailored to the needs of consumers and businesses across the Middle East, North Africa and Southeast Asia.

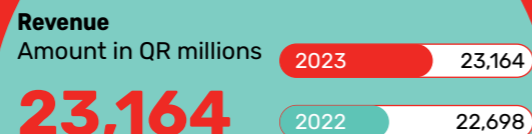
Across the Ooredoo family of nine OpCos¹, we're committed to leveraging our expertise to bring about positive social and economic change.



Mission
Empower customers across our global footprint to access and enjoy the best of the Internet in a way that is personal and unique to them.



Vision
Enrich people's digital lives and stimulate human growth by leveraging communications to help people achieve their full potential.



FORBES SUSTAINABLE 100, Middle East
100%, Arab Sustainability Report, QSE

A leading global player

In 2023, we continued to shine on the global stage, building upon the momentum of our previous successes. As our operations evolved and expanded, we recorded remarkable results, creating greater value through a strong financial position and sustainable business practices.

Ooredoo shares are listed on the QSE and the Abu Dhabi Securities Exchange.

¹Ooredoo Qatar, Algeria, Kuwait, Maldives, Myanmar, Oman, Palestine, and Tunisia, as well as Asiacell in Iraq.



Enriching lives around the world

Throughout 2023, we continued to make a positive contribution to national sustainable development priorities, including the **Qatar National Vision**, as well as the UN SDGs.

2023 contribution snapshot

3 GOOD HEALTH AND WELL-BEING

- Algeria:** Blood donation drive in partnership with the National Blood Agency - 170 blood bags were collected, supporting 510 patients. 30 colleagues were trained under the "Let's Train and Save!" program with the Algerian Red Crescent. 25,000 women were reached and 377 screened for breast cancer. And 50 gift kits were given to patients at Khmiss Meliana's hospital.
- Oman:** In partnership with the Oman Cancer Association, free breast cancer screenings were delivered. A collaboration with the National Organ Transplantation Program raised awareness and urged people to pledge donation.
- Qatar:** Volunteers, including our brand ambassador, sports champion Moataz Barshim, gave time and gift vouchers to patients at the Fahad Bin Jassem Kidney Center in Doha.

5 GENDER EQUALITY

- Myanmar:** Supported the Tech Age Girls Myanmar program to train young women to use technology as a tool for leadership and community development.
- Qatar:** "GLOW: Greater Learning Opportunities for Women" involved the curation and sharing of publications, written by mainly female authors, on topics such as leadership, creativity and innovation, and personal development.
- Oman:** Launched a Women's Incubator in Nakhal, held a gathering for iftar and celebrated Garangao with the children.
- Algeria:** Partnered with the Algerian Literacy Association "IQRAA" to open the Centre for Literacy, Training and Integration of Women.

8 DECENT WORK AND ECONOMIC GROWTH

- Kuwait:** Partnered with Al-Rahma International Association to support education, health, sports, environment, entrepreneurship and youth empowerment. Organized and catered to the largest number of Kuwaiti small and medium-sized enterprises during the National Day in collaboration with Burgan Bank. Championed the "Waed" internship program in collaboration with the Youth Public Authority and partnered with the KTech Institute for Private Training, part of Kuwait Technical College.
- Asiacell:** Assisted entrepreneurship programs for start-ups and youth skills projects, alongside KAPITA and the UN Development program. Sponsored Orange Corners in Erbil and Baghdad, TEDx Nishtim and Erbil, and the Scale-up Academy in Baghdad.
- Qatar:** Gold Sponsor at the Mubadara awards ceremony for the Annual Young Enterprise of The Year competition.
- Palestine:** Supported Injaz Association's youth training, workshops, and competitions.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

- Asiacell:** Launched its first Robotic Process Automation within its Finance business unit.
- Oman:** Launched Smart Pay, touchless customer onboarding, and a Business eShop. To date, its app has amassed more than two million downloads.
- Palestine:** Sponsored the largest technological event organized by the Palestinian Information Technology Association of Companies.
- Qatar:** The Ooredoo Challenge was organized during an incubator and accelerator hackathon affiliated with the Qatar Development Bank.
- Maldives:** Integrated eFaas, the Maldives' National Digital Identity platform, as a mean of customer verification. Partnered with Microsoft to offer Modern Workplace solutions, while the new Go Play Market became a groundbreaking new entertainment platform.
- Tunisia:** Invested in Fibre To The Home/Fibre to the Office (FTTX) initiatives to pave the way for increased availability of our connectivity to be ready for 5G launch starting 2025.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

- Maldives:** The new HQ deploys rainwater harvesting systems, while wash basins and WCs are sensor-based to reduce water wastage.
- Kuwait:** Sponsored "Safer Internet Week" initiative to promote safer and more responsible use of online technology by children and young people worldwide.

13 CLIMATE ACTION

- Tunisia:** Reforesting 70 hectares of wildfire-damaged land. Partnered with WWF to raise awareness about Earth Hour 2024 through a digital campaign.
- Asiacell:** Installed 25 new solar sites across the network, while moving 750 sites to hybrid power.
- Qatar:** Sponsored the Doha Expo under the theme "Green Desert, Better Environment".

17 PARTNERSHIPS FOR THE GOALS

- Qatar:** Partnerships with Nokia and GCC Innovation Sustainability Hub.

Sustainability approach

Across our international footprint, we function as digital enablers, empowering individuals to reach their potential, and making a tangible impact in the communities we serve. Our aim is to be at the forefront of sustainability within the telecommunications industry.



We're proud to be recognized both by the Forbes Middle East's Sustainable 100, and through our 100% score in the Arab Sustainability Report by the QSE for the fourth year in a row. Ooredoo Group is steadfast in its commitment to the UN SDGs.

ESG framework

While each Ooredoo OpCo is empowered to focus its ESG efforts on topics specific to their regional priorities and stakeholders, our Group ESG framework acts as a unifying roadmap with five pillars aligned with our mission and values. >See our ESG policies



>Learn more about our approach

Across all pillars of our framework, we emphasize the **empowerment of women and youth entrepreneurship**, particularly in **underserved communities** (see pages 16 - 21).



"In 2023, we significantly strengthened our position on ESG, by mapping stakeholder-critical topics to our five-pillar framework. Underpinned by an extensive and rigorous materiality process, we are now able to fully leverage our expertise in mobile technology to bring about positive social and economic change across our international footprint."

Ahmad Yousef A. H. Al Naama – Senior Manager, ESG

Understanding what matters most to our stakeholders

The ESG framework has been developed during the last 18 months, based on a detailed analysis of material topics. In alignment with the latest sector-specific GRI standards, the materiality process involved engaging both internal and external stakeholders. For our inaugural 2023 ESG Report, a materiality assessment was conducted in alignment with the latest GRI Universal Standards 2021 and double materiality principles. This assessment aimed to identify and prioritise issues of concern, interest, and impact for both internal and external stakeholders.

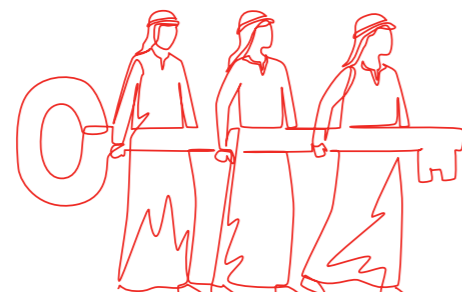
By incorporating impact analysis (beyond simply ranking material topics) according to the latest GRI guidelines, we can focus our attention on the issues that matter most to our stakeholders, including community, environmental, and social groups, with whom we prioritise open communication.

The topics identified are shown below:



Prioritized significant impacts

Material topics	Impact	Material topics	Impact
Supply Chain Management	100%	Digital Inclusion & Accessibility	75.4%
Risk Management & Business Resilience	93.3%	Customer Relations & Health	74.6%
Economic Performance	89.8%	Human Rights	74.0%
Corporate Governance & Business Ethics	89.1%	Labour Practices & Relations	73.3%
Digital innovation & Transformation	88.2%	Talent Attraction, Retention & Development	72.3%
Network Quality & Infrastructure Investments	84.0%	Health & Safety	72.1%
Data Privacy & Cybersecurity	82.5%	Circular Resource Management	72.1%
Nationalization	81.4%	Waste Management	71.4%
Responsible Use of Products & Services	80.8%	Climate Change & GHG Emissions	70.6%
Equal Opportunity, Diversity & Inclusion	79.8%	Water Management	70.1%
Social Impact/ Community Development	76.7%	Energy Management & Efficiency	69.2%
Responsible Marketing & Communications	75.7%		



The following steps outline the process for our materiality assessment:

Materiality Assessment Process

Steps Taken	Description
1. Understanding sector and current sustainability context	Identifying key stakeholder groups, along with topics of interaction where they are most impacted by our activities (further details on Stakeholder Engagement can be found below).
2. Identifying actual and potential impacts	<p>Impact assessment: We conducted a study to define the impacts of our business and operations, considering both internal (inward) and external (outward) factors. This included financial and non-financial impacts across the organization.</p> <p>Stakeholder engagement: A long list of potential material issues was developed and used during stakeholder sessions to explore their perspectives on the impact of our activities.</p> <p>Materiality was further determined by evaluating these issues against industry benchmarks:</p> <ul style="list-style-type: none"> Industry peers: We analysed practices of regional and international industry leaders, as well as relevant regulatory bodies Reporting standards: We considered applicable reporting frameworks such as GRI, IFRS, and QSE ESG rating criteria: We reviewed criteria used by ESG rating agencies within our industry context, such as MSCI and Sustainalytics
3. Assessing the significance of impacts	We engaged stakeholders through a carefully planned survey to evaluate the significance of impacts
4. Prioritizing the most significant impacts for 2024 reporting disclosures	<p>Through a prioritization exercise, we identified the most significant impacts of our business for inclusion in this report. This exercise considered two key factors:</p> <ul style="list-style-type: none"> Impact significance: We ranked the identified impacts based on their relative importance and potential consequences. Material topic alignment: We mapped these impacts to relevant material topics, ensuring comprehensive disclosure within the report.







For the purposes of continuous improvement to our materiality assessment process, we recognized the following considerations, or challenges, that may affect the outcomes of our assessment:

- **Subjectivity and stakeholder diversity:** Defining what constitutes an impact or what's material to stakeholders can be subjective. Varying perspectives from individuals and organizations we engage with can influence this assessment
- **Evolving Standards:** Materiality standards can evolve over time, particularly in sustainability reporting are constantly evolving. This can make it challenging to maintain a consistent assessment approach over time

Ongoing stakeholder engagement

In addition to periodic materiality engagement, our Stakeholder Engagement Plan involves ongoing dialogue with those impacted by our operations. This involves addressing environmental and social impacts by outlining clear mitigation controls. We further strengthen this commitment by providing an accessible Grievance Mechanism through the Code of Conduct, empowering stakeholders and the public to voice concerns and raise issues. Going forward, we will continue to scale and deepen engagement with each group on topics of material importance.



Stakeholders	Areas of Concern	Engagement Methods
 Government Entities and Regulators	<ul style="list-style-type: none"> Compliance with laws and regulations Transparency, performance, and activity reporting Implement internal audit and financial audit processes and controls 	<ul style="list-style-type: none"> Annual performance reporting Ongoing communication on various topics of shared interest Infrastructure developments in countries of operations
 Investors and Shareholders	<ul style="list-style-type: none"> Effective governance and investor relation systems ESG scores and ratings Profitability and achieving and financial targets Data centre management 	<ul style="list-style-type: none"> Annual General Meeting, Governance Committees, other Management Review Meetings Internal audits Annual reporting, including financial reporting
 Local Communities	<ul style="list-style-type: none"> Ooredoo's commitment as a socially responsible employer, social and digital enabler Considerations of environment and workforce health impacts across all countries of operation Access to services and networks 	<ul style="list-style-type: none"> Training and engagement workshops Support local suppliers and partners CSR initiatives and volunteering events
 Employees	<ul style="list-style-type: none"> A positive and healthy working environment Professional development, training and career growth Training and career growth Clearly defined duties, responsibilities, accountability and authority Timely salary payments 	<ul style="list-style-type: none"> Ongoing meetings, awareness sessions, workshops and training Code of Conduct for fair treatment and equal opportunities CSR initiatives and volunteering events
 Customers	<ul style="list-style-type: none"> Effective management of customer issues Access to services and networks Minimal service interruptions, and reliable network strength Data privacy and security Quality and timely delivery of all products and services, both digital and non-digital 	<ul style="list-style-type: none"> Customer feedback forms Customer complaints mechanism Website & Email
 Suppliers and Contractors	<ul style="list-style-type: none"> Environmentally responsible workplace Timely payments 	<ul style="list-style-type: none"> Formalized tender process, and Code of Conduct Supplier selections, evaluations, meetings, events and audits Product safety and quality information
 Non-Governmental Organizations (e.g., peers, telecoms associations, media, universities, and research institutions)	<ul style="list-style-type: none"> Ethical business practices Ooredoo's impact as a social and digital enabler Support industry-wide initiatives Share technical data, knowledge, and expertise 	<ul style="list-style-type: none"> Website & Email Enterprise Risk Management (ERM) framework

ESG governance

As we grow our business and to further integrate ESG within our corporate governance structures, we are increasingly engaging our Group on ESG through awareness and exploring the issues that are important to both our stakeholders and our ability to drive impact.

Resources and Sustainability Officer, Fatima Sultan Al-Kuwari. A Board-level ESG Committee has also been approved and is due to commence operation in 2024, to oversee ESG performance and progress across the Group. For more information on wider responsible governance practices, see pages 32 - 37.

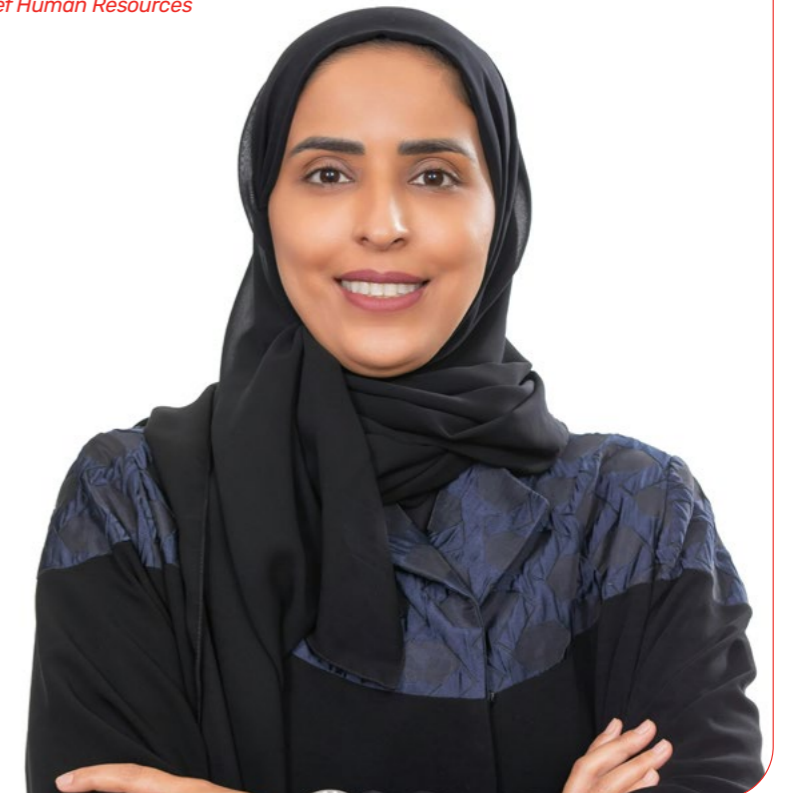
As of 2024, i.e. at the time of development of this report, a new dedicated Sustainability function has been established within Ooredoo Group, led by our Group Chief Human



At Ooredoo, sustainability isn't just a goal; it's our guiding principle for long-term success and resilience. We understand that our business practices today must consider the needs of future generations. This principle drives us to innovate and implement green technologies that minimize our environmental footprint while maximizing efficiency. Beyond technology, we're committed to fostering a diverse and inclusive workplace that empowers every individual to contribute their unique talents and perspectives. Our dedication extends to supporting the communities we serve, ensuring that our initiatives create meaningful social impact.

As the newly appointed ESG Chief, I am excited to drive this transformative agenda forward. My role signifies Ooredoo's deep commitment to embedding sustainability into our core strategy. It's not just about compliance or meeting expectations; it's about redefining how businesses operate in a world that demands responsibility and foresight. Together with our stakeholders, we are shaping a sustainable future where every decision reflects our dedication to making a positive and lasting difference.

Fatima Sultan Al-Kuwari, Group Chief Human Resources & Sustainability Officer





Leadership viewpoints

Performance highlights



HIGHEST Group revenue to date



87% nationals employed



1.5% increase women in the workforce



USD 34+ million in community investments

Performance highlights



BEST PRACTICE materiality analysis conducted



ISO 14001; 9001; 27001; 45001; 5001 certifications



ZERO substantiated complaints concerning breaches of customer privacy

In the last year, we have further demonstrated that sustainable outcomes can go hand-in-hand with commercial outcomes. We saw not only the highest revenue to date, but also positive trajectories across many ESG KPIs (see pages 38 - 75). As one of the top 10 telcos globally in terms of total shareholder returns, and the Gulf region's market leader, we are also listed in the Forbes Middle East's Sustainable 100, and have achieved 100% in the Arab Sustainability Report by the QSE for the fourth year in a row.

We are connecting more people than ever to the endless opportunities of a digital world. These opportunities bring immense social and environmental benefits, from financial inclusion and empowerment of women, to driving digital climate solutions. We are meeting the rising demand for localized cloud services and high bandwidth, while bridging the "digital divide" through excellent speed, connectivity, and network coverage. Scale-up milestones in 2023 included establishing the largest tower company in the region, working to expand our data centre carve-out initiative to 120 megawatts, and pioneering Ooredoo Fintech, which leverages our vast subscriber base in under-penetrated regions and aligning with our commitment to providing financial services where traditional banking access is limited.

Within the business, we are dedicated to providing employment and growth opportunities for local people. We are proud to

report an 87% nationalization rate across all opcos. Likewise, we have extensive programs and resources in place to empower women. These are seeing results - with more women employed in 2023, and a strong representation in leadership positions.

Over 700 innovation and excellence initiatives across our operating companies have helped support a +1% point improvement in EBITDA margin ratio compared to 2020 levels. As we transform Ooredoo into a telecom and infrastructure holding with a delayed multi-business structure, we will deploy further AI-based customer experience management and data monetization systems, all the while continuing to invest in talent acquisition and development, data analytics, and employee experience.

The evidence shown in this report signifies our contribution to regional and global sustainable economic development. These include the Qatar National Vision to become an advanced society capable of sustaining its development and providing a high standard of living for its people, and the United Nations Sustainable Development Goals (UN SDGs), which aim to eradicate poverty, improve lives, and create a healthier world for future generations.

Looking ahead, we seek to accelerate and intensify our efforts to enrich lives the world over, leaving a sustainable legacy for people and planet as we Upgrade Your World.

Aziz Aluthman Fakhro
Chief Executive Officer (CEO)

"Looking ahead, we seek to accelerate and intensify our efforts to enrich lives the world over, leaving a sustainable legacy for people and planet as we Upgrade Your World."

Operating with ESG in mind is critical to how we maintain operational efficiency, manage risk, and deliver a compelling product and service proposition to our customers. For example, environmental excellence programs are resulting in significant bottom-line savings, while socially-oriented products increase revenue streams. In addition, prudent management of safety, quality and environmental incidents is fundamental to upholding our license to operate and our trusted reputation - we are proud of our management systems that align with International Standards Organization (ISO) criteria. These disciplined, yet innovative, approaches have been particularly important in 2023 when markets faced higher inflation rates impacting our cost structures. They have also supported strong Organizational Health Index scores.

Our Digital Transformation program is systematically replacing our infrastructure with deploy state-of-the-art hardware designed to flex to changing demands and new challenges. In this report, we see examples from our OpCos around the world as they embrace innovation to the advantage of customers, employees, and operational integrity.

Becoming a smart telco means investing strategically in the talent required to maintain pace and capability with rapid market advancements. Our people benefit from tens of thousands of hours of training throughout the year, including in artificial intelligence (AI), machine learning, coding, Internet of Things (IoT), and cybersecurity. We extend investment to the future pipeline of talent through internships, traineeships, and schools and college outreach, ensuring our host nations are skilled-up for seamless connectivity.

Beyond skills in our communities, we make generous contributions in cash (more than USD 34.7 million was given by OpCos in 2023), pro-bono time, and in-kind hardware and devices to enable everyone to access the benefits of the digital world. Our focus is on women's empowerment, youth entrepreneurship, health among women and children, and disaster response.

In 2024 and beyond, we look forward to seeing what can be achieved when we combine prudent financial and resource management, with customer-oriented creative solutions. This is an imperative as we seek to attract the most profitable customer segments in mature markets.

Sheikh Mohammed Bin Abdulla Bin Mohammed Al Thani
Deputy Group CEO

"In 2024 and beyond, we look forward to seeing what can be achieved when we combine prudent financial and resource management, with customer-oriented creative solutions."



ENRICHING LIVES

As a community-focused company, we're guided by a vision of using our services to enrich people's lives and stimulate human growth. We believe in the power of mobile technology, specifically mobile broadband, as an enabler, to bring about social and economic progress.



3 GOOD HEALTH AND WELL-BEING 	5 GENDER EQUALITY 	8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	13 CLIMATE ACTION

IN THIS SECTION:

- Digital enrichment and community care
- Developing our people

Digital enrichment and community care

We believe that the social and economic growth of the communities to which we offer services are better supported with the value our mobile technology provides, particularly mobile broadband.



Inclusion and innovation

By fostering digital opportunities and ensuring accessibility to all customers irrespective of their location and background, we use the strength of our capabilities to contribute to the wellbeing of people. We're increasing the

speed, connectivity and coverage of our network in order to provide accessibility to all with a reach as far as remote areas, and to ensure our global networks' resilience in order to satisfy our customers' growing digital needs.

