

Section 3

Environmental, Social and Governance Review

Ooredoo is committed to the highest standards of environmental protection, social impact and good governance, looking to build a sustainable legacy for all.





Our Commitment
Ooredoo is committed to the United Nations Sustainable Development Goals (SDGs), which aim to eradicate extreme poverty, fight inequalities and injustice and fix climate change. While our impact relates to many of the goals, our approach is focused on the below three objectives and related targets. Detailed information on how we work towards each goal can be found at www.ooredoo.com.

Overview
The Environmental, Social and Governance (ESG) section provides an overview of our approach to sustainability and our commitment to international initiatives, as well as our practices and progress on those issues that we consider most material to our business. For this sustainability performance coverage, we have collected performance data for the years 2018- 2021 from our ten markets: Qatar, Algeria, Indonesia, Iraq, Kuwait, Maldives, Myanmar, Oman, Palestine and Tunisia. The disclosures are aligned with the requirements of Qatar Stock Exchange Guidance (QSE) on ESG Reporting. Our intent is to publish an annual update on our sustainability activities going forward.

Our Sustainability Framework and key topics
We are committed to leveraging our expertise in mobile technology to bring about positive social and economic change. Across our international footprint, we are working to become digital enablers, reducing the digital divide, helping people to reach their potential and making a real difference in the communities we serve. This approach is embedded into our business model, strategy and operations. Our sustainability framework below outlines our five main focus areas, alongside 12 material topics, which inform the structure of this report.

Our Sustainability Framework

Protecting our Environment
Conserving resources

Developing our People
Ensuring equality and opportunity
Training and professional development
Health and safety



Digital Opportunities and Community Care
Digital opportunities
Community care and procurement
Safeguarding human rights

Creating Ethical Economic Opportunity
Corporate governance
Prevention of anti-competitive practices
Prevention of corruption and bribery

Safeguarding our Customers
Customer security and privacy
Responsible relationships with customers



Ensure healthy lives and promote well-being for all at all ages

Target 3.1 – By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births.
Target 3.2 – By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births.
Target 3.d – Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks.

Our focus is on making a real difference to people's lives, focusing our efforts on women's and children's health and wellbeing as well as humanitarian and disaster response support.



Achieve gender equality and empower all women and girls

Target 5.5 – Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.
Target 5.b – Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women.
The empowerment of women is a serious commitment for Ooredoo, one which sits at the heart of our corporate culture.



Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

Target 9.5 – Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending.
Target 9.c – Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020.
We are working to close the digital divide, help everyone stay connected, all of the time, and power local innovation in each of our markets.

Digital Opportunities and Community Care



We are guided by a vision of using our services to enrich people’s lives and foster human growth as a community-focused enterprise. We believe that mobile technology, particularly mobile broadband, has the potential to drive social and economic change and improvements. Thus, we harness the power of our business to contribute to human welfare by cultivating digital opportunities.

Digital Opportunities

We are continually working to improve our network’s speed, connectivity and coverage, making it more accessible even in the most isolated locations and future-fitting it to meet our customers’ expanding digital needs. The COVID-19 pandemic has undoubtedly accelerated digital transformation, necessitating the need for businesses to respond. While focusing on meeting our clients’ growing expectations, we were also adaptable and agile in reacting to the global agenda. We are one of the first companies in the world to launch a 5G network, which was rolled out in Qatar in May 2018. Today, we cover more than 99% of the Qatari population with our live 5G sites in Qatar. In addition, we are in the process of deploying 5G networks in Kuwait, Maldives, Oman and Indonesia with other markets to follow.

UN Sustainable Development Goal

9 Industry, Innovation and Infrastructure



9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.

Ooredoo Oman launched its 5G network and an IoT initiative with over 340,000 electric smart meters delivered. The electricity consumption data is digitally collected and transferred to central database for billing, eliminating the challenges faced by utilities providers when collecting meter readings, especially in isolated locations.

Ooredoo Palestine developed a new Voice of Customer – VoC - system locally, to measure Customer Satisfaction Score (CSAT) trends and capture customers’ feedback. The system is scheduled to be launched by Q4 2022.