ESG IN ACTION

Bridging the digital divide around the world

In Tunisia, we have been working with government agencies and NGOs to co-design programs that provide access to affordable internet services and digital literacy programs. Through affordable internet access schemes, combined with digital technology and training through community centres, we're connecting underserved households with the opportunities of a digital world.

In the Maldives, a barrier to digital inclusion is the dispersed nature of the archipelago. By forging alliances with government enterprises, NGOs and other businesses across the nation, we expanded our SuperNet home broadband to 15 new islands, reaching our footprint to 73 islands – more that 63% of households in the Maldives. In addition, our wireless broadband services cover 100% of population. During the year, we supported the first-ever Maldives Internet Governance Forum, opening the doors for more conversations on internet governance, connectivity and the digital future of the Maldives.

In Qatar, in collaboration with Ehsan, we hosted a three-day workshop to educate seniors on measures they can take to avoid falling victim to fraud. The workshop was attended by more than 45 participants and provided guidance on how to deal with fraudulent calls or WhatsApp messages.

While Palestine is prohibited from launching 4G and 5G services, the rest of the world has been shutting down 3G services, making it challenging for Ooredoo Palestine customers to roam. We were able to launch 4G-LTE while roaming services, as well as three new app releases. Meanwhile, our Marketing Communications directorate produced humanitarian content covering people's daily lives during the war, which spread across various social media platforms, providing connection across communities at a desperate time.

Our Digital Transformation program aims to seamlessly replace, modernize and upgrade IT systems, applications and hardware with those that are state-of-the-art and more user-friendly. It is designed to flex to changing demands and new challenges. By identifying internal efficiencies and external service portfolio opportunities, we seek to improve our Organizational Health Index score, a metric developed by McKinsey & Company that measures the effectiveness of an organization's performance in several critical areas.

Digital Transformation initiatives of note in 2023 include: As part of its Smart Telco strategic pillar, **Asiacell** in Iraq launched its first RPA within its Finance business unit. RPA deploys AI to run processes with less human intervention. With bank reconciliation now robotized, the OpCo has seen enhanced efficiency and productivity and is looking to roll out further RPA systems.

In **Oman**, where we hold the highest penetration for digital services (over 60%), a key innovation in 2023 was launching the Smart Pay service, built in response to customer feedback for easy and safe ways to pay bills while travelling. Other exciting launches were touchless customer onboarding via eSIM and a Business eShop, extending our standard eShop with a range of business products and plans and fully digital on-boarding. To date, our Oman app

has amassed more than two million downloads, with a rating of 4.3 out of 5 (up from a million three years ago).

In **Palestine**, we sponsored Palestine's largest technological event organized by the Palestinian Information Technology Association of Companies. Improving back-office function, we completed an electronic archiving system project to streamline document management and enhance accessibility, while ensuring their security and reliability.



"Integrating sustainability into our core values is not only a responsibility but an essential component of our digital transformation strategy at Ooredoo Qatar. Through innovative solutions and sustainable practices, we are shaping a better future for all, fostering a greener, more connected world for generations to come."

Rwdah Ahmed A. T. Al-Subaiey, Senior Director Enterprise PMO, Process & Sustainability, Ooredoo Qatar





Network & innovation highlights 2023



PARTNERED with Google, Microsoft, and Huawei at Group level



NEW TV/entertainment marketplace launched at Group level



FIRST operator to integrate Narrowband IoT and launch Google Pay, Kuwait



FIRST operator to deploy 50GPON connectivity and FTTR, Qatar



7,109 sites covered by network densification, Algeria



10Mbps fixed wireless access speeds and launch of IPV6, Tunisia



BEST APPLICATION AWARD, Asiacell, Best Business Awards

ESG IN ACTION

Idea incubator and accelerator, Qatar

In Qatar, the Ooredoo Challenge was organized during an incubator and accelerator hackathon affiliated with the Qatar Development Bank under the theme: "Enhancing Customer Experience". A total of 41 submissions from startup companies and innovators were selected down to 11, with ideas including use of the IoT, machine learning, AI, augmented reality, and virtual reality. These ideas will help telecommunications and digital service companies to effectively contribute to, respond to, and enhance customer experiences.

The winning ideas were:



Ablelyf, an innovative solution employing artificial intelligence modules to meet the unique needs of individuals with sensory impairments.

Alwafee Academy for the Deaf, a comprehensive mobile application dedicated to the deaf and hard of hearing, providing a platform for courses and educational resources.

Speechzy, a mobile application powered by artificial intelligence acting as a communication coach through quick feedback on grammar, pronunciation, voice, and body language using recorded audio and video files.

The winners received a pre-investment prize of 25,000 Qatari Riyals, along with direct access to the Qatar Business Incubation Program.

In the **Maldives**, we integrated eFaas, the Maldives' National Digital Identity platform, as a mean of customer verification. We also partnered with Microsoft to offer Modern Workplace solutions for businesses to communicate, collaborate, and streamline operations more effectively and cost-efficiently. A partnership with M-faisaa payment is enabling easy, instant payments, while the new Go Play Market is a groundbreaking new entertainment platform for unlimited, high-quality content in stunning HD quality. Two successful online campaigns included "Hadhiya Foshi", a gamified campaign which engaged more than 75% of our customers

with the chance to win exciting gifts every day during Ramadan; and the "Molee" Back to School campaign to collect schoolbooks and essentials, providing a seamless and convenient experience for students and parents.

In **Tunisia**, we're preparing for a high-data future investing in FTTX initiatives to pave the way for increased availability of our connectivity to be ready for 5G launch starting 2025. FTTx uses optical fibre that carry much more data than copper cables, especially over long distances.

ESG IN ACTION

Ooredoo Kuwait's smart city initiative

At the iconic Souq Al-Mubarakiya, a central hub in Kuwait City, our "smart poles" provide seamless high-speed Wi-Fi connectivity, as well as real-time updates on events, attractions, and services within the Mubarakiya area. What's more, smart surveillance and emergency alert systems provide a heightened sense of security as people navigate the bustling Souq Al-Mubarakiya.

"Today marks a pivotal milestone in the evolution of Mubarakiya as we introduce the deployment of an advanced Smart City solution at one of our key hubs. This forward-looking initiative is set to revolutionize the way visitors interact with the city and significantly contribute to a more eco-friendly, sustainable environment."

Essa Haider, Director of Network Planning and Design, Ooredoo Kuwait

Meanwhile, we received the Stevie Bronze Award for our app and the Asian Telecom Award for our app and website. The award-winning app features the latest financial technology capabilities, security and Google Pay features, appealing not only to individuals but also Kuwait's business enterprises.



Social value creation

While working proactively in society to bridge the digital divide and enable everyone to access the benefits of the digital world, we invest directly in social value creation. Our focus is on the women's empowerment, youth entrepreneurship, health among women and children, and disaster response. In 2023, our OpCos donated and contributed more than USD 34.7 million in community investments. Colleagues working across the businesses have also given many hours of their time to good causes.

Community investment (USD)

34,745,876



While certain OpCos may have their own CSR policies and systems, the principles for sponsorship and donations are fully aligned with the Group's Code of Business Conduct and Ethics, emphasizing integrity, transparency, and ethical practices. Our sponsorship and donation policy is clear and transparent, ensuring that our contributions support initiatives that resonate with our corporate values and contribute positively to the community. By adhering to these principles, we not only uphold our commitment to ethical business practices but also align our actions with our corporate strategy, fostering meaningful relationships with stakeholders and contributing to sustainable development.

Around the world, Ooredoo OpCos gave generously in their communities, supporting local, national and international causes addressing women's and youth empowerment, disaster response, sports, arts, culture, environment, and healthcare.



Algeria:

- 3,700 food baskets distributed to low-income families during Ramadan, involving 500 volunteers.
- More than 3,000 school bags given to children and financial contribution given to a training center for orphaned children.
- Partnered with the Algerian Literacy Association "IQRAA" to open the Centre for Literacy, Training and Integration of Women.



Myanmar:

- Partnered with Myanmar Book Aid and Preservation Foundation to digitalize 250 libraries with high-speed internet access and digital devices.
- Supported the Tech Age Girls Myanmar program to train young women to use technology as a tool for leadership and community development.
- Provided free online infrastructure to 42 schools in the "1 Minute, 1 Kyat" program to help monastic education schools provide free education to children in under-privileged communities.



Qatar:

- Sponsored the Ooredoo Cup, in collaboration with the Qatar Stars League Foundation.

BEST CORPORATE SOCIAL RESPONSIBILITY INITIATIVE
in the sector, Qatar

- Partnered with the Rafiq Al Khair initiative to enhance humanitarian work, including live broadcasts daily on Rafiq Al Khair's Instagram channel during Ramadan.
- Strategic telecommunications partner for the Khairkum Festival organized by the Qatar Red Crescent, supporting their efforts in distributing essential supplies to those in need.
- Sponsored the World Arabian Horse Championship to showcase the beauty and elegance of Arabian horses, as well as the cultural heritage of the nation.
- Assisted the Empowerment and Care Center for the Elderly, Ehsan, with education and learning.



ESG IN ACTION

Celebrating Qatar's youth entrepreneurs

Across our global footprint, young people face a range of issues, including high unemployment and a lack of education opportunities. Ooredoo is doing its part to support the growing number of young people who are turning to mobile and online solutions as a way of overcoming these challenges to further their own learning and development.

In 2023, we were Gold Sponsor at the Mubadara awards ceremony for the Annual Young Enterprise of The Year competition. The awards are the culmination of a six-month long program from non-profit organization INJAZ Qatar, a member of Junior Achievement Worldwide, offering student teams the opportunity to conceptualise, establish and operate a real business. Held under the patronage of the Ministry of Education and Higher Education, the program was enrolled by 12 university and six high school teams, each of which were given guidance and mentoring by professionals from leading businesses across Qatar.

We were proud to present the award for the Best Socially Impactful Company. Ooredoo Qatar's Director CSR, Sponsorship and Media – Moza Khalid Al-Muhannadi – represented the company and presented the Highest Social Impact Award trophies to the winning teams - "360 InVision" and "Maktbati" – as well as a prize of a tablet.

We firmly believe in the power of youth and its potential to shape a brighter future. With determination and the right support and guidance, there are no limits to what these young entrepreneurs can achieve, and we look forward to seeing their entrepreneurial spirits having a positive impact on business – and indeed on society – in Qatar.



Asiacell:

- Assisted entrepreneurship program for start-ups and youth skills projects, alongside KAPITA and the UN Development Program.
- Sponsored Orange Corners in Erbil and Baghdad, TEDx Nishtim and Erbil, and the Scale-up Academy in Baghdad.



Kuwait:

- Partnered with Al-Rahma International Association to support education, health, sports, environment, entrepreneurship and youth empowerment.
- Organized and catered to the largest number of Kuwaiti small and medium-sized enterprises during the National Days in collaboration with Burgan Bank.
- Joined forces with the UN Office for the Coordination of Humanitarian Affairs in a fundraising campaign to help struggling families on World Humanitarian Day.



Oman:

- Designed and implemented a sensory room for the Association of Early Intervention for Children with Disabilities.
- Distributed Kiswat Al Eid to low-income families, in a partnership with Jalan bani bu Hassan charity team.
- In collaboration with Bukha charity team, we provided food booths to low-income families.
- In collaboration with Al Buraimi charity team, 500 Iftar Sa'am boxes were distributed.
- Distributed tents to home-based businesses and prosthetic devices for 100 Omanis with disabilities under the Ministry of Social Development.
- Launched a Women's Incubator in Nakhla, held a gathering for Iftar and celebrated Garangao with the children.
- Supported Al Noor Association for the Blind with high-tech braille sense devices and a special sliver prepaid number to be used for customers for any queries and information.

- SMS campaigns for the Oman Bahja Orphan Society, as well as emergency fundraising campaigns with UNICEF, Dar Al Atta'a Association and Omani Charitable Organization in relation to humanitarian disasters in Morocco, Libya, Oman and Palestine.



Palestine:

- Supported the Injaz Association's youth training, workshops, and competitions.
- Sponsored the Palestinian Football League in partnership with the Palestinian Football Association.



Tunisia:

- Assistance was given to UNICEF, Red Crescent, Greenway, Global System for Mobile Communications, Salah Azaiez Institution, Collibris, SOS Association and World-Wide Fund for Nature.
- More than 500,000 people were reached through CSR campaigns.



Maldives:

- Sponsored a two-day inter-school science fair, a platform for young minds to showcase their innovative STEM projects and compete for prizes.
- To aid the victims of the devastating earthquake in Türkiye and Syria, donations were accepted via "m-Faisaa".
- Supported MOMS Aid's Ramadan campaign by providing 50 care baskets to families in need.
- Provided aid to Vaadhoo Jamaluddeen School, GDh. Vaadhoo for development of their playground area.
- Partnered with "Oala" app, a children's story book in Dhivehi language for early readers. We donated eight tablets with this app subscription to Fiyavathi orphanage.
- In collaboration with schools, councils, and the Grow with Ooredoo Ambassador – Zuvaan Dhanduveriyaa, young people took part in tree planting and sustainable practices.
- The Israhvehinaai Eku Ooredoo campaign helped to foster a more inclusive, compassionate, and appreciative society towards the elderly.



Developing our people

Across the Ooredoo family of nine OpCos, we employ 10,993 enthusiastic and diverse individuals. The Group human resource (HR) strategy is focused on attracting the best talent while driving a performance-oriented culture.



"In a fast-moving telecom sector, we depend on talented individuals equipped with the skills we need to compete today and in the future. This is why we invest continuously in training, coaching and developing our existing workforce, with a particular focus on women and young national leaders."

Fatima Sultan Al-Kuwari – Group Chief Human Resources & Sustainability Officer

Talent attraction and retention

We invest strategically in the skills required to maintain pace and capability with rapid market advancements. From comprehensive induction and individual development programs, to succession and leadership planning and external scholarships – our people benefit from the very best e-learning, in-person coaching and mentoring, and externally-delivered courses. In 2023, a total of 10,994 hours of safety training were undertaken at all levels.

The Ooredoo Learning Academy offers a range of programs that align with the Ooredoo culture that's community-focused, with an international perspective. In 2023, leadership development continued to be a key focus, with diverse interventions conducted across all levels. As with other ESG priorities, our OpCos may adapt or develop their own approaches to talent attraction and retention, depending on local need and culture. Examples of diverse approaches include:

- The "Akadimia" training academy in **Algeria**, with modules tailored to the OpCo's specific business activities and in-house trainers certified for quality.
- A training curriculum in **Oman** that evolves annually, in alignment with company focus and strategy. Courses range from AI and critical thinking, to change management, well-being, and public speaking.
- Leadership development options in **Palestine** with mentoring, coaching, and the chance to meet with the OpCo CEO. Employees in leadership positions are required to complete a mini-MBA training and a Finance for Non-Financial Managers course.
- A range of LinkedIn learning courses are on offer in **Tunisia**.
- A 70/20/10 learning model is applied in the **Maldives** – 70% experiential learning, 20% social learning and 10% formal training.
- The RUN a capability-building program in **Qatar** based on Reskilling, Upskilling, and New Skilling to enable employees to become the best versions of themselves.

ESG IN ACTION

Championing Kuwait's digital leaders of tomorrow

Recognizing the importance of nurturing young talent in Kuwait, and attracting such talent into Ooredoo, we champion the "Waed" internship program in collaboration with the Youth Public Authority. The internship acts as a platform for young individuals aspiring to acquire practical experience and cultivate vital skills in the fields of telecommunications and digital technology.



We also partner with the KTech Institute for Private Training, part of Kuwait Technical College, sponsoring its TechNext Camp. Designed to equip participants with essential technological skills of the future, this summer boot camp provides the attendees with the opportunity to delve deeper into subjects such as cybersecurity, AI, coding, and IoT – skills we increasingly need for the success of our own business.

Equal opportunities

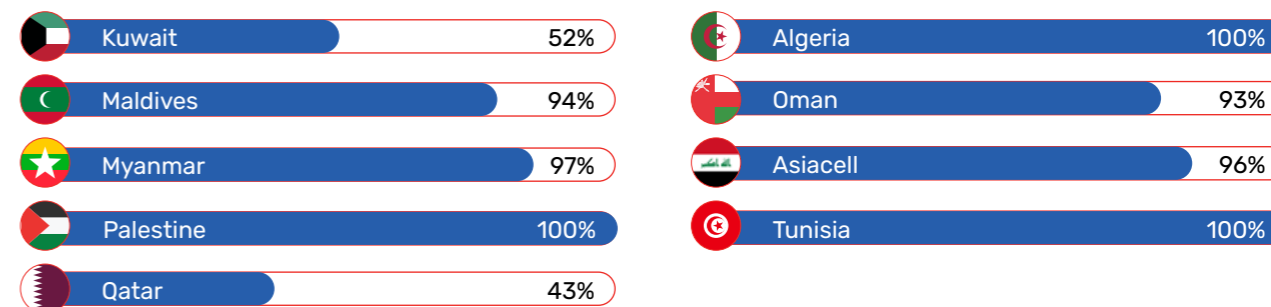
With one of the largest numbers of nationalities in the telecommunication sector, fostering a welcoming, inclusive workplace where everyone is valued equally is fundamental to our aspiration to do more, see more, and be more. Our current focus is on attracting and growing local, young talent and women.

decisions. Equal opportunity is regardless of race, color, marital status, parental status, ancestry, gender, age or disability. For any concerns, a grievance procedure is in place, and we encourage continual communication between management and employees.

As outlined in our Code of Business Ethics, we take a zero-tolerance stance of any type of discrimination, and our HR Policy guarantees that all candidates and employees receive equal treatment in hiring, promoting, transferring, compensation, benefits, and all other employment-related

Employing people local to each OpCo is important to how we invest in local labor markets and maximize socioeconomic value creation. Nationalization commitments are also key to Qatar's National Vision. In 2023, 87% of employees were nationals.

Nationalization Rate by Opco (2023)



ESG IN ACTION

Increasing our gender balance

The contribution of women’s experience and insight is critical to how we meet consumer demands, create a more balanced working culture, and support Ooredoo’s wider contribution to national goals and the UN SDGs. In line with our strategic commitment to empower women, we have a number of systems and programs in place to overcome any barriers women face to join and grow into leadership roles within businesses like ours. These include generous support to working mothers with leave, financial, and emotional support. In 2023, we saw a 1.5% increase in females across our total workforce, with 3,037 women employed – that’s 30% of our headcount. There were 100 women in senior management positions.

Females in Workforce

3,037



Each OpCo is proactively working to ensure we attract more women into the business, and empower them to grow into leadership roles. For example, on Women’s Day, Ooredoo Qatar launched the “GLOW” campaign for greater learning opportunities for women. The inspiring initiative involved the curation of publications by female authors on leadership, creativity, and innovation, as well as a team-building day for our Consumer Loyalty women, alongside our partner Tavola. The day started with a baking workshop with renowned chef Ritika William, followed by networking, a raffle and special discounts at Tavola.

Health and safety

As outlined in our Quality, Health, Safety and Environment (QHSE) Management Systems Policy, we’re committed to plan and implement actions addressing occupational health and safety risks. This includes enforcing systems to minimize injury and illness by providing a safe and healthy work place. We apply a hierarchy of controls to mitigate and manage hazards and ensure compliance in every jurisdiction.

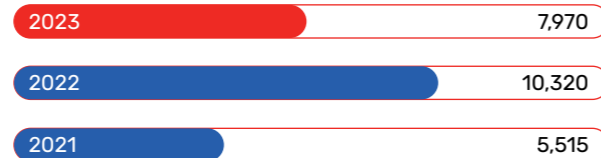
Our Occupational Health and Safety Management System covers all workers including employees, consultants, contractors, and visitors, with processes and training in place to identify hazards and assess risks relating to the incidents, to determine corrective actions.

Certain OpCos have this system certified to ISO 45001 International Standard. Ongoing, training is provided to employees and contract workers to reinforce the importance of a proactive and preventative safety culture. This amounted to 5,279 hours in 2023.

The system also covers contractors who are provided with an HSSE Handbook, and Heat Stress Guidelines in high temperature countries. In Qatar, in accordance with government regulations (Ministerial Decision No. 17 of 2021), we prohibit all our contractors from performing fieldwork during the peak summer months, from June 1 to September 15, between 10:00 AM and 3:30 PM.

Health and Safety Training (hours)

7,970



Across the Ooredoo family, we saw a range of innovative initiatives tailored to local health challenges – supporting our people, their families, and the wider community. These included:



Oman:

- In partnership with the Oman Cancer Association and Muscat Grand Mall, a mobile mammography unit gave women over the age of 40 free breast cancer screenings.
- A collaboration with the National Organ Transplantation Program raised awareness and urged people to pledge donation, alongside a social media campaign, PR coverage and billboards.



Algeria:

- A blood donation drive in Algeria in partnership with the National Blood Agency collected 170 bags of blood that supported 510 patients).
- In partnership with Win Nelka, a local NGO, breast cancer screenings were conducted from a mobile caravan nationwide, alongside awareness campaigns on call lines and SMS channels. As a result of the campaign, 92 actions have been achieved, with more than 25,000 women across 10 districts educated on breast cancer and the importance of regular screenings. Over 377 patients were screened for breast cancer and 2,147 patients benefited from discounts during the month of October 2023.
- 50 gift kits given to patients at Khmiss Meliana’s hospital.

ESG IN ACTION

Life-saving training, Algeria

Colleagues in Algeria received life-saving training during 2023. Delivered by medical experts from the Algerian Red Crescent, 30 employees joined the “Let’s Train and Save!” program covering life-saving methods, including cardiopulmonary resuscitation.

With this knowledge, we now have 30 trained first aid champions that can respond effectively in emergencies at work or at home.



Qatar:

- Volunteers, including our brand ambassador, sports champion Moataz Barshim, gave time and gift vouchers to patients at the Fahad Bin Jassem Kidney Center in Doha.



PROTECTING OUR ENVIRONMENT

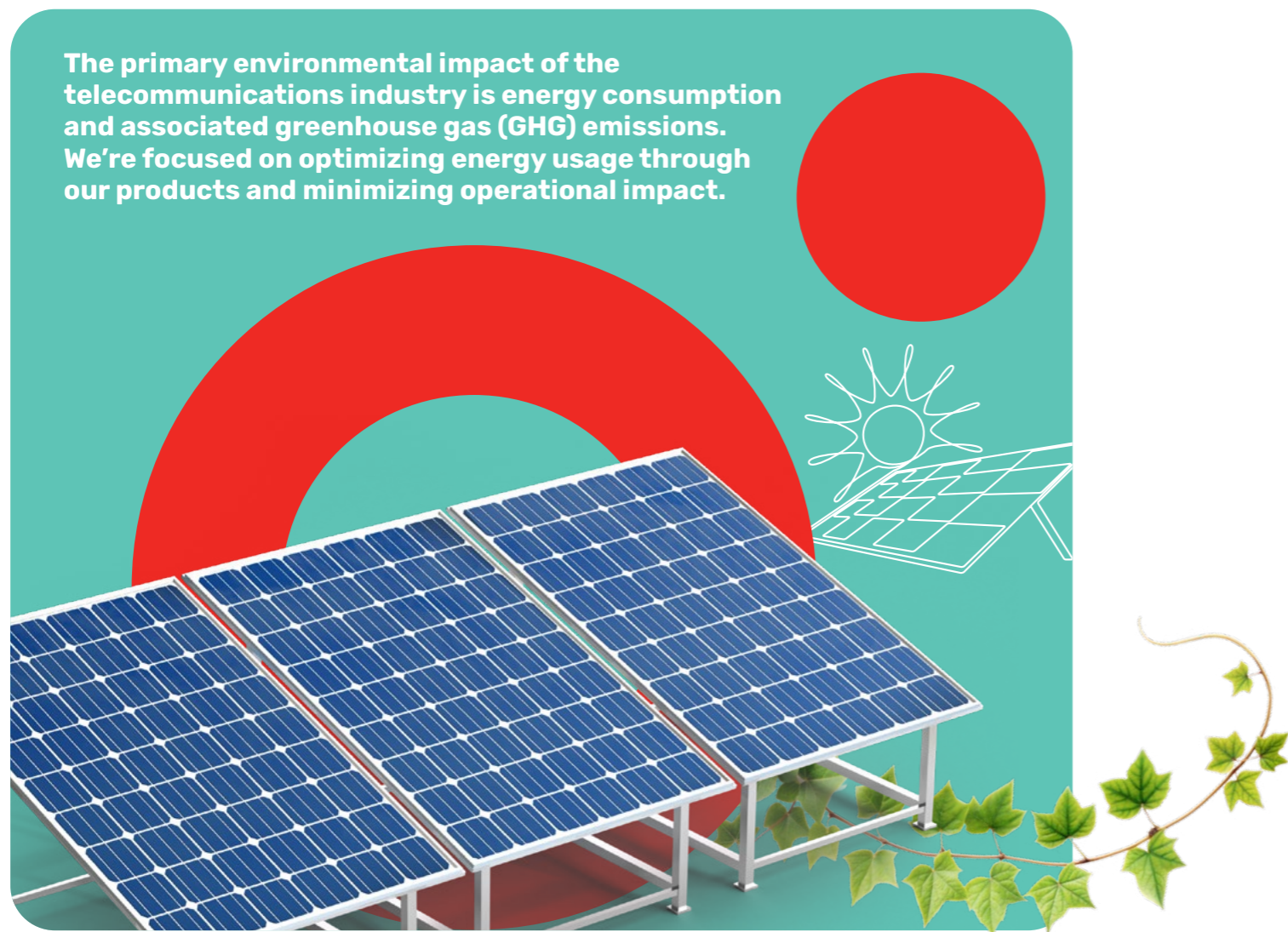
Ooredoo digital products are playing an increasingly important role in a low-carbon, more sustainable world. As an industry leader, we're working hard to harness the eco-opportunities of digital, while at the same time reducing our climate impact and conserving resources for future generations.



IN THIS SECTION:

- Climate and energy
- Resource management

Climate and energy



The primary environmental impact of the telecommunications industry is energy consumption and associated greenhouse gas (GHG) emissions. We're focused on optimizing energy usage through our products and minimizing operational impact.

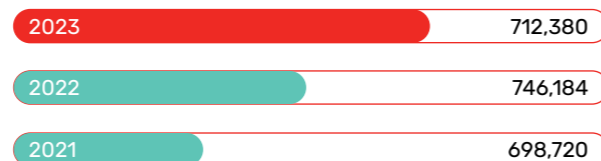
As outlined in our QHSE Management Systems Policy, which is ISO14001 compliant for excellence in environmental management, we're committed to decreasing energy consumption and GHG emissions. Some OpCos have established energy management systems, with Ooredoo Tunisia leading the way in attaining ISO 50001 certification for its system. Here, we have an action plan covering aspects from buildings efficiency, to purchasing energy-efficient equipment and promoting eco-responsible culture.

In 2023, Group direct (Scope 1) and indirect (Scope 2) GHG emissions totaled 712,380 tons of carbon dioxide equivalent (tCO₂e) - a 4.5% decrease on 2022. As a growing business, this is a particularly notable achievement and reflective of our efforts to reduce our GHG emissions.

Additionally, some of our OPCO's (Algeria and Kuwait) have commenced measuring and understanding their scope 3 emissions. This is currently under review and is planned for disclosures in future reporting.

Total GHG Emissions (tCO₂e)

712,380



Tunisia

- Certified ISO 50001 energy management system

Qatar

- Switched from diesel generators to grid electricity at 69 sites

Palestine

- Replaced all light bulbs with efficient LEDs, saving 20% in electricity consumption

Kuwait

- Converted a diesel generator site to a solar hybrid system, reducing operational costs and carbon emissions
- Revised temperature settings to reduce cooling systems running
- Deployed new air conditioning technologies with friendly gas agent and lower electrical consumption
- Maintained vehicle engines for efficient performance
- Lighting sensors installed

ESG IN ACTION

Partnering for a more sustainable future

In 2023, we sponsored the annual Doha Expo under the theme "Green Desert, Better Environment". Focusing on fostering sustainable innovations and addressing desertification, the event motivated attendees to engage in transformation across four key topics: modern agriculture, technology and innovation, environmental awareness, and sustainability.



In Tunisia, we partnered with WWF to raise awareness about Earth Hour 2024 through a digital campaign. This initiative aimed to encourage participation and highlight the importance of environmental sustainability. As part of the campaign, Ooredoo Tunisia shut off all its energy powers for one hour at its local, demonstrating its dedication to reducing energy consumption and promoting a greener future.



Resource management

We're committed to conserve and optimize resource use by innovatively decreasing the use of energy, water, land and materials.

As with energy and climate risks, each Ooredoo business may apply the ISO14001-compliant QHSE Management

Systems Policy to meet its own particular context and local environmental challenges.

ESG IN ACTION

Smart Buildings: Our new Maldives HQ

Inaugurated on 25th September 2023, the Ooredoo Maldives Headquarters is a state-of-the-art, 11-story office building, located at the heart of Hulhumale. The building features cutting-edge technology and sustainability features, including:



- Solar panels on the roof top
- Heat-soaked laminated tempered glass to reduce heat transmission and save power consumption
- Fresh air-cooling system that reduces air conditioning and provides a healthier environment
- Smart cooling controls and blind systems
- Motion sensors and LED lighting
- Rainwater harvesting for use in WC flushing.
- Wash basins and WCs are sensor-based to reduce water wastage.

"The new Ooredoo Maldives Headquarters represents our journey of progress, our partnership with the Maldivian people, and our unwavering commitment to move forward, creating a brighter, more connected future."

Managing Director & CEO of Ooredoo Maldives, Khalid Al Hamadi.



Reducing waste

While resource-saving initiatives vary by market, all Ooredoo share the Group's commitment to reduce, reuse and recycle materials in support of a circular economy. This is of growing importance in our sector, with upward trends in e-waste upcycling and recycling, alongside the phasing-out of single-use plastics. Regional activities in the last year included:

- The active promotion of e-SIMs and the use of recycled material in plastic-free recharge cards in **Oman**
- Ooredoo **Kuwait** has adopted a strategy for handling old equipment such as batteries, scrap hardware, steel towers, and others.
- Ooredoo **Qatar** launched a Smart Waste Management solution, in collaboration with Seashore. The system utilizes IoT technology to enhance waste management for business customers. Old, redundant devices can be exchanged for Nojoom Points on our services or those provided by brand partners, which can later be redeemed for bill payment, vouchers or rewards. Also in Qatar, we announced a partnership with Seashore Group to promote sustainable lifestyles.

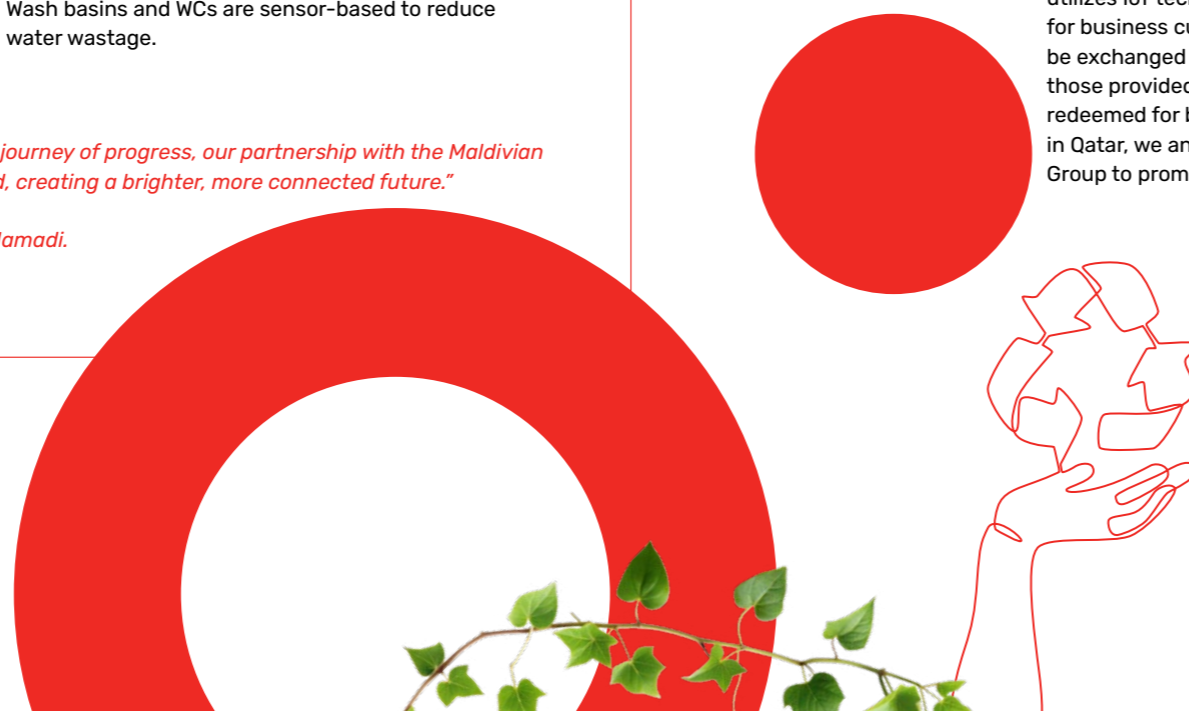


LAUNCHED Smart Waste Management solution, Qatar

In line with our ethos of innovation, we're digitizing more and more processes each year, avoiding paper consumption and greenhouse gas emissions associated with paper sourcing and printing. All Ooredoo businesses ensure hazardous waste, such as batteries, e-waste and engine oils are disposed of responsibly, in line with the highest national standards. Some operating regions are able to upcycle e-waste streams such as mobile handsets and network equipment.

Saving water

While we're not a water-intensive company, we do operate in regions of intense water scarcity. In the last year, each business took steps to minimize consumption of water, including deploying innovative solutions and cutting-edge technologies. For example, in Qatar, controls have been established to ensure an advanced water supply exists for the continuity of operations and car washing of fleet vehicles ceased in 2023 from one administration site. At Ooredoo Maldives new HQ, rainwater harvesting systems have been deployed. Tanks collect both rainwater and desalinated water for use in WC flushing. In addition, wash basins and WCs are sensor-based to reduce water wastage.



RESPONSIBLE GOVERNANCE

We hold ourselves to the highest standards of corporate governance throughout all aspects of its operations, ensuring ongoing stability and security, and a continued positive impact on all stakeholders. This includes ensuring customers are safe and treated fairly across all nine OpCos.



IN THIS SECTION:

- Creating ethical economic opportunity
- Safeguarding our customers



Creating ethical economic opportunity



We strive to adhere to all applicable international standards governing anti-competitive and anti-corruption practices supporting fair competition for sustainable economies.

Our Code of Ethics, endorsed by senior management and subsidiaries, guides our commitment to honest and competitive business operations.



"The Ooredoo Board recognizes that good corporate governance practices contribute to the creation, maintenance and increase of shareholder value. This includes regularly reviewing the governance structures and putting practices in place to ensure their effectiveness and consistency with local and international developments."

Hilal Mohammed H K Al-Khulaifi – Group Chief Legal, Regulatory and Governance Officer



[Ethical Governance Policies](#)
[Corporate Governance Report](#)
[Corporate Governance Structure](#)

Upholding the Code of Ethics

Our Code of Ethics outlines important commitments that protect honest, competitive business operations. These commitments are endorsed by our Group's senior management and all subsidiaries. Our Corporate Governance Department is in charge of supporting management and the Board of Directors in making sure that corporate governance practices and policies are effectively implemented throughout the Ooredoo Group and its subsidiary entities. The Department supports the Board of Directors in its

yearly review and evaluation of compliance with the Code of Ethics and oversees the Corporate Governance Code's implementation in all Ooredoo Group companies.



100% compliance, Code of Ethics

For our employees, continuous online training programs and an annual Code of Ethics review – in accordance with international standards and laws – underscores their commitment to ethical business. We prohibit harassment in any form in the work environment. We do not tolerate retaliation or retribution against an employee who has lodged any complaint in this regard. Some of our OpCos have dedicated anti-harassment policies in place.

Suppliers are expected to adhere with our [Guidelines for Ethical Conduct and Fair Practices](#), which ensure a standard of fair dealing, moral behavior, corporate honesty, and openness.

We abide by rules and regulations that govern anti-competitiveness, as we believe that prosperous economies are more sustainable when there is fair competition. Additionally, we actively prevent corruption and bribery by complying with Applicable Anti-Corruption Laws in our supplier agreements.

We have [Speak-Up Policy](#) in place for reporting and investigating inappropriate behavior or illegal activities in the company and a Harassment policy communicated and implemented. Our whistleblowing procedures include a [reporting form](#) available on our website for anyone to report any concerns.

Risk management

The Risk Management Policy of Ooredoo Group requires the Group's Board of Directors to implement a system for overseeing, managing, and controlling internal risks to protect the Company's investments and operations inside and outside Qatar. This system is designed to:

- Identify, assess, monitor, and manage risks.
- Inform the Board of Directors about the actual changes of Ooredoo's risk profile.

The Board is responsible for establishing the risk management system and for reviewing the effectiveness of its implementation in Ooredoo and its Group. Management is responsible for systematically identifying, assessing, monitoring, and managing material risks throughout the organization. This system includes the Company's internal compliance and control systems.

In addition, the Company has tight controls and well-established systems that control its transactions and relationships with related parties. Ooredoo Group implements a risk management policy at Group level, where it states that the Group's Board of Directors, supported by the [Audit Committee](#) and Internal Audit Department, will review all risks that Ooredoo and its subsidiaries might face every

quarter. Identifying risks that might face any of the operating companies is the responsibility of its executive management and employees. The Group's Risk Management examines the risk ratings determined, and the action plans to address these risks.

In undertaking the above, Internal Audit provides support to risk management in the Group. The risk pooling and actions planned to be taken to mitigate the effects of risks are set out in the existing procedures for the annual strategic planning of the Group. Measures for identifying and managing risks vary between operating companies, but they are now being standardized, starting with reviewing and amending Audit Committee charters in operating companies to ensure that audit committees are permanently assigned to oversee risk management in Ooredoo's subsidiaries.

High-level financial measurements are collected at Group level according to recurring timetables, monthly, quarterly, or yearly depending on the details required. These measurements provide an indication of the risks faced by each operating company, with special attention to issues of cash and funding needs, as well as preparedness to deal with the unexpected. The Company is currently updating its methods so it can collect more detailed data about risk management. The Company has already started to study offers from developers of automated systems that can be used at Group level to collect and manage risk databases that have been identified, and procedures to address them. The Department works on analyzing risk management efficiency in Ooredoo, in addition to internal compliance and control systems and their efficiency.

Our [Business Continuity Management Policy](#) helps each OpCo ensure continuity and timely recovery of critical services and products in the face of disruptive incidents and maintain an effective Crisis Management structure. Some of our OpCos have been certified to the ISO 22301:2019 Business Continuity Management System standard.

Responsible supply chain

We emphasize collaboration only with suppliers that meet or exceed the standards set out in the [Guidelines for Ethical Conduct and Fair Practices](#), and adherence is a prerequisite for participation in our sourcing processes. The Guidelines ensure the consideration of social and environmental factors in the supply chain, including QHSE requirements, which are ISO 14001 compliant. All of our group framework agreements and tender documents include a clause requiring adherence to the Ooredoo Health, Safety, and Environmental Policy.

Suppliers are also obligated to follow our [Privacy Policy](#).

We request our Suppliers to actively communicate and convey our expectations to their employees as well as to their parent companies, subsidiaries, affiliates and subcontractors working on or in support of Ooredoo projects, jobs, contracts, agreements and orders to ensure these are enforced and complied with in a proper manner by all. Supplier will be held liable for the conduct and actions of its employees.

Safeguarding our customers

We place particular importance on each customer's privacy and data security. We therefore continue to maintain and implement measures to ensure that all information, data, and privacy is safeguarded.



Our [Customer Charter](#) outlines seven commitments that allow you to understand what you can and should expect from our products, services and our people. The commitments also reflect our ongoing strategy to find better ways of working to deliver to you a superb customer experience. This Charter will be regularly reviewed and updated to reflect improvements in our processes and procedures.



"With consumers at the heart of our strategy, each day we are guided by our brand promise to 'Upgrade Your World'. Maintaining trust and loyalty means listening and responding to customer needs, being honest and responsible in our marketing and product development, and safeguarding privacy and data security at all times."

Bilal Kazmi – Group Chief Consumer Officer

Responsible product development and marketing

As stated in the Customer Charter, we're dedicated to fostering respectful customer relationships and enhancing customer service. To ensure a structured and reviewed complaints handling processes, all of our operations have been ISO 9001 certified since 2020. We're dedicated to providing complete transparency about our goods and services. As a result, our terms and conditions as well as details about prices, services and offers are specified clearly on our website and on our app, and are available upon request 24 hours a day from our customer service representatives via phone, chat, or WhatsApp.

In each of our markets, we routinely conduct customer satisfaction surveys. These surveys assist us in understanding what matters most to our customers.

In certain markets, we track Net Promoter Score (NPS) and Customer Satisfaction (CSAT) to determine satisfaction levels across a variety of attributes deemed to be critical by customers. Customers can voice complaints over the phone, through our applications, on our website, through social media, or in our physical locations.

Privacy and data security

In compliance with our [Privacy Policy](#) and local laws in the jurisdiction of each our markets, we seek to protect customer data at all times. All our activities have received ISO 20000-1 certification for superior IT service management systems and ISO 27001 certification for information security management systems. In order to achieve our objectives, these management frameworks help our Governance, Risk & Compliance personnel establish, monitor and continually improve information security operations.

All of our operations are founded upon a set of comprehensive security and data protection measures, starting from saving customers data in encrypted format within databases levels, to applying adequate prevention measures, escalating to advanced IT solutions and employee trainings.

To keep pace with potential threats and cybersecurity risks, we regularly update our policies in place, perform access control reviews and security assessments and introduce advanced prevention measures. The process we use to manage information security risks aims to decrease any negative effects on information assets to a manageable level. Our primary focus areas include vulnerability management processes, incident monitoring, response and recovery processes, patch management and identity and access management. We do not knowingly collect personal data from children. For more information, please refer to our [Privacy Policy](#) available on our website.

ESG IN ACTION

Keeping children safe online, Kuwait

As part of Ooredoo's social responsibility, we aim to educate the young generation on how to get the best experiences and opportunities out of the Online World. In 2023, Ooredoo Kuwait launched the "Safer Internet Week" initiative to promote safer and more responsible use of online technology by children and young people worldwide.



"The elementary school at BBS has always promoted and raised awareness for a safer and more positive internet experience for our students and we're thankful for Ooredoo for this great opportunity to help our students understand that."

Nada Darwish, Elementary School Principal at BBS

DETAILED DISCLOSURES

ESG performance is reported in alignment with the requirements of Qatar Stock Exchange Guidance on ESG Reporting, as well as the national vision and regulations, including the third Qatar National Development Strategy. It has been prepared in accordance with GRI Standards and in alignment with SASB Standards.