Ooredoo Maldives launched its first-ever tier 3-ready Data Centre in the Maldives, providing unparalleled connectivity, storage, security and support systems for IT-based services and operations, designed to provide reliability and safety for all types of customer segments.

Ooredoo Maldives has partnered with the United Nations Development Programme to run the Social Innovation Camp for youth since 2016. The programme aims to be a bridge and bring together ideas from the local population’s youth, and uses digital and non-digital tools to create both tech-based and non-tech-based social innovations in order to provide solutions to prevailing social issues.

In Iraq, Asiacell has been enabling students to continue online learning during the COVID-19 pandemic. It extended its e-learning initiative with the new governmental education platform e-Parwada.



Community care and Procurement

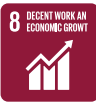
Community

We advocate prosperity of communities and focus on providing solutions regarding women empowerment, youth entrepreneurship and underserved communities in our markets and run initiatives each year. We encourage our employees to volunteer.

For detailed information about our activities in each country please visit the Social Responsibility page on our website.

UN Sustainable Development Goal

8 Decent Work and Economic growth



UN Sustainable Development Goal

3 Good Health and Well-being



8.5. By 2030, achieve full productive employment and decent work for all women and men, including young people and persons with disabilities, and equal pay for work of equal value.

In Iraq, Asiacell signed a two-year Memorandum of Understanding (MoU) with the UNDP to boost youth employment and strengthen Micro, Small, and Medium Enterprises (MSMEs). The first initiative in Karbala to be launched under the name of UNDP aims to match unemployed youth with interested employers.

3.4. By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.

3.4.1. Mortality rate attributed to cardiovascular disease, cancer, diabetes or chronic respiratory disease.

Ooredoo Qatar focused on supporting local communities, with the continuation of a number of partnerships and sponsorships in the fields of sport, art, culture and healthcare. The company launched an umbrella Corporate Social Responsibility (CSR) initiative – Ooredoo AlKhair – during Ramadan, under which it will devise and undertake comprehensive charitable initiatives to support Qatar’s communities.

The company launched a new and free service for the hearing impaired in cooperation with the Qatari Center of Social Cultural for The Deaf. In partnership with Qatar Development Bank (QDB), Ooredoo launched the QDB Hackathon through all QDB incubators, including Ooredoo’s Digital & Beyond in 2021.

The company renewed agreements including with Qatar Museums Authority, Education Above All, Silatech, Qatar Cancer Society, Qatar Red Crescent and many more. Ooredoo Qatar also continued its longstanding support of sporting initiatives, including the Ooredoo Doha Marathon and National Sport Day.

Ooredoo Algeria launched the “HAYAT Awareness Caravan” project to raise awareness of breast cancer across Algeria in partnership with Winnelka NGO.

Ooredoo Myanmar donated oxygen concentrators and oxygen cylinders as part of the emergency response initiatives during the COVID-19 pandemic.

Ooredoo Oman helped people affected by Cyclone Shaheen via its CSR programme Goodwill. During and after the storm, over 70 volunteers gathered to donate essential food and cleaning supplies to residents in the affected areas.

UN Sustainable Development Goal

5 Gender Equality



5.1. End all forms of discrimination against all women and girls everywhere.

Ooredoo Maldives joined the Global System for Mobile Communications Association’s (GSMA) Connected Women movement in 2015 as one of the initial partners. In 2020, Ooredoo Maldives renewed its Connected Women commitment to study the socio-economic benefits of the greater inclusion of women through providing internet access.

Ooredoo Oman collaborated with the Omani Women’s Association in order to boost women’s incubators, personal development and leadership capabilities via online training sessions.



Procurement
We have made a formal commitment to ensure the integration of social and environmental criteria in our supply chain via our Guideline for Ethical Conduct and Fair Practices. All our tender documents and group framework agreements contain a clause that requires compliance with the Ooredoo Health, Safety, Environment & Community (HSEC) Standards. This clause specifies that all vendors need to.