IN THIS SECTION:

- Performance Data
- GRI Index





Performance Data



Digital Enrichment	Unit	2021	2022	2023
Number of mobile Customers	Number	15,984,857	17,094,372	17,693,516
Number of wireline subscribers	Number	15,771,084	16,920,657	17,453,973
Number of broadband subscribers	Number	213,773	173,715	239,543
Share of digital invoice payment from total payments	Percentage	0	0	0
Radio Access Network Sites Evolution	Number	7,100.0	7,418	7,586

Community Care	Unit	2021	2022	2023
Total value of community investments,	USD	1,902,297	1,996,443	2,319,095
Total amount invested in the community as a percentage of revenues	Percentage	0.19	0.20	0.18
Number of CSR projects	Number	46	76	24
Community investments as a percentage of pretax profit	Percentage	0.74	0.94	0.70
Operations with significant actual or potential negative impacts on local communities	Number	0	0	0
Revenues	USD	1,145,931,200	1,196,671,200	1,327,492,800
Operating Costs	USD	615,206,400	682,159,200	745,092,800
Employee wages and benefits	USD	82,400,000	90,800,000	105,700,000
Payments to providers of capital	USD	216,009,600	248,000,000	248,000,000
Payments to the government	USD	205,475,200	211,781,600	219,600,000

Developing our People	Unit	2021	2022	2023
Total number of employees (excluding trainees, students, and outsourced staff)	Number	2,894	2,906	2,935
Full-time employees	Number	2,814	2,852	2,885
Female full-time employees	Number	530	531	538
Male full-time employees	Number	2,284	2,321	2,347
Part-time employees	Number	80	54	50
Female part-time employees	Number	22	12	7
Male part-time employees	Number	58	42	43
Workers who are not employees	Number	552	383	491
Senior Management	Number	43	45	48
Male employees in senior management	Number	36	37	39
Female employees in senior management	Number	7	8	9
Middle Management	Number	268	288	316
Female employees in middle management	Number	34	37	42
Male employees in middle management	Number	234	251	274
New employee hires (males)	Number	88	153	140
New employee hires (females)	Number	26	46	46
Total number of new employees who joined the organization	Number	114	199	186
Parental leave (males)	Number	120	92	100
Parental leave (females)	Number	49	47	68
Total Parental leaves	Number	169	139	168
Number of employees returned to work after Parental leave (males)	Number	38	41	42
Number of employees returned to work after Parental leave (females)	Number	120	92	100



Developing our People	Unit	2021	2022	2023
Total Number of employees returned to work after Parental leave	Number	158	133	142
Workforce by age 18-30	Number	546	505	490
Workforce by age 31-40	Number	1,289	1,238	1,176
Workforce by age 41+	Number	1,059	1,163	1,269
Number of full-time national employees	Number	2,762	2,765	2,792
Female national employee	Number	504	528	535
Male national employees	Number	2,178	2,237	2,257
National full-time employees in senior management	Number	26	27	30
Nationalization rate of senior management	Percentage	60	60	63
Nationalization rate among total workforce	Percentage	95.4	95.1	95.8
Number of employees of other nationalities	Number	132	141	143
Number of female employees	Number	530	531	538
Female employment rate	Percentage	18.3	18.3	18.3
Females in senior management	Number	7	8	9
Ratio of the basic salary of women to men	Percentage	79	81	81
Ratio of the remuneration of women to men	Percentage	77	80	80
Turnover rate	Percentage	7	6.7	6.0
Total number of employees who left the organization	Number	215	193	167
Total training provided for females	Hours	4,416	5,135	5,595
Total training provided for males	Hours	26,495	24,226	26,689
Total training provided for total workforce	Hours	30,911	29,361	32,284
Total training provided for senior management	Hours	645	945	368
Total training provided for middle management	Hours	4,288	8,064	5,372
Average hours of training per employee	Hours	28	27	23
Average hours of training per female employee	Hours	25	22	22
Average hours of training per male employee	Hours	29	28	23
Average hours of training per senior management employee	Hours	15	21	8
Average hours of training per middle management employee	Hours	16	28	17
Percentage of employees receiving regular performance and career development reviews	Percentage	99	99	99
Percentage of female employees	Percentage	18	18	18
Percentage of male employees	Percentage	79	80	81.0
Percentage of senior management employees	Percentage	1	2	1.6
Percentage of middle management employees	Percentage	9.3	9.9	10.8
Total number of employees that the organization's anti-corruption policies have been communicated to	Number	2,447	2,480	2,558
Percentage of employees that the organization's anti-corruption policies have been communicated to	Percentage	85	85	87
Salaries paid	IQD Million	86,781	78,814	84,642
Benefits paid	IQD Million	32,858	36,773	46,331
Ratio of basic salary of women to men	Percentage	16.6	16.5	17.8
Ratio of remuneration of women to men	Percentage	16.3	16.2	17.5



Asiacell

Developing our People	Unit	2021	2022	2023
Percentage of employee engagement	Percentage	65	76	80
Number of grievances filed in the reporting period	Number	n/a	69	101
Number of these grievance addressed or resolved	Number	n/a	42	62
Number of grievances filed prior to the reporting period that were resolved during the reporting period	Number	n/a	14	39
Work hours (employees)	Hours	n/a	1,960	2,143
Work hours (contractors)	Hours	n/a	1,960	2,143
Employee fatalities as a result of work-related injury	Number	0	0	0
Employee fatalities rate as a result of work-related injury	Percentage	0	0	0
Employee high consequence work related injury (excluding fatality)	Number	0	0	0
Employee high consequence work related injury rate (excluding fatality)	Percentage	0	0	0
Contractor high consequence work related injury (excluding fatality)	Number	0	0	0
Contractor high consequence work related injury rate (excluding fatality)	Percentage	0	0	0
Employee work related injury (excluding fatality and high consequence work)	Number	5	6	8
Employee work related injury rate (excluding fatality and high consequence work)	Percentage	0.17	0.20	0.27
Fatalities as a result of work-related ill health	Number	0	0	0
Cases of recordable work-related ill health	Number	0	0	0
Total hours of H&S training provided to employees	Hours	120	1240	1270
Average hours of H&S training per year per employee	Hours	0.041	0.42	0.43
Average hours of H&S training per employee for nationals	Hours	0.04	0.45	0.45
Total cost of HSE training	USD	0	1,894.4	0
Climate Change and Energy	Unit	2021	2022	2023
Energy intensity	GJ/ workforce	947	852	790
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	GJ	2,446,270	2,189,806	1,926,676
Indirect energy consumption (electricity)	GJ	294,992	285,569	393,328
Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives	GJ	225,926	206,989	426,263
Direct GHG emissions (Scope1)	tCO2e	168,467	150,804.8	132,673
Indirect GHG emissions (Scope 2)	tCO2e	55,639	53,862	74,185
Total GHG emissions	CO2e / workforce	224,106	204,666.8	206,858
GHG emissions intensity	Percentage	77.4	70.4	70.5
The amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities	IQD Million	9,285	10,953	316
Percentage of assets or business activities aligned with climate-related opportunities	Percentage	4.61	10.69	20.25
Sites converted to commercial power	Number	480	525	248
Sites converted to hybrid model	Number	228	526	701
Resource Management	Unit	2021	2022	2023
Total Water Consumption	m³	251	243	559
Fresh water used - company generated	m³	n/a	0	0
Water Intensity	m³/ workforce	0.18	0.17	0.2



Asiacell

Ethical Economic Opportunity	Unit	2021	2022	2023
Chairman's independence	Y/N	No	No	No
Total number of board members	Number	9	9	9
Male members of the Board of Directors	Number	9	9	9
Female members of the Board of Directors	Number	0	0	0
Percentage of Board seats occupied by women	Percentage	0	0	0
Percentage of board independence	Percentage	11	11	11
Total number of non-independent members	Number	8	8	8
Total CEO annual pay	IQD Million	530	530	475
The ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual)	Percentage	6.7	6.7	5.6
The ratio of the percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual)	Percentage	3.2	3.2	3.6
Total number for training hours delivered to board members	Hours	0	0	0
Average number of training hours delivered to board members	Hours	0	0	0
Total number of governance body members that received training on anti-corruption	Number	0	0	0
Average number of governance body members that received training on anti-corruption	Number	0	0	0
Total number of confirmed incidents of corruption	Number	0	0	0
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	Number	0	0	0
Total number of governance body members that the organization's anti-corruption policies and procedures have been communicated to.	Number	0	0	27
Percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to.	Percentage	0	0	100
Total number of governance body members that have received training on anti-corruption, broken down by region.	Number	0	0	0
Number of incidents of discrimination reported	Number	0	0	0
Number of incidents of discrimination reviewed	Number	0	0	0
Number of incidents of discrimination resolved	Number	0	0	0
Safeguarding Customers	Unit	2021	2022	2023
Customer satisfaction results	Percentage	72	77	78
Customer complaints received through communication channels	Number	150,972	193,568	232,085
Percentage of customer complaints that were answered	Percentage	100	100	100
Percentage of customer complaints that were solved	Percentage	100	100	100
Privacy training sessions offered to employees	Number	0	0	0
Attempted cyberattacks	Number	1,651,605,525	211,541,684	535,669,562
Actual cyber breaches	Number	0	0	0
Complaints from regulatory bodies	Number	6,095	8,965	11,474
Supply Chain	Unit	2021	2022	2023
Percentage of spending on local suppliers	Percentage	50	52	53
Percentage of local suppliers	Percentage	86	87	76



Algeria

Digital Enrichment	Unit	2021	2022	2023
Number of mobile Customers	Number	12,833,781	13,033,959	13,371,448
Digitally offered products out of all products	Percentage	91	76	75
Percent of digitally acquired customer	Percentage	8	8	13
Radio Access Network Sites Evolution	Number	6,087	6,377	7,109

Community Care	Unit	2021	2022	2023
Total value of community investments	USD	531,504	340,496	248,500
Total amount invested in the community as a percentage of revenues	Percentage	0.09	0.06	0.04
Number of CSR projects	Number	68	35	44
Community investments as a percentage of pretax profit	Percentage	4	2	1
Number of volunteers	Number	n/a	194	247
Total number of employee volunteering hours	Hours	n/a	619	933
Number of volunteering days	Days	n/a	9	25
Revenues	USD	488,853	513,605	547,681
Operating Costs	USD	285,035	298,246	288,489
Employee wages and benefits	USD	61,492	79,492	60,044
Payments to the government	USD	21,755,282	24,563,352	25,564,555

Developing our People	Unit	2021	2022	2023
Total number of employees (excluding trainees, students, and outsourced staff)	Number	2,695	2,512	2,429
Full-time employees	Number	2,650	2,485	2,410
Female full-time employees	Number	807	744	728
Male full-time employees	Number	1,843	1,741	1,682
Part-time employees	Number	45	27	19
Female part-time employees	Number	26	15	11
Male part-time employees	Number	19	12	8
Workers who are not employees	Number	1,686	1,638	1487
Senior Management	Number	58	68	73
Male employees in senior management	Number	44	53	58
Female employees in senior management	Number	14	15	15
Middle Management	Number	239	238	236
Female employees in middle management	Number	54	61	62
Male employees in middle management	Number	185	177	174
New employee hires (males)	Number	32	95	107
New employee hires (females)	Number	16	58	57
Total number of new employees who joined the organization	Number	48	153	164
Parental leave (males)	Number	181	146	121
Parental leave (females)	Number	53	43	46
Total Parental leaves	Number	234	189	167
Number of employees returned to work after Parental leave (males)	Number	181	146	121
Number of employees returned to work after Parental leave (females)	Number	53	43	46
Total Number of employees returned to work after Parental leave	Number	234	189	167



Algeria

Developing our People	Unit	2021	2022	2023
Workforce by age 18-30	Number	459	406	375
Workforce by age 31-40	Number	1,419	1,260	1,172
Workforce by age 41+	Number	817	846	882
Number of full-time national employees	Number	2,640	2,474	2,402
Female national employee	Number	806	743	727
Male national employees	Number	1,834	1,731	1,675
National full-time employees in senior management	Number	58	68	73
Nationalization rate of senior management	Percentage	90	90.56	100
Nationalization rate among total workforce	Percentage	99.6	99.56	98.89
Number of employees of other nationalities	Number	10	11	8
Number of female employees	Number	833	758	728
Female employment rate	Percentage	30.92	30.16	30.0
Females in senior management	Number	14	15	15
Ratio of the basic salary of women to men	Percentage	36.6	35.7	35.5
Ratio of the remuneration of women to men	Percentage	37	38.3	35.1
Turnover rate	Percentage	6.69	9	8.7
Total number of employees who left the organization	Number	349	328	260
Total training provided for females	Hours	2,856	11,450	25,404
Total training provided for males	Hours	10,192	23,448	54,466
Total training provided for total workforce	Hours	13,048	34,898	79,870
Total training provided for senior management	Hours	902	1,428	3,910
Total training provided for middle management	Hours	1,932	5,902	11,410
Average hours of training per employee	Hours	22.6	22.3	33.80
Average hours of training per female employee	Hours	20.7	23.6	35.88
Average hours of training per male employee	Hours	23.2	21.6	32.91
Average hours of training per senior management employee	Hours	25.5	26.1	49.49
Average hours of training per middle management employee	Hours	28.9	30.9	41.19
Percentage of employees receiving regular performance and career development reviews	Percentage	96.3	95.7	99.9
Percentage of female employees	Percentage	95.7	95.7	100
Percentage of male employees	Percentage	96.6	95.7	99.9
Percentage of senior management employees	Percentage	91.2	100	100
Percentage of middle management employees	Percentage	91.2	96.4	99.4
Salaries paid	DZD	4,622,204,901	4,606,145,497.97	5,168,720,368.27
Benefits paid	DZD	1,070,602,784	675,995,840	633,645,410
Ratio of basic salary of women to men	Percentage	36.6	35.7	35.5
Ratio of remuneration of women to men	Percentage	37	38.3	35.1
Percentage of employee engagement	Percentage	61	70	89
Number of grievances filed in the reporting period	Number	11	5	28
Number of these grievance addressed or resolved	Number	11	5	28
Number of grievances filed prior to the reporting period that were resolved during the reporting period	Number	0	0	0
Work hours (employees)	Hours	5,591,968	5,024,010	5,098,369.00
Number of workers covered by an occupational health and safety management system	Number	2,695	2,512	2,429
Total workers covered by the health and safety management system	Percentage	100	100	100



Algeria

Developing our People	Unit	2021	2022	2023
Workforce represented in joint management-worker H&S committees	Percentage	0	0	0
Employee fatalities as a result of work-related injury	Number	0	0	0
Employee fatalities rate as a result of work-related injury	Percentage	0	0	0
Contractor fatalities as a result of work-related injury	Number	0	0	0
Contractor fatalities rate as a result of work-related injury	Percentage	0	0	0
Employee high consequence work related injury (excluding fatality)	Number	0	0	0
Employee high consequence work related injury rate (excluding fatality)	Percentage	0	0	0
Contractor high consequence work related injury (excluding fatality)	Number	0	0	0
Contractor high consequence work related injury rate (excluding fatality)	Percentage	0	0	0
Employee work related injury (excluding fatality and high consequence work)	Number	0	0	0
Employee work related injury rate (excluding fatality and high consequence work)	Percentage	0	0	0
Contractor work related injury (excluding fatality and high consequence work)	Number	0	0	0
Contractor work related injury rate (excluding fatality and high consequence work)	Percentage	0	0	0
Fatalities as a result of work-related ill health	Number	0	0	0
Cases of recordable work-related ill health	Number	0	0	0
Total hours of H&S training provided to employees	Hours	4,464	4,842	4,692
Average hours of H&S training per year per employee	Hours	28	16	16
Average hours of H&S training per employee for nationals	Hours	28	16	16
Total cost of HSE training	USD	4,384	4,614	21,122
Climate Change and Energy	Unit	2021	2022	2023
Energy intensity	GJ/ workforce	103.84	257.10	274.98
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	GJ	46,018	103,387	105,665.66
Indirect energy consumption (electricity)	GJ	233,828	542,441	562,267.08
Direct GHG emissions (Scope 1)	tCO ₂ e	3,169	7,119	4,037
Indirect GHG emissions (Scope 2)	tCO ₂ e	41,310	95,831	99,334
Total GHG emissions	tCO ₂ e	44,479	102,951	106,585
GHG emissions intensity	tCO ₂ e / workforce	16.5	40.98	43.88
Sites converted to commercial power	Number	0	0	0
Sites converted to hybrid model	Number	0	0	0
Number of sites converted from COWs to RDM	Number	0	0	0
Amount of reduction in energy consumption achieved as a direct result of conservation and efficiency initiatives	GJ	0	0	0
Resource Management	Unit	2021	2022	2023
Total Water Consumption	m ³	16,964	15,032	1,175,167
Water Intensity	m ³ / workforce	6	6	6
Total hazardous waste disposed	Tons	13.5	8	5
Total non-hazardous waste disposed	Tonnes	900	700.0	760
Percentage of hazardous waste recycled	Percentage	0.01	0.50	0.50
Percentage of non-hazardous waste recycled	Percentage	0	0	0
Total waste recycled	Tons	n/a	n/a	n/a
Amount of e-waste generated	Tons	686	413	370
Amount of e-waste recycled	Tons	n/a	n/a	n/a



Algeria

Ethical Economic Opportunity	Unit	2021	2022	2023
Chairman's independence	Y/N	Yes	Yes	Yes
Total number of board members	Number	6	6	6
Male members of the Board of Directors	Number	6	6	6
Female members of the Board of Directors	Number	0	0	0
Percentage of Board seats occupied by women	Percentage	0	0	0
Percentage of board independence	Percentage	100	100	100
Total number of non-independent members	Number	0	0	0
Percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to.	Percentage	0	0	0
Total number of governance body members that have received training on anti-corruption, broken down by region.	Number	0	0	0
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	Number	0	0	0
Number of incidents of discrimination reported	Number	0	0	0
Number of incidents of discrimination reviewed	Number	0	0	0
Number of incidents of discrimination resolved	Number	0	0	0
Safeguarding Customers	Unit	2021	2022	2023
Customer satisfaction results	Percentage	75.8	76.6	76.9
Percentage of customers actively responding the survey	Percentage	n/a	3.3	7.1
Customer complaints received through communication channels	Number	1,629,805	1,568,483	1,216,796
Percentage of customer complaints that were answered	Percentage	100	100	100
Percentage of customer complaints that were solved	Percentage	94.89	96.73	95.28
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0
Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	Number	0	0	0
Privacy training sessions offered to employees	Number	2	1	1
Attempted cyberattacks	Number	2,569	1,883	2,363
Actual cyber breaches	Number	2,550	1,840	2,300
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0
Number of customers affected	Number	0	0	0
Complaints received from outside parties and substantiated by the organization	Number	0	0	0
Complaints from regulatory bodies	Number	0	0	0
Number of customers whose information is used for secondary purposes	Number	0	0	0
Supply Chain	Unit	2021	2022	2023
Percentage of spending on local suppliers	Percentage	60	57	61
Percentage of local suppliers	Percentage	81	82	79
Number of suppliers identified as having significant actual and potential negative social impacts	Number	0	0	0
Suppliers with which relationships were terminated as a result of audit	Number	0	0	0
Number of suppliers identified as having significant actual and potential negative environmental impacts	Number	0	0	0
Suppliers with which relationships were terminated as a result of audit	Number	0	0	0


Maldives

Digital Enrichment	Unit	2021	2022	2023
Number of mobile Customers	Number	327,368	334,877	345,617
Number of wireline subscribers	Number	26,216	36,005	37,135
Number of broadband subscribers	Number	14,450	15,968	9,072
Share of digital invoice payment from total payments	Percentage	89.80	91.30	92.60
Digitally offered products out of all products	Percentage	n/a	n/a	69.7
Percent of digitally acquired customer	Percentage	4	6	8
Radio Access Network Sites Evolution	Number	619	726	748

Community Care	Unit	2021	2022	2023
Total value of community investments	USD	225,465	471,152	471,152
Number of CSR projects	Number	47	62	86
Community investments as a percentage of pretax profit	Percentage	0.8	1	1
Operations with significant actual or potential negative impacts on local communities	Number	n/a	n/a	n/a
Number of volunteers	Number	20	25	30
Revenues	USD	421,854,047	454,291,128	494,964,462
Operating Costs	USD	232,507,951	230,193,133	239,002,117
Employee wages and benefits	USD	48,496,036	55,908,897	54,764,060
Payments to providers of capital	USD	74,116,490	53,148,977	77,676,703
Payments to the government	USD	46,020,261	47,215,272	51,202,096

Developing our People	Unit	2021	2022	2023
Total number of employees (excluding trainees, students, and outsourced staff)	Number	473	489	517
Full-time employees	Number	365	367	380
Female full-time employees	Number	149	165	195
Male full-time employees	Number	216	202	185
Part-time employees	Number	108	122	137
Female part-time employees	Number	55	67	75
Male part-time employees	Number	53	55	62
Workers who are not employees	Number	0	0	0
Senior Management	Number	42	36	46
Male employees in senior management	Number	36	30	37
Female employees in senior management	Number	6	6	9
Middle Management	Number	63	86	90
Female employees in middle management	Number	18	26	26
Male employees in middle management	Number	45	60	64
New employee hires (males)	Number	67	60	51
New employee hires (females)	Number	41	48	46
Total number of new employees who joined the organization	Number	108	108	97
Parental leave (males)	Number	3	6	9
Parental leave (females)	Number	11	6	14
Total Parental leaves	Number	14	12	23
Number of employees returned to work after Parental leave (males)	Number	3	6	8
Number of employees returned to work after Parental leave (females)	Number	11	6	15
Total Number of employees returned to work after Parental leave	Number	14	12	23

Maldives

Developing our People	Unit	2021	2022	2023
Workforce by age 18-30	Number	215	219	233
Workforce by age 31-40	Number	194	193	199
Workforce by age 41+	Number	64	77	85
Number of full-time national employees	Number	337	341	359
Female national employee	Number	94	96	102
Male national employees	Number	243	245	257
National full-time employees in senior management	Number	17	18	28
Nationalization rate of senior management	Percentage	47	47	58
Nationalization rate among total workforce	Percentage	92	94	95
Number of employees of other nationalities	Number	30	23	21
Number of female employees	Number	149	165	195
Female employment rate	Percentage	32	34	38
Females in senior management	Number	6	6	9
Turnover rate	Percentage	7.8	6.0	5.3
Total number of employees who left the organization	Number	26	22	29
Total training provided for females	Hours	4,392	3,550	7,671
Total training provided for males	Hours	5,805	4,212	6,770
Total training provided for total workforce	Hours	10,197	7,762	14,441
Total training provided for senior management	Hours	877	2,124	949
Total training provided for middle management	Hours	441	2,429	2,459
Average hours of training per employee	Hours	22	21	28
Average hours of training per female employee	Hours	22	15	28
Average hours of training per male employee	Hours	22	16	27
Average hours of training per senior management employee	Hours	21	59	20
Average hours of training per middle management employee	Hours	7	28	27
Percentage of employees receiving regular performance and career development reviews	Percentage	100	100	100
Percentage of female employees	Percentage	32	34	38
Percentage of male employees	Percentage	46	41	36
Percentage of senior management employees	Percentage	9	7	9
Percentage of middle management employees	Percentage	13	18	17
Total number of employees that the organization's anti-corruption policies have been communicated to	Number	473	489	517
Percentage of employees that the organization's anti-corruption policies have been communicated to	Percentage	100	100	100
Ratio of basic salary of women to men	Percentage	20	26	28
Percentage of employee engagement	Percentage	89	93	94
Number of grievances filed in the reporting period	Number	1	0	0
Number of these grievance addressed or resolved	Number	1	0	0
Number of grievances filed prior to the reporting period that were resolved during the reporting period	Number	0	0	0
Work hours (employees)	Hours	693,154	719,320	774,320
Work hours (contractors)	Hours	181,944	239,120	270,299
Heat stress events	Number	0	0	0
Number of workers covered by an occupational health and safety management system	Number	365	367	380
Total workers covered by the health and safety management system	Percentage	100	100	100


Maldives

Developing our People	Unit	2021	2022	2023
Workers covered by the health and safety management system that has been internally audited	Number	365	367	380
Total workers covered by the health and safety management system that has been internally audited	Percentage	100	100	100
Workers covered by the health and safety management system that has been audited or certified by an external party	Number	365	367	380
Total workers covered by the health and safety management system that has been audited or certified by an external party	Percentage	100	100	100
Employee fatalities as a result of work-related injury	Number	0	0	0
Employee fatalities rate as a result of work-related injury	Percentage	0	0	0
Contractor fatalities as a result of work-related injury	Number	0	0	0
Contractor fatalities rate as a result of work-related injury	Percentage	0	0	0
Employee high consequence work related injury (excluding fatality)	Number	0	0	0
Employee high consequence work related injury rate (excluding fatality)	Percentage	0	0	0
Contractor high consequence work related injury (excluding fatality)	Number	0	0	0
Contractor high consequence work related injury rate (excluding fatality)	Percentage	0	0	0
Employee work related injury (excluding fatality and high consequence work)	Number	0	0	0
Employee work related injury rate (excluding fatality and high consequence work)	Percentage	0	0	0
Contractor work related injury (excluding fatality and high consequence work)	Number	0	0	0
Contractor work related injury rate (excluding fatality and high consequence work)	Percentage	0	0	0
Fatalities as a result of work-related ill health	Number	0	0	0
Cases of recordable work-related ill health	Number	0	0	0
Total hours of H&S training provided to employees	Hours	212	344	57
Average hours of H&S training per year per employee	Hours	1	4	0.15
Average hours of H&S training per employee for nationals	Hours	0.4	4	0.16
Total cost of HSE training	USD	1,662	1,885	140

Climate Change and Energy	Unit	2021	2022	2023
Energy intensity	GJ/ workforce	272	281	296
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	GJ	43,505	48,581	51,010
Indirect energy consumption (electricity)	GJ	84,925	89,020	93,530
Amount of renewable energy generated	GJ	4,205	4,205	5,887
Renewable Energy Intensity	GJ/ workforce	8.9	8.6	11.4
Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives	GJ	0	0	0
Direct GHG emissions (Scope 1)	tCO ₂ e	2,935	3,277	3,677
Indirect GHG emissions (Scope 2)	tCO ₂ e	18,589	19,485	20,425
Total GHG emissions	tCO ₂ e	21,524	22,762	24,102
GHG emissions intensity	tCO ₂ e / workforce	45.5	46.55	46.6
Sites converted to commercial power	Number	0	0	0
Sites converted to hybrid model	Number	0	0	0
Number of sites converted from COWs to RDM	Number	0	0	0
Amount of reduction in energy consumption achieved as a direct result of conservation and efficiency initiatives	GJ	0	0	0

Maldives

Ethical Economic Opportunity	Unit	2021	2022	2023
Chairman's independence	Y/N	Yes	Yes	Yes
Total number of board members	Number	8	8	8
Male members of the Board of Directors	Number	4	4	4
Female members of the Board of Directors	Number	4	4	4
Percentage of Board seats occupied by women	Percentage	50	50	50
Percentage of board independence	Percentage	63	63	63
Total number of non-independent members	Number	3	3	3
Total number for training hours delivered to board members	Hours	32	48	28
Average number of training hours delivered to board members	Hours	4	6	3.5
Total number of governance body members that received training on anti-corruption	Number	0	0	0
Average number of governance body members that received training on anti-corruption	Number	0	0	0
Percentage of business units assessed for risks related to corruption	Percentage	0	0	0
Total number of confirmed incidents of corruption	Number	0	0	0
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	Number	0	0	0
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	Number	0	0	0
Total number of governance body members that the organization's anti-corruption policies and procedures have been communicated to.	Number	8.0	8.0	8.0
Percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to.	Percentage	100	100	100
Total number of governance body members that have received training on anti-corruption, broken down by region.	Number	0	0	0
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	Number	0	0	0

Safeguarding Customers	Unit	2021	2022	2023
Customer satisfaction results	Percentage	81	82	84
Customer complaints received through communication channels	Number	25,267	29,048	29,238
Percentage of customer complaints that were answered	Percentage	100	100	100
Percentage of customer complaints that were solved	Percentage	100	99	99.76
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0
Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	Number	0	0	0
Privacy training sessions offered to employees	Number	2	2	4.0
Attempted cyberattack	Number	n/a	n/a	30,000
Actual cyber breaches	Number	n/a	n/a	0
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0
Number of customers affected	Number	0	0	0
Complaints received from outside parties and substantiated by the organization	Number	0	0	0
Complaints from regulatory bodies	Number	0	0	0
Number of customers whose information is used for secondary purposes	Number	0	0	0


Maldives

Supply Chain	Unit	2021	2022	2023
Percentage of spending on local suppliers	Percentage	21	24	26.48
Percentage of local suppliers	Percentage	77	73	67.48
Percentage of new suppliers that were screened using social criteria	Percentage	n/a	25	27
Number of suppliers that are subject to social audits	Number	n/a	15	20
Number of suppliers identified as having significant actual and potential negative social impacts	Number	0	0	0
Suppliers with which relationships were terminated as a result of audit	Number	0	0	0
Percentage of new suppliers that were screened using environmental criteria	Percentage	n/a	3	7
Number of suppliers that are subject to environmental audits	Number	n/a	12	20
Number of suppliers identified as having significant actual and potential negative environmental impacts	Number	0	0	0
Suppliers with which relationships were terminated as a result of audit	Number	0	0	0

Palestine

Digital Enrichment	Unit	2021	2022	2023
Number of mobile Customers	Number	1,381,777	1,409,959	1,438,541
Radio Access Network Sites Evolution	Number	48	11	34

Community Care	Unit	2021	2022	2023
Total value of community investments	USD	773,971	746,340	634,204
Total amount invested in the community as a percentage of revenues	Percentage	0.69	0.65	0.58
Number of CSR projects	Number	68	35	44
Community investments as a percentage of pretax profit	Percentage	5.21	4.04	3.56
Total number of employee volunteering hours	Hours	120	148	144
Revenues	USD	112,178,178	115,520,016	109,001,985
Operating Costs	USD	76,543,956	75,518,301	70,005,853
Employee wages and benefits	USD	20,449,582	21,900,049	18,012,689
Payments to providers of capital	USD	730,630	59,101	0
Payments to the government	USD	5,694,995	6,137,024	5,694,995

Developing our People	Unit	2021	2022	2023
Total number of employees (excluding trainees, students, and outsourced staff)	Number	622	641	517
Full-time employees	Number	522	526	517
Female full-time employees	Number	106	110	113
Male full-time employees	Number	416	416	404
Part-time employees	Number	100	115	116
Female part-time employees	Number	54	87	94
Male part-time employees	Number	46	28	22
Workers who are not employees	Number	0	0	0
Senior Management	Number	11	7	9
Male employees in senior management	Number	10	6	8
Female employees in senior management	Number	1	1	1
Middle Management	Number	37	43	41
Female employees in middle management	Number	3	6	6
Male employees in middle management	Number	34	37	35

Palestine

Developing our People	Unit	2021	2022	2023
New employee hires (males)	Number	42	54	44
New employee hires (females)	Number	23	15	23
Total number of new employees who joined the organization	Number	65	69	67
Parental leave (males)	Number	62	61	55
Parental leave (females)	Number	13	12	13
Total Parental leaves	Number	75	73	68
Number of employees returned to work after Parental leave (males)	Number	62	61	55
Number of employees returned to work after Parental leave (females)	Number	13	12	13
Total Number of employees returned to work after Parental leave	Number	75	73	68
Workforce by age 18-30	Number	309	277	298
Workforce by age 31-40	Number	272	312	271
Workforce by age 41+	Number	41	52	64
Number of full-time national employees	Number	522	526	517
Female national employee	Number	106	110	113
Male national employees	Number	416	416	404
National full-time employees in senior management	Number	11	7	9
Nationalization rate of senior management	Percentage	100	100	100
Nationalization rate among total workforce	Percentage	100	100	100
Number of employees of other nationalities	Number	0	0	0
Number of female employees	Number	161	197	113
Female employment rate	Percentage	26	31	18
Females in senior management	Number	1	4	3
Turnover rate	Percentage	8	11	8
Total number of employees who left the organization	Number	42	58	43
Total training provided for females	Hours	333	820	577
Total training provided for males	Hours	200	2,865	2,618
Total training provided for total workforce	Hours	1,488	3,685	3,195
Total training provided for senior management	Hours	66	61	83
Total training provided for middle management	Hours	341	1,106	974
Average hours of training per employee	Hours	6	18	17
Average hours of training per female employee	Hours	8	18	17
Average hours of training per male employee	Hours	4	19	17
Average hours of training per senior management employee	Hours	5	15	17
Average hours of training per middle management employee	Hours	7	18	17
Percentage of employees receiving regular performance and career development reviews	Percentage	100	100	100
Percentage of female employees	Percentage	20	21	22
Percentage of male employees	Percentage	80	79	78
Percentage of senior management employees	Percentage	2	1	2
Percentage of middle management employees	Percentage	7	8	8
Total number of employees that the organization's anti-corruption policies have been communicated to	Number	0	0	0
Percentage of employees that the organization's anti-corruption policies have been communicated to	Percentage	0	0	0
Salaries paid	USD	921,445,600	948,347,500	942,179,900
Benefits paid	USD	65,819	66,356	65,946
Ratio of basic salary of women to men	Percentage	23	27	28


Palestine

Developing our People	Unit	2021	2022	2023
Ratio of remuneration of women to men	Percentage	13	17	17
Number of grievances filed in the reporting period	Number	0	0	0
Number of these grievance addressed or resolved	Number	0	0	0
Number of grievances filed prior to the reporting period that were resolved during the reporting period	Number	0	0	0
Work hours (employees)	Hours	1,010,552	1,060,416	1,079,496
Work hours (contractors)	Hours	218,831	231,840	242,208
Employee fatalities as a result of work-related injury	Number	0	0	0
Employee fatalities rate as a result of work-related injury	Percentage	0	0	0
Contractor fatalities as a result of work-related injury	Number	0	0	0
Contractor fatalities rate as a result of work-related injury	Percentage	0	0	0
Employee high consequence work related injury (excluding fatality)	Number	0	0	0
Employee high consequence work related injury rate (excluding fatality)	Percentage	0	0	0
Contractor high consequence work related injury (excluding fatality)	Number	0	0	0
Contractor high consequence work related injury rate (excluding fatality)	Percentage	0	0	0
Employee work related injury (excluding fatality and high consequence work)	Number	0	0	0
Employee work related injury rate (excluding fatality and high consequence work)	Percentage	0	0	0
Contractor work related injury (excluding fatality and high consequence work)	Number	0	0	0
Contractor work related injury rate (excluding fatality and high consequence work)	Percentage	0	0	0
Fatalities as a result of work-related ill health	Number	0	0	0
Cases of recordable work-related ill health	Number	0	0	0
Total hours of H&S training provided to employees	Hours	0	480	0
Average hours of H&S training per year per employee	Hours	0	0	0
Average hours of H&S training per employee for nationals	Hours	0	1.5	0
Total cost of HSE training	USD	0	2,000	0
Climate Change and Energy	Unit	2021	2022	2023
Energy intensity	GJ/ workforce	162.9	155.2	207.8
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	GJ	35,164	30,010	35,665
Indirect energy consumption (electricity)	GJ	66,140	69,449.1	71,778.7
Amount of renewable energy generated	GJ	0	0	0
Direct GHG emissions (Scope 1)	tCO ₂ e	2,421	2,066	2,456
Indirect GHG emissions (Scope 2)	tCO ₂ e	12,952	13,600	14,057
Total GHG emissions	tCO ₂ e	15,373	15,667	16,512
GHG emissions intensity	tCO ₂ e/ workforce	25	24	32
Sites converted to commercial power	Number	0	0	0
Sites converted to hybrid model	Number	0	0	0
Number of sites converted from COWs to RDM	Number	0	0	0
Amount of reduction in energy consumption achieved as a direct result of conservation and efficiency initiatives	GJ	0	0	0
Resource Management	Unit	2021	2022	2023
Total Water Consumption	m ³	2,600	2,870	2,686
Fresh water used - company generated	m ³	n/a	0	0
Water Intensity	m ³ / workforce	4.2	4.5	4.2

Palestine

Ethical Economic Opportunity	Unit	2021	2022	2023
Chairman's independence	Y/N	No	No	No
Total number of board members	Number	7	7	7
Male members of the Board of Directors	Number	7	6	6
Female members of the Board of Directors	Number	0	1	1
Percentage of Board seats occupied by women	Percentage	0	14	14
Percentage of board independence	Percentage	0	0	0
Total number of non-independent members	Number	7	7	7
The ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual)	Percentage	17.9	13.35	14.7
The ratio of the percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual)	Percentage	1.48	1.46	1.5
Total number for training hours delivered to board members	Hours	0	0	0
Average number of training hours delivered to board members	Hours	0	0	0
Total number of governance body members that received training on anti-corruption	Number	0	0	0
Average number of governance body members that received training on anti-corruption	Number	0	0	0
Total number of business units assessed for risks related to corruption	Number	0	0	0
Percentage of business units assessed for risks related to corruption	Percentage	0	0	0
Total number of confirmed incidents of corruption	Number	0	0	0
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	Number	0	0	0
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	Number	0	0	0
Total number of governance body members that the organization's anti-corruption policies and procedures have been communicated to.	Number	0	0	0
Percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to.	Percentage	0	0	0
Total number of governance body members that have received training on anti-corruption, broken down by region.	Number	0	0	0
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	Number	0	0	0
Number of incidents of discrimination reported	Number	0	0	0
Number of incidents of discrimination reviewed	Number	0	0	0
Number of incidents of discrimination resolved	Number	0	0	0
Safeguarding Customers	Unit	2021	2022	2023
Customer satisfaction results	Percentage	82	84	83
Percentage of customer complaints that were answered	Percentage	100	100	100
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0
Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	Number	1	0	0
Privacy training sessions offered to employees	Number	0	1	0
Attempted cyberattacks	Number	n/a	n/a	1,400,000
Actual cyber breaches	Number	n/a	n/a	72

 **Palestine**

Safeguarding Customers	Unit	2021	2022	2023
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0
Number of customers affected	Number	100	0	0
Complaints received from outside parties and substantiated by the organization	Number	200	0	0
Supply Chain	Unit	2021	2022	2023
Percentage of spending on local suppliers	Percentage	28	21	30
Percentage of local suppliers	Percentage	83	79	78

 **Tunisia**

Digital Enrichment	Unit	2021	2022	2023
Number of mobile Customers	Number	6,528,394	6,683,736	6,762,293
Number of wireline subscribers	Number	74,941	89,379	118,410
Number of broadband subscribers	Number	311,137	354,757	379,458
Share of digital invoice payment from total payments	Percentage	6.22	11.54	16.99
Percent of digitally acquired customer	Percentage	14.65	16.43	24.05
Radio Access Network Sites Evolution	Number	2,632	2,705	2,790
Community Care	Unit	2021	2022	2023
Total value of community investments	USD	32,000	32,000	32,000
Total amount invested in the community as a percentage of revenues	Percentage	0	0	0
Number of CSR projects	Number	10	8	4
Community investments as a percentage of pretax profit	Percentage	0	0	0
Operations with significant actual or potential negative impacts on local communities	Number	0	0	0
Number of volunteers	Number	60	48	70
Total number of employee volunteering hours	Hours	100	100	48
Number of volunteering days	Days	3	3	3
Revenues	000'TND	1,234,462	1,243,690	1,252,898
Operating Costs	000'TND	555,144	541,982	631,836
Employee wages and benefits	000'TND	202,940	150,014	147,755
Payments to providers of capital	000'TND	90,773	179,587	179,586
Payments to the government	000'TND	107,529	196,730	196,527
Developing our People	Unit	2021	2022	2023
Total number of employees (excluding trainees, students, and outsourced staff)	Number	1,495	1,390	1,348
Full-time employees	Number	1,335	1,252	1,222
Female full-time employees	Number	439	418	414
Male full-time employees	Number	896	834	808
Part-time employees	Number	160	138	126
Female part-time employees	Number	119	104	102
Male part-time employees	Number	41	34	24
Workers who are not employees	Number	n/a	n/a	97
Senior Management	Number	93	89	97
Male employees in senior management	Number	74	71	80
Female employees in senior management	Number	19	18	17
Middle Management	Number	182	178	180
Female employees in middle management	Number	62	61	66
Male employees in middle management	Number	120	117	114


 **Tunisia**

Developing our People	Unit	2021	2022	2023
New employee hires (males)	Number	18	36	26
New employee hires (females)	Number	11	24	25
Total number of new employees who joined the organization	Number	29	60	51
Parental leave (males)	Number	0	0	0
Parental leave (females)	Number	31	19	13
Total Parental leaves	Number	31	19	13
Number of employees returned to work after Parental leave (males)	Number	0	0	0
Number of employees returned to work after Parental leave (females)	Number	31	19	13
Total Number of employees returned to work after Parental leave	Number	31	19	13
Workforce by age 18-30	Number	146	105	78
Workforce by age 31-40	Number	593	484	408
Workforce by age 41+	Number	756	801	863
Number of full-time national employees	Number	1,487	1,387	1,342
Female national employee	Number	558	522	516
Male national employees	Number	934	865	826
National full-time employees in senior management	Number	93	89	97
Nationalization rate of senior management	Percentage	96	96	92.9
Nationalization rate among full-time employees	Percentage	99.8	99.8	99.6
Number of employees of other nationalities	Number	3	3	6
Number of female employees	Number	558	522	516
Female employment rate	Percentage	37	38	38
Females in senior management	Number	20	20	18
Turnover rate	Percentage	15	11	7
Total number of employees who left the organization	Number	218	151	92
Total training provided for females	Hours	7,644	9,452	10,742
Total training provided for males	Hours	14,883	15,272	18,733
Total training provided for total workforce	Hours	22,526	24,723	29,475
Total training provided for senior management	Hours	3,464	1,870	3,370
Total training provided for middle management	Hours	5,875	4,755	5,745
Average hours of training per employee	Hours	12	17	21
Average hours of training per female employee	Hours	14	16	21
Average hours of training per male employee	Hours	14	16	21
Average hours of training per senior management employee	Hours	43	20	38
Average hours of training per middle management employee	Hours	25	26	32
Percentage of employees receiving regular performance and career development reviews	Percentage	100	0	100
Percentage of female employees	Percentage	100	0	100
Percentage of male employees	Percentage	100	0	100
Percentage of senior management employees	Percentage	0	0	0
Percentage of middle management employees	Percentage	0	0	0
Total number of employees that the organization's anti-corruption policies have been communicated to	Number	0	0	0
Salaries paid	000'TND	143,481.3	89,629	96,857.2
Benefits paid	000'TND	59,459	60,385	50,898
Ratio of basic salary of women to men	Percentage	30	32	32
Ratio of remuneration of women to men	Percentage	32	31	31
Percentage of employee engagement	Percentage	71	80	81

 Tunisia

Developing our People	Unit	2021	2022	2023
Number of grievances filed in the reporting period	Number	0	0	0
Number of these grievance addressed or resolved	Number	0	0	0
Number of grievances filed prior to the reporting period that were resolved during the reporting period	Number	0	0	0
Work hours (employees)	Hours	3,004,320	2,839,584	3,083,520
Work hours (contractors)	Hours	183,744	183,744	200,640
Number of workers covered by an occupational health and safety management system	Number	1,217	1,139	1,349
Total workers covered by the health and safety management system	Percentage	83	82	100
Workers covered by the health and safety management system that has been internally audited	Number	1,217	1,139	1,349
Total workers covered by the health and safety management system that has been internally audited	Percentage	83	82	100
Workers covered by the health and safety management system that has been audited or certified by an external party	Number	1,217	1,139	1,349
Total workers covered by the health and safety management system that has been audited or certified by an external party	Percentage	83	82	100
Workforce represented in joint management-worker H&S committees	Percentage	100	100	100
Employee fatalities as a result of work-related injury	Number	0	0	0
Employee fatalities rate as a result of work-related injury	Percentage	0	0	0
Contractor fatalities as a result of work-related injury	Number	0	0	0
Contractor fatalities rate as a result of work-related injury	Percentage	0	0	0
Employee high consequence work related injury (excluding fatality)	Number	0	0	0
Employee high consequence work related injury rate (excluding fatality)	Percentage	0	0	0
Contractor high consequence work related injury (excluding fatality)	Number	0	0	0
Contractor high consequence work related injury rate (excluding fatality)	Percentage	0	0	0
Employee work related injury (excluding fatality and high consequence work)	Number	0	0	0
Employee work related injury rate (excluding fatality and high consequence work)	Percentage	0	0	0
Contractor work related injury (excluding fatality and high consequence work)	Number	0	0	0
Contractor work related injury rate (excluding fatality and high consequence work)	Percentage	0	0	0
Fatalities as a result of work-related ill health	Number	0	0	0
Cases of recordable work-related ill health	Number	0	0	0
Total hours of H&S training provided to employees	Hours	128	228	286
Average hours of H&S training per year per employee	Hours	16	14.4	12
Average hours of H&S training per employee for nationals	Hours	16	14.4	12
Total cost of HSE training	USD	624	5,539	704
Climate Change and Energy	Unit	2021	2022	2023
Energy intensity	GJ/ workforce	212	239	264.6
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	GJ	20,720	21,640	23,252
Indirect energy consumption (electricity)	GJ	295,883	310,536.7	333,638.7