- a) ensure environmental responsibility
- b) prevent environmental impacts and save natural resources through waste management, pollution control and the promotion of renewable energy
- c) set targets for environmental performance
- d) monitor and improve performance through management plans
- e) conserve and enhance the environment in and around project locations
- f) provide a safe working environment for employees and enhance their abilities through training and knowledge transfer
- g) respect all IFC's (International Finance Corporation) Environmental and Social Performance Standards.

UN Sustainable Development Goal
12 Responsible Consumption and Production



12.7. Promote public procurement practices that are sustainable, in accordance with national policies and priorities.
Ooredoo Algeria considers ESG criteria in their procurement processes expecting suppliers to provide relevant certification.
Ooredoo Maldives ensures that all potential suppliers are obliged to submit the certification for Health & Safety and Tax Registration.
Ooredoo Qatar ensures compliance with the Ooredoo Health, Safety & Environment (HSE) requirements which comply with the ISO 14001 Standard. In addition, Ooredoo Qatar works in conjunction with the suppliers to ensure safe disposal of hazardous items.

Creating Ethical Economic Opportunity



We are committed to an ethical approach across the business as a whole. We establish business ethics to promote integrity among our stakeholders. Robust corporate governance acts as a foundation for operational strength and instils confidence for our investors.
Corporate Governance
Our Corporate Governance Department is responsible for assisting the management and Board of Directors in ensuring the efficiency and implementation of corporate governance policies and practices in Ooredoo Group and its operating companies. The Department monitors the implementation of the Corporate Governance Code in all Ooredoo Group companies and assists the Board of Directors in the annual assessment and evaluation of adherence to the Code of Conduct.
To make it easy for anyone to raise any complaints or report misconduct, we have a dedicated whistleblowing report form in place which can be accessed on www.ooredoo.com.
For up-to-date information about our Board of Directors, committees, and principles, please refer to the Corporate Governance chapter in this report as well as the Governance section on www.ooredoo.com.



Groupwide ethical policies

0%

Tolerance against bribery and corruption

UN Sustainable Development Goal
16 Peace, Justice and Strong Institutions



Sustainability Governance
With regards to Board oversight on sustainability issues, the Ooredoo Group is putting more emphasis on environmental, social and governance issues by making sure that all Board members are aware of related strategies and risks. All Group Boards have an Audit and Risk Committee that reviews all sustainability issues facing the company. Moreover, our Enterprise Risk Management function is expanding the consideration of those risks posed by environmental and societal trends as well as changing stakeholder expectations, and directly reporting those to the Board Audit and Risk Committees. A dedicated ESG Team is currently working on a process to integrate sustainability into regular Board level reviews.

Prevention of anti-competitive practices
Ooredoo has made a formal commitment to prevent anti-competitive practices in its Code of Business Conduct and Ethics and is committed to fully complying with local legislation. All our Procurement Functions have policies in place, which are approved by the respective Board of Directors, governing the procurement of goods and services from the selection to the contracting and monitoring process.

All tenders are managed by our Group-wide internal e-sourcing system, ensuring fair practices, ethical conduct, integrity and transparency during the whole procurement processes. Furthermore, we have developed [Guidelines for Ethical Conduct and Fair Practices](#), which are communicated to and need to be observed by all suppliers in their interactions with Ooredoo Group. We are proud to be committed to the highest ethical and legal standards in conducting our business, and we expect the same level of adherence and commitment to fair practices, ethical conduct, corporate values of integrity and transparency from our business partners.

Prevention of Corruption and Bribery
We are committed to a zero-tolerance policy for any form of bribery and corruption. Our dedicated Revenue Assurance Team is overseeing the implementation and adherence to our policies in this respect. To ensure all our employees understand and comply with our Code of Business Conduct and Ethics, we regularly run online training programmes and ask them to sign the Code on an annual basis.

16.6. Develop effective, accountable and transparent institutions at all levels.

Ooredoo Algeria identified non-financial risks as:

- Network coverage compliance risk
- Brand and image deterioration
- Noncompliance with the contract collection
- Technology disaster recovery risk.