 Tunisia

Climate Change and Energy	Unit	2021	2022	2023
Amount of renewable energy generated	GJ	1,039	1,039	1,039
Renewable Energy Intensity	GJ/ workforce	0.7	0.7	0.8
Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives	GJ	5,719	2,520	3,905.8
Direct GHG emissions (Scope1)	tCO ₂ e	1,426.80	1,490.16	1,601.16
Indirect GHG emissions (Scope 2)	tCO ₂ e	45,500.27	47,753.68	51,306.26
Total GHG emissions	tCO ₂ e	46,927.07	49,243.84	52,907.42
GHG emissions intensity	tCO ₂ e/ workforce	31.39	35.43	39.25
Sites converted to commercial power	Number	0	0	3
Sites converted to hybrid model	Number	0	0	0
Number of sites converted from COWs to RDM	Number	0	0	0
Amount of reduction in energy consumption achieved as a direct result of conservation and efficiency initiatives	GJ	5,719	2,520	3,906
Resource Management	Unit	2021	2022	2023
Total Water Consumption	m ³	20,796	20,950	21,000
Fresh water used - company generated	m ³	0	0	0
Water Intensity	m ³ / workforce	14	15	16
Ethical Economic Opportunity	Unit	2021	2022	2023
Chairman's independence	Y/N	Yes	Yes	Yes
Total number of board members	Number	8	8	8
Male members of the Board of Directors	Number	8	8	8
Female members of the Board of Directors	Number	0	0	0
Percentage of Board seats occupied by women	Percentage	0	0	0
Percentage of board independence	Percentage	13	13	13
Total number of non-independent members	Number	7	7	7
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	Number	n/a	n/a	n/a
Total number of governance body members that the organization's anti-corruption policies and procedures have been communicated to.	Number	n/a	n/a	n/a
Percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to.	Percentage	n/a	n/a	n/a
Total number of governance body members that have received training on anti-corruption, broken down by region.	Number	n/a	n/a	n/a
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	Number	n/a	n/a	n/a
Number of incidents of discrimination reported	Number	0	0	0
Number of incidents of discrimination reviewed	Number	0	0	0
Number of incidents of discrimination resolved	Number	0	0	0
Safeguarding Customers	Unit	2021	2022	2023
Customer satisfaction results	Percentage	71	71	73
Customer complaints received through communication channels	Number	472,096	714,919	667,598
Percentage of customer complaints that were answered	Percentage	11	13	19
Percentage of customer complaints that were solved	Percentage	97	96	97
Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	Number	6	6	2
Attempted cyberattacks	Number	3,675	10,387	78,569



Tunisia

Safeguarding Customers	Unit	2021	2022	2023
Actual cyber breaches	Number	0	0	0
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0
Number of customers affected	Number	0	0	0
Complaints from regulatory bodies	Number	0	0	0
Supply Chain	Unit	2021	2022	2023
Percentage of spending on local suppliers	Percentage	60	53	68
Percentage of local suppliers	Percentage	84	70	82

Oman

Digital Enrichment	Unit	2021	2022	2023
Number of mobile Customers	Number	2,407,000	2,878,000	2,926,000
Number of broadband subscribers	Number	168,000	157,000	160,000
Share of digital invoice payment from total payments	Percentage	66.41	81.86	83.29
Digitally offered products out of all products	Percentage	90	92	95
Percent of digitally acquired customer	Percentage	5.30	11.30	21.90
Community Care	Unit	2021	2022	2023
Total value of community investments	USD	320,624.2	583,265.8	451,749.2
Total amount invested in the community as a percentage of revenues	Percentage	0.05	0.10	0.10
Number of CSR projects	Number	7	8	10
Community investments as a percentage of pretax profit	Percentage	0.3	0.4	1.6
Number of volunteers	Number	100	130	150
Total number of employee volunteering hours	Hours	900	1,000	1,000
Number of volunteering days	Days	140	160	190
Revenues	OMR	245,546,337.03	261,627,033.59	259,114,170.33
Operating Costs	OMR	50,762,825.88	44,631,884.69	48,325,977.82
Employee wages and benefits	OMR	27,916,625.25	34,047,566.44	30,353,473.32
Payments to providers of capital	OMR	16,273,605.75	11,717,047.46	13,018,884.60
Payments to the government	OMR	11,528,422.74	10,081,251.88	8,774,772.66
Developing our People	Unit	2021	2022	2023
Total number of employees (excluding trainees, students, and outsourced staff)	Number	950	941	935
Full-time employees	Number	950	941	935
Female full-time employees	Number	308	306	299
Male full-time employees	Number	642	635	636
Part-time employees	Number	0	0	0
Female part-time employees	Number	0	0	0
Male part-time employees	Number	0	0	0
Workers who are not employees	Number	0	0	0
Senior Management	Number	32	33	30
Male employees in senior management	Number	29	28	27
Female employees in senior management	Number	3	5	3
Middle Management	Number	119	110	122
Female employees in middle management	Number	18	17	17
Male employees in middle management	Number	101	93	105
New employee hires (males)	Number	21	15	22
New employee hires (females)	Number	11	5	3

Oman

Developing our People	Unit	2021	2022	2023
Total number of new employees who joined the organization	Number	32	20	25
Parental leave (males)	Number	46	56	56
Parental leave (females)	Number	22	21	22
Total Parental leaves	Number	68	77	78
Number of employees returned to work after Parental leave (males)	Number	46	56	56
Number of employees returned to work after Parental leave (females)	Number	22	21	22
Total Number of employees returned to work after Parental leave	Number	68	77	78
Workforce by age 18-30	Number	103	85	72
Workforce by age 31-40	Number	572	537	485
Workforce by age 41+	Number	275	319	378
Number of full-time national employees	Number	890	885	873
Female national employee	Number	303	301	294
Male national employees	Number	587	584	579
National full-time employees in senior management	Number	3	4	2
Nationalization rate of senior management	Percentage	85.7	81.3	80
Nationalization rate among full-time employees	Percentage	93	94	93.4
Number of employees of other nationalities	Number	890	885	873
Number of female employees	Number	308	306	299
Female employment rate	Percentage	32	33	32
Females in senior management	Number	3	5	3
Turnover rate	Percentage	3.3	2.6	5
Total number of employees who left the organization	Number	32	25	47
Total training provided for females	Hours	7,084	3,550	6,103
Total training provided for males	Hours	14,766	5,334	10,726
Total training provided for total workforce	Hours	21,850	8,884	16,829
Total training provided for senior management	Hours	736	726	184
Total training provided for middle management	Hours	2,737	2,530	110
Average hours of training per employee	Hours	23	20	33
Average hours of training per female employee	Hours	23	11.6	10.6
Average hours of training per male employee	Hours	23	8.4	22.4
Average hours of training per senior management employee	Hours	23	22.	5
Average hours of training per middle management employee	Hours	23	23	7
Percentage of employees receiving regular performance and career development reviews	Percentage	100	100	100
Percentage of female employees	Percentage	100	100	100
Percentage of male employees	Percentage	100	100	100
Percentage of senior management employees	Percentage	100	100	100
Percentage of middle management employees	Percentage	100	100	100
Salaries paid	OMR	22,282,543.4	21,970,798	22,026,680
Benefits paid	OMR	5,228,368	7,081,703	8,160,098
Ratio of basic salary of women to men	Percentage	0	25	24
Ratio of remuneration of women to men	Percentage	25	25	24
Percentage of employee engagement	Percentage	59	65	75
Number of grievances filed in the reporting period	Number	9	2	8
Number of these grievance addressed or resolved	Number	9	1	8
Number of grievances filed prior to the reporting period that were resolved during the reporting period	Number	9	0	8
Work hours (employees)	Hours	103,740	1,284,465	1,281,735



Oman

Developing our People	Unit	2021	2022	2023
Work hours (contractors)	Hours	2,453	1,920	2,000
Heat stress events	Number	0	0	3
Number of workers covered by an occupational health and safety management system	Number	n/a	941	939
Total workers covered by the health and safety management system	Percentage	0	100	100
Workers covered by the health and safety management system that has been internally audited	Number	0	941	939
Total workers covered by the health and safety management system that has been internally audited	Percentage	0	0	100
Workers covered by the health and safety management system that has been audited or certified by an external party	Number	0	0	1
Total workers covered by the health and safety management system that has been audited or certified by an external party	Percentage	0	0	0
Workforce represented in joint management-worker H&S committees	Percentage	0	0	0
Employee fatalities as a result of work-related injury	Number	0	0	0
Employee fatalities rate as a result of work-related injury	Percentage	0	0	0
Contractor fatalities as a result of work-related injury	Number	0	0	0
Contractor fatalities rate as a result of work-related injury	Percentage	0	0	0
Employee high consequence work related injury (excluding fatality)	Number	0	0	0
Employee high consequence work related injury rate (excluding fatality)	Percentage	0	0	0
Contractor high consequence work related injury (excluding fatality)	Number	0	0	0
Contractor high consequence work related injury rate (excluding fatality)	Percentage	0	0	0
Employee work related injury (excluding fatality and high consequence work)	Number	0	0	0
Employee work related injury rate (excluding fatality and high consequence work)	Percentage	0	0	0
Contractor work related injury (excluding fatality and high consequence work)	Number	0	0	0
Contractor work related injury rate (excluding fatality and high consequence work)	Percentage	0	0	0
Fatalities as a result of work-related ill health	Number	0	0	0
Cases of recordable work-related ill health	Number	0	0	0
Total hours of H&S training provided to employees	Hours	503	1,932	1,123
Average hours of H&S training per year per employee	Hours	0.4	2.040	1.190
Average hours of H&S training per employee for nationals	Hours	1	2.2	1.50
Total cost of HSE training	USD	65,000	117,892	12,480
Climate Change and Energy	Unit	2021	2022	2023
Energy intensity	GJ/ workforce	615	634	607
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	GJ	99,422	157,169	132,665
Indirect energy consumption (electricity)	GJ	484,684	439,274	437,663
Amount of renewable energy generated	GJ	n/a	5,676	134
Renewable Energy Intensity	GJ/ workforce	n/a	6.03	0.14
Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives	GJ	n/a	4,832	1
Direct GHG emissions (Scope1)	tCO ₂ e	6,847	10,824	9,136
Indirect GHG emissions (Scope 2)	tCO ₂ e	91,417	82,852	82,548
Total GHG emissions	tCO ₂ e	98,264	93,676	91,684
GHG emissions intensity	tCO ₂ e/ workforce	103.4	99.5	98.1



Oman

Resource Management	Unit	2021	2022	2023
Percentage of offices ISO 14001 certified	Percentage	0.5	0	0
Total Water Consumption	m ³	767	24,000	24,000
Water Intensity	m ³ /workforce	0.8	25.5	25.6
Total hazardous waste disposed	Tons	0.02	0	0
Total non-hazardous waste disposed	Tonnes	29	34	214
Percentage of hazardous waste recycled	Percentage	8	0	0
Percentage of non-hazardous waste recycled	Percentage	37	37	0
Ethical Economic Opportunity	Unit	2021	2022	2023
Chairman's independence	Y/N	No	No	No
Total number of board members	Number	9	9	9
Male members of the Board of Directors	Number	9	9	9
Female members of the Board of Directors	Number	0	0	0
Percentage of Board seats occupied by women	Percentage	0	0	0
Percentage of board independence	Percentage	33.3	33.3	33.0
Total number of non-independent members	Number	6	6	6
Total number for training hours delivered to board members	Hours	0	1	3
Average number of training hours delivered to board members	Hours	0	0.1	0.3
Number of incidents of discrimination reviewed	Number	0	0	0
Number of incidents of discrimination resolved	Number	0	0	0
Safeguarding Customers	Unit	2021	2022	2023
Customer satisfaction results	Percentage	72.00	75.67	73.42
Customer complaints received through communication channels	Number	175,102	143,438	152,849
Percentage of customer complaints that were answered	Percentage	100	100	100
Percentage of customer complaints that were solved	Percentage	82	90	100
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0
Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	Number	0	0	0
Privacy training sessions offered to employees	Number	1	1	2
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0
Number of customers affected	Number	0	0	0
Complaints received from outside parties and substantiated by the organization	Number	0	0	0
Supply Chain	Unit	2021	2022	2023
Percentage of spending on local suppliers	Percentage	53.25	67.55	68.49
Percentage of local suppliers	Percentage	65.14	68.35	69.55
Percentage of new suppliers that were screened using social criteria	Percentage	0	0	1
Number of suppliers identified as having significant actual and potential negative social impacts	Number	0	0	0
Suppliers with which relationships were terminated as a result of audit	Number	0	0	0
Number of suppliers identified as having significant actual and potential negative environmental impacts	Number	0	0	0
Suppliers with which relationships were terminated as a result of audit	Number	0	0	0



Kuwait

Digital Enrichment	Unit	2021	2022	2023
Number of mobile Customers	Number	2,517,708	2,707,602	2,846,590
Number of broadband subscribers	Number	0	0	0
Share of digital invoice payment from total payments	Percentage	61	67	70
Digitally offered products out of all products	Percentage	35	61	85
Percent of digitally acquired customer	Percentage	9	13	18

Community Care	Unit	2021	2022	2023
Total value of community investments	USD	NA	NA	264,060
Total amount invested in the community as a percentage of revenues	Percentage	NA	NA	0.03
Community investments as a percentage of pretax profit	Percentage	NA	NA	0.07
Revenues	USD	686,090,875	770,342,071	801,809,178
Operating Costs	USD	411,100,351	465,432,678	476,970,828
Employee wages and benefits	USD	73,884,767	69,756,998	55,613,445
Payments to providers of capital	USD	57,182,587	114,365,175	228,730,349
Payments to the government	USD	102,166,138	92,475,518	99,787,294

Developing our People	Unit	2021	2022	2023
Total number of employees (excluding trainees, students, and outsourced staff)	Number	398	420	399
Full-time employees	Number	397	419	398
Female full-time employees	Number	92	109	107
Male full-time employees	Number	305	310	291
Part-time employees	Number	1	1	1
Female part-time employees	Number	0	0	-
Male part-time employees	Number	1	1	1
Workers who are not employees	Number	0	0	-
Senior Management	Number	16	20	20
Male employees in senior management	Number	16	19	19
Female employees in senior management	Number	0	1	1
Middle Management	Number	82	86	80
Female employees in middle management	Number	18	18	20
Male employees in middle management	Number	64	68	60
New employee hires (males)	Number	37	44	27
New employee hires (females)	Number	9	29	22
Total number of new employees who joined the organization	Number	46	73	49
Parental leave (males)	Number	8	14	16
Parental leave (females)	Number	3	5	4
Total Parental leaves	Number	11	19	20
Number of employees returned to work after Parental leave (males)	Number	8	14	16
Number of employees returned to work after Parental leave (females)	Number	3	5	4
Total Number of employees returned to work after Parental leave	Number	11	19	20
Workforce by age 18-30	Number	35	55	53
Workforce by age 31-40	Number	183	180	167
Workforce by age 41+	Number	180	185	179
Number of full-time national employees	Number	204	221	205
Female national employee	Number	55	69	65
Male national employees	Number	149	152	140



Kuwait

Developing our People	Unit	2021	2022	2023
National full-time employees in senior management	Number	7	8	8
Nationalization rate of senior management	Percentage	44	40	40
Nationalization rate among total workforce	Percentage	51	53	52
Number of employees of other nationalities	Number	193	198	193
Number of female employees	Number	92	109	107
Female employment rate	Percentage	23.4	26.0	26.9
Females in senior management	Number	0	1	1
Turnover rate	Percentage	24.9	11.4	17.6
Total number of employees who left the organization	Number	99	48	70
Total training provided for females	Hours	216	210	756
Total training provided for males	Hours	956	1015	2502
Total training provided for total workforce	Hours	1172	1225	3258
Total training provided for senior management	Hours	108	160	404
Total training provided for middle management	Hours	504	624	1334
Average hours of training per employee	Hours	4	8	14
Average hours of training per female employee	Hours	4	6	13
Average hours of training per male employee	Hours	4	9	15
Average hours of training per senior management employee	Hours	6	10	24
Average hours of training per middle management employee	Hours	7	16	14
Percentage of employees receiving regular performance and career development reviews	Percentage	100	100	100
Percentage of female employees	Percentage	23	26	27
Percentage of male employees	Percentage	77	74	73
Percentage of senior management employees	Percentage	72	68	70
Percentage of middle management employees	Percentage	10	20	20
Salaries paid	KWD	9,158,269	8,936,077	9,190,506
Benefits paid	KWD	542,550	520,395	567,761
Ratio of basic salary of women to men	Percentage	19	19	22
Ratio of remuneration of women to men	Percentage	25	2	29
Percentage of employee engagement	Percentage	90	91	89
Number of grievances filed in the reporting period	Number	8	8	10
Number of these grievance addressed or resolved	Number	8	8	10
Number of grievances filed prior to the reporting period that were resolved during the reporting period	Number	0	0	0
Work hours (employees)	Hours	780,080	829,920	778,848
Number of workers covered by an occupational health and safety management system	Number	946	969	862
Total workers covered by the health and safety management system	Percentage	100	100	100
Workers covered by the health and safety management system that has been audited or certified by an external party	Number	0	0	1
Total workers covered by the health and safety management system that has been audited or certified by an external party	Percentage	0	0	1
Workforce represented in joint management-worker H&S committees	Percentage	0	0	13
Employee fatalities as a result of work-related injury	Number	0	0	0
Employee fatalities rate as a result of work-related injury	Percentage	0	0	0
Contractor fatalities as a result of work-related injury	Number	0	0	0
Contractor fatalities rate as a result of work-related injury	Percentage	0	0	0



Kuwait

Developing our People	Unit	2021	2022	2023
Employee high consequence work related injury (excluding fatality)	Number	0	0	0
Employee high consequence work related injury rate (excluding fatality)	Percentage	0	0	0
Contractor high consequence work related injury (excluding fatality)	Number	0	0	0
Contractor high consequence work related injury rate (excluding fatality)	Percentage	0	0	0
Employee work related injury (excluding fatality and high consequence work)	Number	0	0	0
Employee work related injury rate (excluding fatality and high consequence work)	Percentage	0	0	0
Contractor work related injury (excluding fatality and high consequence work)	Number	0	0	0
Contractor work related injury rate (excluding fatality and high consequence work)	Percentage	0	0	0
Fatalities as a result of work-related ill health	Number	0	0	0
Cases of recordable work-related ill health	Number	0	0	0
Total hours of H&S training provided to employees	Hours	0	0	0
Average hours of H&S training per year per employee	Hours	0	0	0
Average hours of H&S training per employee for nationals	Hours	0	0	0
Total cost of HSE training	IQD	0	0	0
Climate Change and Energy	Unit	2021	2022	2023
Energy intensity	GJ/ workforce	1,052.8	1,046	1,797.5
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	GJ	337,161	345,257	266,020.44
Indirect energy consumption (electricity)	GJ	81,841	94,062	451,174.98
Amount of renewable energy generated	GJ	0	0	815
Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives	GJ	0	0	6603
Direct GHG emissions (Scope 1)	tCO ₂ e	23,238	23,796	5,276.8
Indirect GHG emissions (Scope 2)	tCO ₂ e	17,746	20,396	33,502.7
Indirect GHG emissions (Scope 3)	tCO ₂ e	n/a	n/a	77,317.4
Total GHG emissions	tCO ₂ e	40,984	44,192	116,096.9
GHG emissions intensity	tCO ₂ e/ workforce	103	105.2	291.0
The amount of assets or business activities vulnerable to climate-related transition risks	Number	0	0	0
The percentage of assets or business activities vulnerable to climate-related transition risks	Percentage	0	0	0
The amount and percentage of assets or business activities vulnerable to climate-related physical risks	Number	0	0	0
The amount and percentage of assets or business activities vulnerable to climate-related physical risks	Percentage	0	0	0
The amount and percentage of assets or business activities aligned with climate-related opportunities	Number	0	0	0
The amount and percentage of assets or business activities aligned with climate-related opportunities	Percentage	0	0	0
Amount of assets or business activities aligned with climate-related opportunities	Number	0	0	0
Percentage of assets or business activities aligned with climate-related opportunities	Percentage	0	0	0
Sites converted to commercial power	Number	2	7	8
Sites converted to hybrid model	Number	0	0	6
Number of sites converted from COWs to RDM	Number	4	12	4
Amount of reduction in energy consumption achieved as a direct result of conservation and efficiency initiatives	GJ	0	0	6,603



Kuwait

Resource Management	Unit	2021	2022	2023
Percentage of offices ISO 14001 certified	Percentage	19,303	18,000	17,350
Fresh water used - company generated	m ³	49	43	43
Water Intensity	m ³ /workforce	0.2	17	0.2
Total hazardous waste disposed	Items	2,819	6,796	4,021
Total non-hazardous waste disposed	Tonnes	0	0	6
Percentage of non-hazardous waste recycled	Percentage	0	0	50
Ethical Economic Opportunity	Unit	2021	2022	2023
Chairman's independence	Y/N	Yes	Yes	Yes
Total number of board members	Number	7	7	7
Male members of the Board of Directors	Number	7	7	7
Female members of the Board of Directors	Number	0	0	0
Percentage of Board seats occupied by women	Percentage	0	0	0
Percentage of board independence	Percentage	29	43	43
Total number of non-independent members	Number	4	4	4
Total number for training hours delivered to board members	Hours	3	2	4
Average number of training hours delivered to board members	Hours	0.43	0.29	0.57
Number of incidents of discrimination reported	Number	0	0	0
Number of incidents of discrimination reviewed	Number	0	0	0
Number of incidents of discrimination resolved	Number	0	0	0
Safeguarding Customers	Unit	2021	2022	2023
Customer satisfaction results	Percentage	79	82	84
Customer complaints received through communication channels	Number	200,009	180,749	159,038
Percentage of customer complaints that were answered	Percentage	100	100	100
Percentage of customer complaints that were solved	Percentage	100	100	100
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0
Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	Number	0	0	0
Attempted cyberattacks	Number	0	0	0
Actual cyberattacks	Number	0	0	0
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0
Number of customers affected	Number	0	0	0
Complaints received from outside parties and substantiated by the organization	Number	0	0	0
Complaints from regulatory bodies	Number	0	0	0
Number of customers whose information is used for secondary purposes	Number	0	0	0
Supply Chain	Unit	2021	2022	2023
Percentage of spending on local suppliers	Percentage	63	75	50
Percentage of local suppliers	Percentage	71	69	65