Ooredoo Maldives identified both financial and non-financial risks via Enterprise Risk Management (ERM) including:

- Organisational Fire Safety and HSE-related risks
- risks associated with business continuity
- reputational risks
- Compliance risks
- information security risks.

Asiacell has an ERM policy and a designated team which is supported by Risk Champions from each department. In addition, an Incident Response and Crisis Management plan is in place.
Ooredoo Algeria made a formal commitment in its Code of Business Conduct and Ethics to prevent anti-competitive practices regarding the knowledge of laws, integrity, conflict of interest and bribery.

Safeguarding our Customers



Data security and privacy is of the utmost importance in our sector. With the growing importance of data for the digital transformation and data-driven innovation, access to and sharing of data has become critical.

At Ooredoo, safeguarding customers’ personal data is of tremendous importance. We promise to deliver on our customers’ aspirations while adopting industry best practices related to data security and information.

Customer Security and privacy
We are committed to protecting customer data in accordance with our Customer Charter and Privacy Policy, as well as local legislation in each of our markets. All our operations are ISO 20000-1 certified for excellence in information technology service management systems and ISO 27001 for information security management systems. These management frameworks assist our Governance, Risk and Compliance Team in establishing, implementing, operating, monitoring, maintaining and continually improving information security processes in order to meet our goals.

The information security risk management process that we implement serves to manage and mitigate risks and reduce potential impacts on information assets to an acceptable level. Vulnerability management process, incident monitoring and response and recovery process, patch management, and identity and access management are our focus areas, among others. To protect our network from internal and external cyberattacks, multiple layers of security tools have been implemented to detect, prevent and mitigate such threats, such as firewalls, privilege access management, network access control, anti-malware, security information and other controls. Ooredoo employees regular attend security training sessions.

In addition, our Security Operation Centre Team works 24/7 to detect, manage, respond and recover from any cybersecurity incidents and attacks in a timely manner. Technical assessments and audits are performed on a regular basis to analyse the performance of our information security controls, goals and processes.

Senior management regularly reviews any internal and external information security issues, audit results, non-conformities, risk assessment and treatment results and is responsible for approval of projects and initiatives for continuous improvement of information security.

Responsible relationships with customers
We are committed to ensuring responsible customer relations and customer service improvement as outlined in the Customer Charter. All our operations are ISO 9001 quality management certified, to ensure a smooth complaint management system. We are committed to full transparency about our products and services; hence our terms and conditions as well as information about costs, services and offers are clearly specified on our website and in our app and can be requested 24/7 from our hotline, chat or WhatsApp community managers.

Customers can file concerns via phone, our applications, our website, social media or in our retail stores. We perform customer satisfaction surveys on a regular basis across all of our markets. These surveys help us learn what matters most to our consumers, understand their needs and enhance our product offering and customer experience constantly.



UN Sustainable Development Goal
16 Peace, Justice and Strong Institutions



16.6. Develop effective, accountable and transparent institutions at all levels.

Ooredoo Maldives established an Information Security (IS) Policy and Data Protection Policy based on multiple international standards including ISO 27001 and the Payment Card Industry Data Security Standard (PCI DSS). The company conducts Vulnerability Assessments and Security Reviews to prevent any kind of data breach and misuse.

Asiacell established a Cyber Security Business unit, responsible for the data protection. The concept of “Security by Design” has been introduced whereby it is mandatory for all products and systems to pass through the security requirements.

The company captures the customers’ complaints through several channels including phone call, social media channels and WhatsApp.

Ooredoo Qatar adheres to the customer privacy and data security policies and publishes privacy notices on its website. Information Security programmes and technical controls are aligned with international security best practices. The OpCo implemented advanced multiple layers of access control mechanisms and regular awareness training on data security for all employees and consultants.

Information Security compliance is established to measure control effectiveness and compliance with Information Security policies and applicable laws and regulations. In addition, internal and external independent audits including ISMS ISO 27001, Financial ICFOR, etc. are being conducted at least once a year.

Ooredoo Qatar conducts VoC surveys regularly; all interactions and results are published internally on a monthly basis. In addition, a ‘Complaint resolution status’ report and statistics are produced.

Ooredoo Indonesia has a data protection and data security policy and a dedicated Data Privacy Officer (DPO) to manage the issue efficiently. The OpCo conducts a regular internal and external independent audit to ensure compliance with information security and applicable laws and regulations. To build an information security culture, regular information security awareness training is provided through the internal learning management system.

Ooredoo Algeria measures the risks of data breach by Vulnerability Assessments, Controlled Supplier Access platform and Virtual Private Network (VPN) monitoring for the vendors.

Ooredoo Myanmar publishes a general statement regarding information security in its website, which is aligned with Post and Telecommunication Departments Myanmar rules and regulatory. External and internal audits are performed once a year. In addition, the IT security team conducts regular IT security awareness sessions for all employees. Incident response plans are implemented and set for an escalation matrix.

The OpCo launched a Contact Centre Operating System to manage customer concerns and continue to support remote working and ensure business continuity.

Ooredoo Tunisia has an information security policy in place. The policy includes a dedicated privacy and data protection section. Ooredoo Tunisia Mghira Data Centre has been ISO 27001- certified since 2016.

All information security audits are conducted in Ooredoo Tunisia at least once a year via internal and external independent audit. In addition, information security trainings are provided for selected employees and an information security awareness programme covering all employees is in place.

Ooredoo Kuwait has relevant policies and procedures in place regarding information security. External audits are conducted more than once a year. Ooredoo Kuwait has a solid Information Security Management System (ISMS) compliance programme in place.

Developing our People



90%

Most operating companies exceed 90% nationalisation rate

Empowering our workforce is among our top priorities. We recognise the importance of harnessing human potential without causing harm. Thus, we focus on providing equal opportunities, securing gender equality, investing in our talents and ensuring healthy and safe work environment.

Ensuring equality and opportunity
In our Code of Business Ethics, we established a formal commitment to supporting equal opportunity. Our HR Policy ensures that all applicants and employees, regardless of race, colour, marital status, parental status, ancestry, source of income, religion, sex, gender, age, national origin or handicap, have equal opportunities in hiring, promotion, transfer, compensation, benefits and all other employment decisions. A grievance system is in place in the event of a disagreement, and we promote regular communication between management and staff.

Nationalisation
We align with the national visions of the countries in which we operate and are committed to supporting the development of local talent. Nationalisation rates are often high in our markets, with most of them exceeding 90%. We have comprehensive plans and procedures in place in countries where the rates are lower, such as Qatar, to actively support the increase of nationalisation among our workforce.

Female Employment
Businesses that actively support gender equality tend to make better business decisions which could resulted in better profitability compared to the ones with less diversity. Women empowerment is a key pillar of our CSR Strategy with the focus on equal pay and treatment, equal representation on leadership teams and corporate boards and equal access to training and career-building opportunities.

Based on our HR Policy and commitment to equal opportunity, we have been launching initiatives specifically designed to bring women into the workplace as well as enable women to access and use information technologies in a way which works for them.

To read more about how we bring together and empower women across our markets, please visit the Women Empowerment section on www.ooredoo.com.

Training and Professional Development
We are committed to investing in the development of young national leaders, focusing on training, development and support opportunities. Our HR management plan addresses all elements of employee compensation, succession planning, wellbeing of employees, working hours, safe working environment and employee counselling.

Individual development plans, management and leadership development programmes, as well as coaching and mentoring, are all in place to help us develop and retain talent. Employees can also acquire a certification or higher degree through our learning programme to advance their careers. We perform regular surveys under our Organisational Health Index programme, which feeds HR strategies in all of our markets, to ensure that our employees are satisfied, motivated and committed.

Health and Safety
Our [QHSE Policy](#) provides a framework to identify, address and prevent all health and safety hazards and manage associated risks. Indonesia manage occupational health and safety under the OHSAS 18001 whereas Qatar and Tunisia manage occupational health and safety in accordance with ISO 45001.