Digital Enrichment	Unit	2021	2022	2023
Number of mobile Customers	Number	2,715,413	2,825,075	2,487,127
Number of wireline subscribers	Number	342,592	353,433	320,570
Number of broadband subscribers	Number	249,148	257,804	249,909
Share of digital invoice payment from total payments	Percentage	68	66	65
Digitally offered products out of all products	Percentage	n/a	100	100
Percent of digitally acquired customer	Percentage	n/a	2	4
Radio Access Network Sites Evolution	Number	3,153	3,442	3,797

Community Care	Unit	2021	2022	2023
Total value of community investments	USD	26,178,363	29,268,578	27,332,989
Total amount invested in the community as a percentage of revenues	Percentage	1.3	1.4	1.4
Number of CSR projects	Number	8	30	
Community investments as a percentage of pretax profit	Percentage	4.5	5.6	5.5
Operations with significant actual or potential negative impacts on local communities	Number	0	0	0
Number of volunteers	Number	50	50	50
Total number of employee volunteering hours	Hours	121	130	160
Number of volunteering days	Days	30	50	60
Revenues	USD	2,015,370	2,149,255	1,966,500
Operating Costs	USD	856,850	972,126	809,917
Employee wages and benefits	USD	267,493	300,032	267,223
Payments to providers of capital	USD	216,216	259,459	371,892
Payments to the government	USD	103,947	96,110	92,278

Developing our People	Unit	2021	2022	2023
Total number of employees (excluding trainees, students, and outsourced staff)	Number	1,210	1,175	1,175
Full-time employees	Number	1,210	1,175	1,175
Female full-time employees	Number	296	291	299
Male full-time employees	Number	914	884	876
Part-time employees	Number	0	0	0
Female part-time employees	Number	0	0	0
Male part-time employees	Number	0	0	0
Senior Management	Number	120	106	118
Male employees in senior management	Number	104	91	97
Female employees in senior management	Number	16	15	21
Middle Management	Number	355	368	365
Female employees in middle management	Number	59	70	68
Male employees in middle management	Number	296	298	297
New employee hires (males)	Number	48	41	67
New employee hires (females)	Number	14	17	27
Total number of new employees who joined the organization	Number	62	58	94
Parental leave (males)	Number	0	5	29
Parental leave (females)	Number	26	18	13
Total Parental leaves	Number	26	23	42
Number of employees returned to work after Parental leave (males)	Number	0	5	29
Number of employees returned to work after Parental leave (females)	Number	26	18	11
Total Number of employees returned to work after Parental leave	Number	26	23	40

Developing our People	Unit	2021	2022	2023
Workforce by age 18-30	Number	110	106	109
Workforce by age 31-40	Number	425	395	380
Workforce by age 41+	Number	675	674	686
Number of full-time national employees	Number	505	485	500
Female national employee	Number	231	233	240
Male national employees	Number	274	252	260
National full-time employees in senior management	Number	51	42	51
Nationalization rate of senior management	Percentage	42.5	40	43
Nationalization rate among total workforce	Percentage	41.7	41.3	42.6
Number of employees of other nationalities	Number	705	690	675
Number of female employees	Number	296	291	299
Female employment rate	Percentage	24.5	24.8	25.4
Females in senior management	Number	16	15	21
Turnover rate	Percentage	2.9	5.6	3.6
Total number of employees who left the organization	Number	35	66	43
Total training provided for females	Hours	n/a	n/a	2,410
Total training provided for males	Hours	n/a	n/a	8,201
Total training provided for total workforce	Hours	n/a	n/a	10,611
Total training provided for senior management	Hours	n/a	n/a	2,316
Total training provided for middle management	Hours	n/a	n/a	4,021
Average hours of training per employee	Hours	3.2	11.1	12.1
Average hours of training per female employee	Hours	4.5	9.4	13.2
Average hours of training per male employee	Hours	2.7	11.6	11.7
Average hours of training per senior management employee	Hours	3.1	21.0	21.1
Average hours of training per middle management employee	Hours	8.6	15.6	10.8
Percentage of employees receiving regular performance and career development reviews	Percentage	100	100	100
Percentage of female employees	Percentage	100	100	100
Percentage of male employees	Percentage	100	100	100
Percentage of senior management employees	Percentage	100	100	100
Percentage of middle management employees	Percentage	100	100	100
Total number of employees that the organization's anti-corruption policies have been communicated to	Number	1,210	1,175	1,175
Percentage of employees that the organization's anti-corruption policies have been communicated to	Percentage	100	100	100
Salaries paid	QR 000'	754	824	732
Benefits paid	QR 000'	112	127	120
Ratio of basic salary of women to men	Percentage	107	111	109
Ratio of remuneration of women to men	Percentage	98	102	101
Percentage of employee engagement	Percentage	80	82	89
Number of grievances filed in the reporting period	Number	9	19	40
Number of these grievance addressed or resolved	Number	8	19	38
Number of grievances filed prior to the reporting period that were resolved during the reporting period	Number	0	0	0
Work hours (employees)	Hours	2,555,520	2,479,488	2,481,600
Work hours (contractors)	Hours	2,640,000	4,452,502	2,691,685
Heat stress events	Number	0	0	0
Number of workers covered by an occupational health and safety management system	Number	2,460	2,532	2,452



Developing our People	Unit	2021	2022	2023
Total workers covered by the health and safety management system	Percentage	100	100	100
Workers covered by the health and safety management system that has been internally audited	Number	2,460	2,532	2,452
Total workers covered by the health and safety management system that has been internally audited	Percentage	100	100	100
Workers covered by the health and safety management system that has been audited or certified by an external party	Number	2,460	2,532	2,452
Total workers covered by the health and safety management system that has been audited or certified by an external party	Percentage	100	100	100
Workforce represented in joint management-worker H&S committees	Percentage	1	1	1
Employee fatalities as a result of work-related injury	Number	0	0	0
Employee fatalities rate as a result of work-related injury	Percentage	0	0	0
Contractor fatalities as a result of work-related injury	Number	0	1	0
Contractor fatalities rate as a result of work-related injury	Percentage	0	0.1	0
Employee high consequence work related injury (excluding fatality)	Number	0	0	0
Employee high consequence work related injury rate (excluding fatality)	Percentage	0	0	0
Contractor high consequence work related injury (excluding fatality)	Number	0	0	0
Contractor high consequence work related injury rate (excluding fatality)	Percentage	0	0	0
Employee work related injury (excluding fatality and high consequence work)	Number	0	0	0
Employee work related injury rate (excluding fatality and high consequence work)	Percentage	0	0	0
Contractor work related injury (excluding fatality and high consequence work)	Number	0	2	1
Contractor work related injury rate (excluding fatality and high consequence work)	Percentage	0	0.1	0.08
Fatalities as a result of work-related ill health	Number	0	0	0
Cases of recordable work-related ill health	Number	0	0	0
Total hours of H&S training provided to employees	Hours	83	1,234	542
Average hours of H&S training per year per employee	Hours	0.1	1.1	0.5
Total cost of HSE training	USD	0	16,583	3,078
Climate Change and Energy	Unit	2021	2022	2023
Energy intensity	GJ/ workforce	733	792	1,098
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	GJ	480,907	520,237	507,854
Indirect energy consumption (electricity)*	GJ	405,921	409,351	782,128
Amount of renewable energy generated	GJ	2	965	564
Renewable Energy Intensity	GJ/ workforce	0	0.82	0.48
Direct GHG emissions (Scope1)	tCO ₂ e	34,702	36,786.78	34,942
Indirect GHG emissions (Scope 2)	tCO ₂ e	60,775	61,288.98	117,102
Total GHG emissions	tCO ₂ e	95,477	98,076	152,044
GHG emissions intensity	tCO ₂ e/ workforce	78.9	83.5	129.4
Sites converted to commercial power	Number	40	49	56
Number of sites converted from COWs to RDM	Number	36	23	30

* Electricity consumption increased in Ooredoo Qatar in 2023 compared to 2022 because two new data centers become fully operational in 2023



Resource Management	Unit	2021	2022	2023
Percentage of offices ISO 14001 certified	Percentage	100	100	100
Total Water Consumption	m ³	86,559	106,905	95,337
Fresh water used - company generated	m ³	0	0	0
Water Intensity	m ³ / workforce	71.5	91.0	81.1
Total hazardous waste disposed	Tons	145.7	157.7	157.6
Total non-hazardous waste disposed	Tonnes	14.6	15.4	15.4
Percentage of hazardous waste recycled	Percentage	67	64	64
Percentage of non-hazardous waste recycled	Percentage	81	83	83
Total waste recycled	Tons	109.7	113.2	113.0
Ethical Economic Opportunity	Unit	2021	2022	2023
Chairman's independence	Y/N	Yes	Yes	Yes
Total number of board members	Number	10	10	10
Male members of the Board of Directors	Number	10	10	10
Female members of the Board of Directors	Number	0	0	0
Percentage of Board seats occupied by women	Percentage	0	0	0
Percentage of board independence	Percentage	40	40	40
Total number of non-independent members	Number	6	6	6
Number of incidents of discrimination reported	Number	0	0	0
Number of incidents of discrimination reviewed	Number	0	0	0
Number of incidents of discrimination resolved	Number	0	0	0
Safeguarding Customers	Unit	2021	2022	2023
Customer satisfaction results	Percentage	81	81	82
Percentage of customers actively responding the survey	Percentage	10	10	10
Customer complaints received through communication channels	Number	324,049	394,285	352,209
Percentage of customer complaints that were answered	Percentage	99.6	99.91	99.9
Percentage of customer complaints that were solved	Percentage	99.62	99.91	99.9
Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	Number	0	0	0
Privacy training sessions offered to employees	Number	0	1	2
Attempted cyberattacks	Number	37,614,981	14,838,660	15,872,937
Actual cyber breaches	Number	0	0	0
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	1	0
Complaints from regulatory bodies	Number	14	15	19
Supply Chain	Unit	2021	2022	2023
Percentage of spending on local suppliers	Percentage	54.7	56.5	63.4
Percentage of local suppliers	Percentage	64.8	64	63
Number of suppliers identified as having significant actual and potential negative social impacts	Number	0	0	0
Suppliers with which relationships were terminated as a result of audit	Number	0	0	0
Number of suppliers identified as having significant actual and potential negative environmental impacts	Number	0	0	0
Suppliers with which relationships were terminated as a result of audit	Number	0	0	0



Myanmar*

Digital Enrichment	Unit	2021	2022	2023
Number of mobile Customers	Number	11,490,757	7,530,028	8,512,117
Number of wireline subscribers	Number	1,746	2,197	2,284
Number of broadband subscribers	Number	0	32,618	21,400
Community Care	Unit	2021	2022	2023
Total value of community investments	USD	4,746,096	1,232,098	2,992,127
Total amount invested in the community as a percentage of revenues	Percentage	1.6	0.4	1.3
Number of CSR projects	Number	58	43	47
Community investments as a percentage of pretax profit	Percentage	4.4	1.1	3.4
Number of volunteers	Number	34	115	381
Total number of employee volunteering hours	Hours	553	20,373	31,552
Number of volunteering days	Days	16	42	55
Revenues	USD	238,662,988	273,703,428.18	284,374,917.93
Operating Costs	USD	106,657,048.95	124,494,089.20	124,765,682.10
Employee wages and benefits	USD	18,817,542.16	21,205,123.48	18,076,039.88
Payments to providers of capital	USD	0	0	0
Payments to the government	USD	7,693,549.37	9,776,058.11	10,077,402.56
Developing our People	Unit	2021	2022	2023
Total number of employees (excluding trainees, students, and outsourced staff)	Number	792	695	738
Full-time employees	Number	792	695	738
Female full-time employees	Number	356	317	344
Male full-time employees	Number	436	378	394
Part-time employees	Number	0	0	0
Female part-time employees	Number	0	0	0
Male part-time employees	Number	0	0	0
Workers who are not employees	Number	0	0	0
Senior Management	Number	28	30	31
Male employees in senior management	Number	23	24	25
Female employees in senior management	Number	5	6	6
Middle Management	Number	199	180	210
Female employees in middle management	Number	81	79	99
Male employees in middle management	Number	118	101	111
New employee hires (males)	Number	25	38	115
New employee hires (females)	Number	5	26	69
Total number of new employees who joined the organization	Number	30	64	184
Parental leave (males)	Number	19	23	11
Parental leave (females)	Number	15	13	17
Total Parental leaves	Number	34	36	28
Number of employees returned to work after Parental leave (males)	Number	22	23	11
Number of employees returned to work after Parental leave (females)	Number	12	13	15
Total Number of employees returned to work after Parental leave	Number	34	36	26
Workforce by age 18-30	Number	291	212	157
Workforce by age 31-40	Number	409	388	473
Workforce by age 41+	Number	92	95	108

Myanmar*

Developing our People	Unit	2021	2022	2023
Number of full-time national employees	Number	744	660	715
Female national employee	Number	335	304	336
Male national employees	Number	409	356	379
National full-time employees in senior management	Number	8	12	14
Nationalization rate of senior management	Percentage	1	2	2
Nationalization rate among full-time employees	Percentage	94	95	97
Number of employees of other nationalities	Number	43	33	22
Number of female employees	Number	356	317	344
Female employment rate	Percentage	45	46	47
Females in senior management	Number	5	6	6
Turnover rate	Percentage	11	25	20
Total number of employees who left the organization	Number	87	175	148
Total training provided for females	Hours	12,021.40	10,115.35	14,597.51
Total training provided for males	Hours	6,268.00	7,962.30	11,772.20
Total training provided for total workforce	Hours	18,289.40	18,077.65	26,369.71
Total training provided for senior management	Hours	161.20	460.60	344.50
Total training provided for middle management	Hours	4,402.50	4,732.55	7,237.03
Average hours of training per employee	Hours	23	26	36
Average hours of training per female employee	Hours	31	27	43
Average hours of training per male employee	Hours	13	17	30
Average hours of training per senior management employee	Hours	19	19	12
Average hours of training per middle management employee	Hours	18	22	36
Percentage of employees receiving regular performance and career development reviews	Percentage	92	98	100
Percentage of female employees	Percentage	93	99	100
Percentage of male employees	Percentage	92	97	100
Percentage of senior management employees	Percentage	35	65	100
Percentage of middle management employees	Percentage	83	99	100
Total number of employees that the organization's anti-corruption policies have been communicated to	Number	792	695	738
Percentage of employees that the organization's anti-corruption policies have been communicated to	Percentage	100	100	100
Salaries paid	USD Mn	14.9	12.9	12.6
Benefits paid	USD Mn	6.1	8.4	6.3
Ratio of basic salary of women to men	Percentage	96	94	88
Ratio of remuneration of women to men	Percentage	86	87	81
Percentage of employee engagement	Percentage	72	78	97
Number of grievances filed in the reporting period	Number	0	1	0
Number of these grievance addressed or resolved	Number	0	1	0
Number of grievances filed prior to the reporting period that were resolved during the reporting period	Number	0	0	0
Work hours (employees)	Hours	1,966,848	1,719,744	2,154,960
Heat stress events	Number	0	0	0
Number of workers covered by an occupational health and safety management system	Number	792	695	738
Total workers covered by the health and safety management system	Percentage	100	100	100
Workers covered by the health and safety management system that has been internally audited	Number	792	695	738

Myanmar*

Developing our People	Unit	2021	2022	2023
Total workers covered by the health and safety management system that has been internally audited	Percentage	1	1	1
Workers covered by the health and safety management system that has been audited or certified by an external party	Number	792	695	695
Total workers covered by the health and safety management system that has been audited or certified by an external party	Percentage	1	1	1
Workforce represented in joint management-worker H&S committees	Percentage	1	1	1
Employee fatalities as a result of work-related injury	Number	0	0	0
Employee fatalities rate as a result of work-related injury	Percentage	0	0	0
Contractor fatalities as a result of work-related injury	Number	0	0	0
Contractor fatalities rate as a result of work-related injury	Percentage	0	0	0
Employee high consequence work related injury (excluding fatality)	Number	0	0	0
Employee high consequence work related injury rate (excluding fatality)	Percentage	0	0	0
Contractor high consequence work related injury (excluding fatality)	Number	0	0	0
Contractor high consequence work related injury rate (excluding fatality)	Percentage	0	0	0
Employee work related injury (excluding fatality and high consequence work)	Number	0	0	0
Employee work related injury rate (excluding fatality and high consequence work)	Percentage	0	0	0
Contractor work related injury (excluding fatality and high consequence work)	Number	0	0	0
Contractor work related injury rate (excluding fatality and high consequence work)	Percentage	0	0	0
Fatalities as a result of work-related ill health	Number	0	0	0
Cases of recordable work-related ill health	Number	0	0	0
Total hours of H&S training provided to employees	Hours	5	20	57.5

Climate Change and Energy	Unit	2021	2022	2023
Energy intensity	GJ/ workforce	1,795	2,113	1,704
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	GJ	1,087,027	1,130,521	1,019,460
Indirect energy consumption (electricity)	GJ	334,883	338,249	238,195
Direct GHG emissions (Scope1)	tCO ₂ e	74,860	77,855	70,206.9
Indirect GHG emissions (Scope 2)	tCO ₂ e	36,726	37,095	26,122.1
Total GHG emissions	tCO ₂ e	111,586	114,950	96,329
GHG emissions intensity	tCO ₂ e/ workforce	141	165	130.5

Ethical Economic Opportunity	Unit	2021	2022	2023
Chairman's independence	Y/N	Yes	Yes	Yes
Total number of board members	Number	5	5	5
Male members of the Board of Directors	Number	5	5	5
Female members of the Board of Directors	Number	0	0	0
Percentage of Board seats occupied by women	Percentage	0	0	0
Percentage of board independence	Percentage	20	20	20
Total number of non-independent members	Number	0	0	0



Myanmar*

Ethical Economic Opportunity	Unit	2021	2022	2023
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	Number	0	0	0
Total number of governance body members that the organization's anti-corruption policies and procedures have been communicated to.	Number	10	10	10
Percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to.	Percentage	100	100	100
Total number of governance body members that have received training on anti-corruption, broken down by region.	Number	0	0	0
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	Number	0	0	0

Safeguarding Customers	Unit	2021	2022	2023
Customer satisfaction results	Percentage	81	82	91
Customer complaints received through communication channels	Number	80,641	79,487	63,590
Percentage of customer complaints that were answered	Percentage	100	100	100
Percentage of customer complaints that were solved	Percentage	100	100	100

Supply Chain	Unit	2021	2022	2023
Percentage of spending on local suppliers	Percentage	77	87	90
Percentage of local suppliers	Percentage	96	96	70

* As of 2024, Myanmar will no longer be part of the Ooredoo Group of companies, therefore data will only be disclosed until the 2023 reporting year.

Detailed Description of Impacts

Category	Description	Actual/ Potential Impacts (Negative / Positive)	Topic names finalised for Ooredoo ESG Reporting
Environment	The acknowledgment, assessment, and management of the impacts associated with climate change, particularly focusing on greenhouse gas (GHG) emissions. This involves understanding Ooredoo's carbon footprint, taking measures to reduce emissions, and adapting strategies to cope with the effects of climate change.	Actual and potential positive impacts include efforts to reduce its carbon footprint through renewable energy adoption and energy-efficient infrastructure. Actual and potential negative impacts to consider, include the environmental impact of network operations and the reliance on energy-intensive infrastructure, which may contribute to resource depletion and pollution.	<ul style="list-style-type: none"> Climate Change & GHG Emissions Energy Management & Efficiency
	The strategic planning, monitoring, and optimization of energy resources and consumption within Ooredoo's operations. This involves implementing practices to enhance energy efficiency, minimize waste, and often includes the adoption of renewable energy sources. Effective energy management contributes to cost savings, environmental sustainability, and the overall resilience of the business.	Positive impacts of effective energy management include cost savings, reduced environmental impact, and enhanced operational efficiency. Potential challenges may include initial investment costs, technological constraints, and regulatory compliance requirements.	