We also expect our service providers to place the utmost importance on health and safety including health and safety requirements in our contracts. We ensure our service providers:

- perform risk assessments
- implement permit-to-work systems
- conduct HSE inductions and trainings
- perform regular HSE inspections and
- conduct committee meetings and emergency drills as appropriate.

Our HSE Security Task Force oversees this process, conducts periodic assessments and site visits and responds to any critical issues through putting the appropriate controls and enhancement plans in place.

During the COVID-19 pandemic we ensured that our own employees stayed safe through putting in place several measures, such as activating a health protocol in our shops and intensifying sanitary setups such as compulsory wearing of masks and social distancing, or implementing work-from-home wherever possible.

Sustainable Development Goal
8 Decent Work and Economic Growth



8.5. By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

Ooredoo Maldives follows The Employment Act of the Maldives mandating 60% of nationals to be in senior management within 5 years which is effective from 2020. The operating company has a succession plan implemented to achieve the target.

Nationalisation rate at **Ooredoo Palestine** is 100%.

Ooredoo Qatar established a Qatarisation policy which encompasses the Qatari Graduate Development Programme (QGDP), Qatari Diploma Development Programme (QDDP), Qatari Secondary School Development Programme (QSSDP) and Sponsorship & Scholarship schemes aiming to promote and increase nationalisation across the organisation. Other than that, Ooredoo Qatar provided access to online trainings via an online education platform to ensure agility in workforce development. Design Thinking, Design Sprint, and Scrum trainings were provided to upskill the workforce.

Ooredoo Algeria has a training policy and implementation plan in place to upskill its workforce via negotiation technics, Big Data etc. In addition, language courses, leadership agility trainings and coaching are provided.

Ooredoo Indonesia was named HR Asia's Most Caring Company for 2021 and won the Best Companies to Work in Asia for 2021.

All operating companies of Ooredoo place the utmost importance on providing a safe and healthy working environment, thus OHS is managed via proactive and preventive measures.

Protecting our Environment



At Ooredoo, we approach environmental protection focusing on our impact areas. As an industry leader, we strive to be a pioneer to our peers as well as reduce our ecological footprint.

Conserving resources
Communications and information technology serves as an enabler to decrease the demand for energy by reducing the need for excess travel. We steer our strength on creating a positive environmental impact via our technological investments. On the one hand, operating our networks does entail resource consumption. Our operating companies continue to work to reduce our ecological footprint focusing on resource efficiency. Our Quality, Health, Safety and Environment Management (QHSE) Systems Policy guides our approach to minimising our environmental impact and complies with ISO 14001.

Energy, Carbon and Emissions
In telecommunication networks the main environmental impact comes from the energy required to power our networks. With regards to energy and emissions, we aim to reduce and optimise our energy consumption and all atmospheric emissions that are related to energy consumption. The recent deployment of 5G in some of our markets, as well as the increased use of online services and the corresponding increase in data traffic during the COVID-19 pandemic has led to an increase in energy consumption overall.

To manage our increased impact resulted from technological advancements and the global pandemic, we run a range of different initiatives across our markets. The results presented below are based on reductions achieved in a set of cell sites where specific network features have been implemented (on constant traffic conditions). We continue to test solar-powered hybrid solutions, which we initiated in 2019 with several mobile network sites.

The implementation of Micro-DTX could bring benefits in power saving due to switching off Power Amplifier(s) (PA) assigned to LTE Cell for the duration of single OFDM symbols at times when the scheduler has determined that there is no DL signal to be sent over the air. As an example, the Micro-DTX features implemented in Jakarta, Indonesia resulted in a power reduction of up to 4.5%.



3.5%

Up to 3.5% reduction in the most common power-saving features

In Ooredoo Kuwait, the deployment of a symbol power-saving feature meant up to a 4.8% reduction in power consumption. With the PSU Smart Control feature, a power monitoring unit (PMU) enables only the minimum number of power supply units (PSU) necessary to meet BTS power requirements. Implementation performed in Ooredoo Tunisia demonstrated a reduction in energy consumption of up to 3.8%.

5G Intelligent Scheduling for Power Saving (NR) enables a base station to dynamically adjust the Remaining Minimum System Information (RMSI) broadcast interval or the number of paging frames (PFs) as well as converge data in symbols or timeslots. This increases the number of no-data-transmission time windows during which symbol power saving can take effect, thereby reducing energy consumption. Activation in Ooredoo Kuwait shows a reduction in power consumption of up to 10.75%.

The multi-carrier switch-off feature enables the RNC to switch off one or more carriers based on traffic load in the multi-carrier co-coverage scenarios, reducing the power consumption of the NodeB. In Ooredoo Oman, energy efficiency after implementation of the functionality was up to 5.5%.

Energy Saving (ES) module in Self-Organising Solution (SON) is implemented in some operating companies across Ooredoo Group. It is designed to minimise the energy consumption of the radio network. ES actions shut down unutilised carriers with traffic lower than a threshold in a given time frame during low traffic hours. In Ooredoo Tunisia, a reduction of power consumption of up to 1.4% was achieved.

Some Ooredoo operating companies started to migrate from VLRA to lithium-ion batteries. Lithium-ion batteries are more environmentally friendly because they do not contain toxic metals such as lead. VLRA batteries' deterioration starts as soon as the temperature exceeds 25 degrees Celsius and each stepped increase of 5 degrees will reduce the lifespan of the battery further. Once the temperature is above 45 degrees, the battery will fail and stop working. Lithium-ion batteries can exceed temperatures above 45 degrees without impacting their performance, meaning that the cooling requirements from an air conditional system can be reduced without putting at risk the equipment, leading to less energy consumption.

Indosat Ooredoo started utilising lithium-ion batteries at all new sites. In 2021 the Indosat network recorded 31% of its sited as using lithium-ion batteries, an increase of 15% compared with 2020.

Asiacell purchased 450 hybrid site kits (lithium-ion batteries) to start the migration of their existing off-grid sites – numbering over 800 - to hybrid mode for energy saving. Deployment of solar energy as a primary source is being considered across the Ooredoo Group. Solar energy is used to reach locations with poor grid or off-grid, which require diesel generators to run full-time. The diesel generators need routine maintenance and to be fuelled in a timely manner, which causes service outages when maintenance activities cannot be carried out. Solar and hybrid solutions reduce CO₂ emissions and minimise impact in service availability, while prolonging the time between fuelling and routine maintenance. We deployed solar solutions in Ooredoo Iraq, Qatar and Kuwait and aim to expand this across the Group after performance and impact are analysed.

Waste and Water Management

We manage our impact in terms of waste and water with the guidance of QHSE Policy. We formally commit to reducing hazardous and non-hazardous waste, and reducing the use of materials and water. We implement different initiatives across our markets in line with local regulations, requirements and realities.

Under our recycling programme, all paper waste and plastic bottles from our administrative buildings are now collected and recycled through an approved contractor. In Qatar we implemented a paperless initiative, whereby all our shops are now paper-free, 99% of our customers migrated to e-bills and most of our processes transitioned to electronic. All printers are set up to automatically print double-sided while we also limit the number of prints per person per month. Being aware of the cumulative effect of electronical waste (e-waste), we recycle or appropriately dispose of our e-waste, such as batteries.

Going forward, we will be considering life cycle assessments of products during the procurement stage to minimise our footprint.

Sustainable Development Goal

13 Climate Action



Sustainable Development Goal

12 Responsible Consumption and Production



- 13.2. Integrate climate change measures into national policies, strategies and planning.
- 13.3. Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.
- 12.2. By 2030, achieve the sustainable management and efficient use of natural resources.
- 12.5. By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

At **Ooredoo Qatar**, there is an ongoing initiative for converting GSM sites powered by diesel generators to Kahramaa supply (Grid Electricity). This initiative is expected to reduce energy consumption and consequent carbon emissions.

Ooredoo Kuwait worked towards fulfilling its commitment to human rights and sustainable living and collaborated with the Office of the Coordination of Humanitarian Affairs (UN OCHA) to launch the “The Human Race” campaign which aims to raise public awareness of the need for solidarity with people most affected by the impacts of the climate emergency.