Category	Description	Actual/ Potential Impacts (Negative / Positive)	Topic names finalised for Ooredoo ESG Reporting
	The systematic approach of efficiently and responsibly using, conserving, and managing water resources within an Ooredoo's operations and facilities. This encompasses strategies to reduce water consumption, mitigate pollution of water sources, and ensure compliance with pertinent regulations and standards.	Positive impacts include reduced water usage, decreased environmental impact, and improved water resource sustainability, minimized strain on local water sources, and enhanced corporate reputation for environmental stewardship. Potential negative impacts may include initial investment costs for water-saving technologies, regulatory compliance complexities, and water scarcity risks in some regions.	<ul style="list-style-type: none"> Water Management Energy Management & Efficiency
	The systematic handling, treatment, and disposal of waste materials generated by Ooredoo's operations, including e-waste (electronic waste). This encompasses strategies to minimize waste generation, maximize recycling and reuse of electronic devices and components, implement proper disposal methods for hazardous materials, and adhere to environmental regulations and best practices in managing electronic waste.	Positive impacts of effective waste management include reduced environmental pollution, conservation of resources through recycling and reuse, and compliance with environmental regulations. Proper e-waste management can prevent harmful substances from entering the environment, promote resource recovery from electronic devices, and demonstrate Ooredoo's commitment to environmental responsibility. However, potential challenges may include the complexity of handling hazardous materials, the need for specialized recycling infrastructure, and regulatory compliance requirements.	<ul style="list-style-type: none"> Waste Management Circular Resource Management
	The practice of optimizing resource usage within a closed-loop system, where materials are continuously reused, recycled, or repurposed at the end of their lifecycle. This approach aims to minimize waste generation, maximize resource efficiency, and reduce environmental impact by promoting the regeneration and reuse of materials throughout their lifecycle.	Positive impacts of circular resource management include reduced waste generation, conservation of resources, and decreased environmental impact. Implementing circular resource management practices can lead to cost savings, improved resource efficiency, and enhanced corporate sustainability performance. However, potential negative impacts may include the need for investment in infrastructure and technology, logistical complexities in managing material flows, and regulatory compliance requirements.	
Social	Ensuring equal access to digital technologies and online resources for all individuals, regardless of their socioeconomic status, physical abilities, or geographic location. This involves designing digital platforms, services, and content in a way that is usable and accessible, as well as providing affordable access to technology and digital skills training to bridge the digital divide and promote social inclusion.	Positive impacts include increased access to education, healthcare, employment opportunities, and civic participation for marginalized communities, leading to greater social inclusion and empowerment. Additionally, improving accessibility of digital services can enhance customer satisfaction, loyalty, and brand reputation. However, potential negative impacts may include the need for investment in technology infrastructure and accessibility features, ensuring compliance with accessibility standards and regulations, and addressing digital literacy gaps among underserved populations.	<ul style="list-style-type: none"> Digital Inclusion & Accessibility Equal Opportunity, Diversity & Inclusion
	Commitment to ensuring a safe and healthy work environment for all employees. This involves implementing robust policies, procedures, measures and training programs to minimize workplace hazards, prevent accidents, and protect the well-being of workers.	Positive impacts of health and safety initiatives include reduced workplace injuries and illnesses, improved employee morale and productivity, and enhanced organizational reputation as a responsible employer. Potential negative may include the need for continuous monitoring and improvement of health and safety practices, ensuring compliance with health and safety regulations, and addressing emerging health and safety risks in the workplace.	<ul style="list-style-type: none"> Health & Safety Equal Opportunity, Diversity & Inclusion

Category	Description	Actual/ Potential Impacts (Negative / Positive)	Topic names finalised for Ooredoo ESG Reporting
	Cultivating a supportive work environment that embraces and celebrates the unique characteristics of every individual, while providing equitable opportunities for growth and success. This involves fostering a sense of belonging and inclusivity for all employees, regardless of their gender, nationality, age, race, ethnicity, disability, or other distinct attributes.	Positive impacts of equal opportunity, diversity, and inclusion initiatives include improved employee engagement, creativity, and innovation, as well as improved organizational performance and competitiveness. Potential negative impacts may include addressing unconscious biases, ensuring fair and transparent recruitment and promotion processes, and promoting cultural sensitivity and awareness among employees.	<ul style="list-style-type: none"> Equal Opportunity, Diversity & Inclusion Talent Attraction, Retention & Development Social Impact/ Community Development
	The commitment of creating and sustaining a motivated, engaged, and professionally fulfilled workforce, while striving to be an employer of choice. This involves ongoing communication with employees to understand their needs and aspirations, as well as implementing programs, trainings, and development sessions aimed at enhancing their skills and overall capabilities. This also requires being committed to fostering positive, transparent, and respectful relationships within the workplace while prioritizing employee well-being and job satisfaction.	Positive impacts of talent attraction, retention, and development initiatives include improved employee morale, productivity, and loyalty, as well as enhanced organizational performance and competitiveness. Potential negative impacts may include the need for investment in training and development programs, addressing skills gaps and talent shortages, and ensuring alignment between employee aspirations and organizational goals.	
	Policies, procedures, and interactions between an organization and its workforce, including employees, contractors, and other stakeholders. This encompasses fair employment practices, such as hiring, compensation, and promotion, as well as fostering positive relationships with unions and employee representatives.	Positive impacts of effective labor practices and relations include improved employee morale, satisfaction, and retention, as well as enhanced productivity and organizational stability. Negative impacts may include addressing labor disputes, ensuring compliance with labor laws and regulations, and balancing the needs and interests of various stakeholders.	<ul style="list-style-type: none"> Labor Practices & Relations Human Rights Social Impact/ Community Development
	The ethical responsibility of respecting and safeguarding the fundamental rights and dignity of all individuals affected by its operations, including employees, suppliers, customers, and communities. This encompasses principles such as fair labor practices, non-discrimination, freedom of association, and the protection of workers' well-being.	Positive impacts of upholding human rights include fostering a culture of respect, trust, and inclusivity, as well as enhancing employee morale, productivity, and loyalty. By promoting fair labor practices, non-discrimination, and worker well-being. Potential negative impacts may include addressing human rights violations within the supply chain, ensuring compliance with human rights laws and regulations, and promoting awareness and accountability throughout the organization.	<ul style="list-style-type: none"> Labor Practices & Relations Human Rights Responsible Use of Products and Services
	The ethical and sustainable utilization of goods and services throughout their lifecycle, considering both social and environmental benefits. This encompasses promoting the responsible consumption and production of products and services, including measures to minimize resource depletion, reduce pollution, and mitigate negative social impacts along the supply chain. Additionally, it involves maximizing the social and environmental benefits derived from products and services, such as enhancing community well-being, supporting fair labor practices, and fostering environmental conservation.	Positive impacts of responsible product and service usage include reduced environmental footprint, enhanced community well-being, and support for fair labor practices. Potential negative impacts may include addressing consumer behaviour patterns, ensuring transparency in the supply chain, and balancing economic considerations with social and environmental objectives.	



Category	Description	Actual/ Potential Impacts (Negative / Positive)	Topic names finalised for Ooredoo ESG Reporting
	Active engagement and participation in the local or broader community where it operates, with the aim of making positive contributions beyond its business activities. This involves initiatives, partnerships, and programs designed to address community needs, enhance social well-being, and contribute to sustainable development. Community involvement may include support for education, healthcare, environmental conservation, social welfare, and other areas that align with the company's values and priorities.	Positive impacts of social impact and community development initiatives include improved quality of life, enhanced community resilience, and strengthened social cohesion. Negative potential impacts may include addressing complex social issues, ensuring meaningful stakeholder engagement, and measuring the effectiveness of social impact initiatives.	<ul style="list-style-type: none"> Social Impact/ Community Development Customer Relations & Health
	The comprehensive management of interactions between Ooredoo and its customers, encompassing customer satisfaction, service quality, and considerations for customer health related to telecommunications technologies. This includes cultivating positive relationships with customers, addressing their needs and concerns, and promoting their well-being by ensuring the safe usage of telecommunication devices and infrastructure, including measures to minimize potential health risks associated with radiation exposure and electromagnetic fields.	Positive impacts of effective customer relations and health initiatives include enhanced customer loyalty, satisfaction, and trust, as well as improved brand reputation and customer retention. Negative impacts may include addressing concerns and misconceptions about health risks related to telecommunications technologies, ensuring compliance with health and safety regulations, and providing accurate and transparent information to customers.	
	Strengthening of the local job market and human capacities. This relates to the creation of occupation and development opportunities for the national population (e.g., scholarships, internships, etc.), providing perspectives for Nationals to stay in their home country and avoid the emigration of human capital.	Positive impacts of nationalization initiatives include enhanced economic development, reduced unemployment rates, and increased retention of local talent, thereby contributing to the overall growth and prosperity of the country. Negative impacts may include addressing skills gaps, promoting diversity and inclusion within the workforce, and ensuring equal opportunities for all individuals, regardless of nationality.	<ul style="list-style-type: none"> Nationalization
	The ethical and transparent promotion of products, services, and brand messaging by Ooredoo. This encompasses adhering to principles of honesty, accuracy, and integrity in advertising and communication practices, avoiding deceptive or misleading tactics, and ensuring that marketing efforts align with Ooredoo's values and commitments to sustainability and social responsibility.	Positive impacts of responsible marketing and communications include building trust and credibility with customers, enhancing brand reputation, and fostering long-term relationships based on transparency and integrity. Negative impacts include navigating regulatory requirements, addressing cultural sensitivities, and ensuring consistency and coherence across diverse markets and channels.	<ul style="list-style-type: none"> Responsible Marketing & Communications Responsible Use of Products and Services
Governance	Ooredoo's dedication to transparent and ethical practices throughout its supply chain. This commitment includes supporting local suppliers, promoting local content, and implementing a traceability system to meticulously track the journey of raw materials and final products, ensuring responsible sourcing and minimizing environmental and social impact.	Positive impacts of effective supply chain management include enhanced supplier relationships, reduced environmental footprint, and improved social welfare in local communities. Negative Impacts may include ensuring compliance with ethical standards and regulations, addressing supply chain disruptions, and managing risks associated with global sourcing.	<ul style="list-style-type: none"> Supply Chain Management

Category	Description	Actual/ Potential Impacts (Negative / Positive)	Topic names finalised for Ooredoo ESG Reporting
	Protecting sensitive information and digital assets from unauthorized access and cyber threats. This involves ensuring compliance with privacy regulations, implementing encryption and access controls, and defending against malware and data breaches to maintain trust and confidentiality in digital interactions.	Positive impacts of robust data privacy and cybersecurity measures include safeguarding customer trust, protecting sensitive information, and preserving brand reputation. Negative impacts may include keeping pace with evolving cyber threats, addressing vulnerabilities in systems and networks, and ensuring awareness and compliance among employees and partners.	<ul style="list-style-type: none"> Data Privacy and Cybersecurity Data Privacy and Cybersecurity Digital innovation and transformation
	The strategic adoption and integration of digital technologies and processes to drive organizational growth, efficiency, and competitiveness. This involves leveraging emerging technologies such as artificial intelligence, cloud computing, and Internet of Things to innovate products, services, and business models, as well as redefining organizational structures and workflows to capitalize on digital opportunities.	Positive impacts of digital innovation and transformation include improved customer experiences, enhanced operational efficiency, and increased agility and responsiveness to market changes. Negative impacts may include overcoming resistance to change, addressing skills gaps, and managing cybersecurity risks associated with digital transformation.	
	Ooredoo's commitment to establishing and maintaining a robust governance framework that ensures transparency, accountability, and adherence to the highest ethical standards. This involves implementing policies and procedures that guide decision-making, promote responsible business practices, and emphasize a culture of integrity.	Positive impacts of strong corporate governance and business ethics include building trust and credibility with stakeholders, enhancing investor confidence, and mitigating legal and reputational risks. Negative impacts may include addressing conflicts of interest, ensuring compliance with regulatory requirements, and promoting ethical decision-making at all levels of the organization.	<ul style="list-style-type: none"> Corporate Governance & Business Ethics
	Ooredoo's dedication to transparent and ethical practices throughout its supply chain. This commitment includes supporting local suppliers, promoting local content, and implementing a traceability system to meticulously track the journey of raw materials and final products, ensuring responsible sourcing and minimizing environmental and social impact.	Positive impacts of effective supply chain management include enhanced supplier relationships, reduced environmental footprint, and improved social welfare in local communities. Negative Impacts may include ensuring compliance with ethical standards and regulations, addressing supply chain disruptions, and managing risks associated with global sourcing.	
	Considerations should be given to not only financial aspects such as revenue generation and tax payments but also a commitment to achieving higher levels of economic productivity through diversification, technological upgrading, and innovation. This includes a focus on high-value-added and labour-intensive sectors, demonstrating the company's dedication to enhancing economic growth, creating jobs, and fostering innovation for the overall well-being of society.	Positive impacts of strong economic performance include stimulating economic growth, creating employment opportunities, and driving innovation and technological advancement. Negative impacts may include navigating economic uncertainties, addressing market competition, and managing financial risks associated with investment decisions.	<ul style="list-style-type: none"> Economic Performance
	Ensuring the reliability, speed, and performance of telecommunications networks through strategic investments in infrastructure. This involves deploying state-of-the-art equipment, expanding coverage areas, and upgrading existing infrastructure to meet the increasing demands for connectivity and data transmission.	Positive impacts of network quality and infrastructure investments include improved customer satisfaction, enhanced user experience, and increased competitiveness in the telecommunications market. Negative impacts may include balancing investment costs with revenue generation, addressing technological obsolescence, and ensuring regulatory compliance.	<ul style="list-style-type: none"> Network Quality & Infrastructure Investments
	The systematic processes and strategies implemented to identify, assess, mitigate, and respond to potential threats and uncertainties that could impact its operations, objectives, and overall sustainability. This includes not only financial risks but also factors such as operational, strategic, reputational, environmental, and regulatory risks.	Positive impacts of effective risk management and business resilience include enhanced organizational agility, improved decision-making, and increased stakeholder confidence. Negative impacts may include balancing risk-taking with business objectives, addressing emerging risks, and ensuring alignment of risk management practices with business strategy.	<ul style="list-style-type: none"> Risk Management & Business Resilience



GRI Index

Ooredoo has reported the information cited in this GRI content index for the period January 1, 2023 to December 31, 2023 with reference to the GRI Standards.

GRI content index	
Statement of use	Ooredoo has reported in accordance with the GRI Standards for the period 1/1/2023 till 31/12/2023.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	N/A

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/ DIRECT ANSWER	OMISSION			
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
General disclosures						
GRI 2: General Disclosures 2021	2-1 Organizational details	We're Ooredoo Group, pg. 4	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.			
	2-2 Entities included in the organization's sustainability reporting					
	2-3 Reporting period, frequency and contact point					Welcome, pg. 1
	2-4 Restatements of information					Performance Data, pg. 40
	2-5 External assurance					N/A but planned for future reporting
	2-6 Activities, value chain and other business relationships	Sustainability Approach, pg. 10				
	2-7 Employees	Sustainability Approach, pg. 10 Developing our people, pg. 22				
	2-8 Workers who are not employees	Sustainability Approach, pg. 10 Digital enrichment and community care, pg. 16				
	2-9 Governance structure and composition	Creating ethical economic opportunity, pg. 34				
	2-10 Nomination and selection of the highest governance body					
	2-11 Chair of the highest governance body	Sustainability Approach, pg. 11 Creating ethical economic opportunity, pg. 34				
	2-12 Role of the highest governance body in overseeing the management of impacts					
	2-13 Delegation of responsibility for managing impacts					
	2-14 Role of the highest governance body in sustainability reporting	Welcome, pg. 1				
	2-15 Conflicts of interest					
	2-16 Communication of critical concerns					
	2-17 Collective knowledge of the highest governance body	Sustainability Approach, pg. 11 Creating ethical economic opportunity, pg. 34				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/ DIRECT ANSWER	OMISSION			
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
	2-18 Evaluation of the performance of the highest governance body					
	2-19 Remuneration policies					
	2-20 Process to determine remuneration					
	2-21 Annual total compensation ratio					
	2-22 Statement on sustainable development strategy					Sustainability Approach, pg. 6-11
	2-23 Policy commitments					Sustainability Approach, pg. 11 Creating ethical economic opportunity, pg. 34
	2-24 Embedding policy commitments					
	2-25 Processes to remediate negative impacts					Safeguarding our customers, pg. 36
	2-26 Mechanisms for seeking advice and raising concerns					Welcome, pg. 1 Creating ethical economic opportunity, pg. 34
	2-27 Compliance with laws and regulations					Creating ethical economic opportunity, pg. 34 Safeguarding our customers, pg. 36
	2-28 Membership associations					Digital Enrichment and community care, pg. 20
	2-29 Approach to stakeholder engagement					Sustainability Approach, pg. 8
	2-30 Collective bargaining agreements					N/A
Material topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Sustainability Approach, pg. 9	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.			
	3-2 List of material topics	Sustainability Approach, pg. 8				
Climate Change & GHG Emissions						
GRI 305: Emissions 2016	3-3 Management of material topics	Sustainability Approach, pg. 8-9				
	305-1 Direct (Scope 1) GHG emissions	Climate and energy, pg. 28 Resource management, pg. 31 Performance Data, pg. 40-75				
	305-2 Energy indirect (Scope 2) GHG emissions					
	305-3 Other indirect (Scope 3) GHG emissions					
	305-4 GHG emissions intensity					
	305-6 Emissions of ozone-depleting substances (ODS)					
305-5 Reduction of GHG emissions						



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/ DIRECT ANSWER	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	N/A	NOx and SOx data is not currently known	Information unavailable/incomplete	NOx and SOx are emissions generated from across Ooredoo's operations are not currently measured, if at all emissions are produced, this is both negligible and intermittent. However, Ooredoo continues to look at this to better understand data availability
Corporate Governance & Business Ethics					
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Approach, pg. 8-9			
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption				
	205-2 Communication and training about anti-corruption policies and procedures	Responsible Governance 32 Performance Data, pg. 40-75			
	205-3 Confirmed incidents of corruption and actions taken				
Customer Relations & Health					
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Approach, pg. 8-9			
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Developing our people, pg. 22 Safeguarding our customers, pg. 36			
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Performance Data, pg. 40-75			
Data Privacy and Cybersecurity					
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Approach, pg. 8-9			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Developing our people, pg. 22 Safeguarding our customers, pg. 36 Performance Data, pg. 40-75			
Economic performance					
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Approach, pg. 8-9			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	We're Ooredoo Group, pg. 4 Creating ethical economic opportunity, pg. 34 Performance Data, pg. 40-75			
	201-2 Financial implications and other risks and opportunities due to climate change	N/A	This is not currently assessed	Information unavailable/incomplete	Ooredoo is currently exploring climate impacts, as this involves a complex scope of factors.
	201-3 Defined benefit plan obligations and other retirement plans	N/A	This is not currently defined in detail	Information unavailable/incomplete	Performance data on employee benefits is available
	201-4 Financial assistance received from government	N/A	N/A	Not applicable	N/A

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/ DIRECT ANSWER	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
Energy Management and Efficiency					
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Approach, pg. 8-9			
GRI 302: Energy 2016	302-1 Energy consumption within the organization				
	302-2 Energy consumption outside of the organization	Climate and energy, pg. 28			
	302-3 Energy intensity	Resource management, pg. 31			
	302-4 Reduction of energy consumption	Performance Data, pg. 40-75			
	302-5 Reductions in energy requirements of products and services				
Equal Opportunity, Diversity & Inclusion					
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Approach, pg. 8-9			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Developing our people, pg. 22			
	405-2 Ratio of basic salary and remuneration	Performance Data, pg. 40-75			
Health and Safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Approach, pg. 8-9			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system				
	403-2 Hazard identification, risk assessment, and incident investigation				
	403-3 Occupational health services				
	403-4 Worker participation, consultation, and communication on occupational health and safety				
	403-5 Worker training on occupational health and safety	Developing our people, pg. 22			
	403-6 Promotion of worker health	Performance Data, pg. 40-75			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships				
	403-8 Workers covered by an occupational health and safety management system				
	403-9 Work-related injuries				
	403-10 Work-related ill health				
Labor Practices & Relations					
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Approach, pg. 8-9			
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Developing our people, pg. 22 Performance Data, pg. 40-75			
Nationalization and Local Job Creation					
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Approach, pg. 8-9			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/ DIRECT ANSWER	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Developing our people, pg. 22 Performance Data, pg. 40-75			
	202-2 Proportion of senior management hired from the local community				
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Creating ethical economic opportunity, pg. 34 Performance Data, pg. 40-75			
Responsible Marketing & Communications					
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Approach, pg. 8-9			
GRI 417: Marketing and Labeling 2016	203-2 Significant indirect economic impacts	Developing our people, pg. 22 Creating ethical economic opportunity, pg. 34 Performance Data, pg. 40-75			
Social Impact/Community Development					
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Approach, pg. 8-9			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Sustainability Approach, pg. 8-9 Digital enrichment and community care, pg. 16 Creating ethical economic opportunity, pg. 34 Performance Data, pg. 40-75			
	413-2 Operations with significant actual and potential negative impacts on local communities				
Supply Chain Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Approach, pg. 8-9			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Creating ethical economic opportunity, pg. 34 Performance Data, pg. 40-75			
Talent Attraction, Retention & Development					
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Approach, pg. 8-9			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Developing our people, pg. 22 Performance Data, pg. 40-75			
	404-2 Programs for upgrading employee skills and transition assistance programs				
	404-3 Percentage of employees receiving regular performance and career development reviews				
Waste Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Approach, pg. 8-9			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Resource Management, pg. 30 Performance Data, pg. 40-75			
	306-2 Management of significant waste-related impacts				
	306-3 Waste generated				
	306-4 Waste diverted from disposal				
	306-5 Waste directed to disposal				



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/ DIRECT ANSWER	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
Water Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Approach, pg. 8-9			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Resource Management, pg. 30 Performance Data, pg. 40-75			
	303-2 Management of water discharge-related impacts				
	303-3 Water withdrawal				
	303-4 Water discharge				
	303-5 Water consumption				
We also report on topics that are not covered by the GRI standards					
Risk Management and Business Resilience					
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Approach, pg. 8-9 Creating ethical economic opportunity, pg. 34 Resource management, pg. 30			
Digital Innovation and Transformation					
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Approach, pg. 8-9 Creating ethical economic opportunity, pg. 34 Performance Data, pg. 40-75			
Network Quality and Infrastructure Investments					
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Approach, pg. 8-9 Digital enrichment and community care, pg. 16 Creating ethical economic opportunity, pg. 34 Performance Data, pg. 40-75			
Responsible Use of Products and Services					
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Approach, pg. 8-9 Resource management, pg. 30 Creating ethical economic opportunity, pg. 34 Performance Data, pg. 40-75			
Digital Inclusion and Accessibility					
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Approach, pg. 8-9 Digital enrichment and community care, pg. 16 Creating ethical economic opportunity, pg. 34 Performance Data, pg. 40-75			
Human Rights					
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Approach, pg. 8-9 Developing our people, pg. 22			
Circular Resource Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	Sustainability Approach, pg. 8-9 Resource management, pg. 30			

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