Ooredoo Tunisia secured ISO 50001 Energy Management Certification and deployed a radio energy saving feature and network modernisation. Non-trafficant network node is also turned off. In addition, site infrastructure was redesigned via energy optimisation.

At **Ooredoo Maldives**, all electrical appliances are equipped with inverters to reduce energy consumption. In addition, green practices are in place via the introduction of e-Bills and the installation of eco-friendly lighting within the office building.

Kuwait Ooredoo installed motion detectors for the lighting control system to reduce energy consumption.

Ooredoo Qatar and **Asiacell** replaced conventional lamps with LED lamps at various Ooredoo facilities which brought about energy consumption savings.

At **Ooredoo Palestine**, paper shredders with 20-tonne capacity are in use for recycling purposes.

Algeria Ooredoo set up recycling bins for bottle caps across Algeria for the benefit of a local NGO supporting “Children of the Moon”.

Ooredoo Myanmar downsized simcards, thus reducing total plastic waste. Ooredoo Myanmar also replaced generators with grid power, solar and battery backup to save hydrocarbon utilisation, prevent pollution and reduce cost.

Ooredoo Maldives completely digitised all internal processes, eliminating the need for paper use and printing within the workplace.

More details on the quantitative ESG data are available in the website version of this report on <http://ore.do/a8vus>




Environment, Social and Governance Review


ESG Performance Indicators

The level of detail of disclosed data varies by individual Operating Companies as some KPIs have not been tracked yet or relevant data is not available in some operations. We are committed to advance our data collection process by consolidating and tracking more information in future.


1. ESG Performance Indicators – Environmental


Energy and Emissions

 Qatar				
Energy	Unit	2019	2020	2021
Energy intensity	GJ/workforce	638	741	733
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	GJ	437,532	442,141	480,907
Indirect energy consumption (electricity)	GJ	397,573	470,574	405,921
Amount of renewable energy generated	GJ	2	2	2
Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives	GJ	n/a	n/a	3,842
GHGs	Unit	2019	2020	2021
Total GHG emissions	tCO ₂	93,710	102,772	95,477
GHG intensity	GHG/workforce	71.6	83.4	78.9
Direct GHG emissions (scope 1)	tCO ₂	34,184	32,317	34,702
Indirect GHG emissions (scope 2)	tCO ₂	59,526	70,455	60,775


 Algeria				
Energy	Unit	2019	2020	2021
Energy intensity	KWh/workforce	6,237	5,677	24,120
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	KWh	32,220	33,407	26,392
Indirect energy consumption (electricity)	KWh	18,098,789	16,831,874	64,952,375
GHGs	Unit	2019	2020	2021
Total GHG emissions	t CO ₂	3.96	3.61	15.34
GHG Intensity	GHG/Workforce	11,519	10,713	41,316
Direct GHG emissions (scope 1)	t CO ₂	7.99	8.28	6.54
Indirect GHG emissions (scope 2)	t CO ₂	11,511	10,705	41,310


Indirect energy consumption values updated for 2021 in Ooredoo Algeria including data centres and network sites power consumption.

 Iraq				
Energy	Unit	2019	2020	2021
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	liters	52,892,753	55,560,000	62,000,000
Indirect energy consumption (electricity)	KWh	65,181,394	67,325,536	81,942,318
Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives	liters	2,527,246	2,567,247	5,726,032
GHGs	Unit	2019	2020	2021
Total GHG emissions	t CO ₂	187,979	196,682	224,105
Direct GHG emissions (scope 1)	t CO ₂	143,720	150,968	168,467
Indirect GHG emissions (scope 2)	t CO ₂	44,258	45,714	55,639
GHG intensity	GHG/Workforce	56.25	60.28	77.44


 Kuwait				
Energy	Unit	2019	2020	2021
Energy intensity	GJ/workforce	725	792	881
Indirect energy consumption (electricity) /Data Centers + 60 sites	KW	3,429,412	3,736,986	3,621,362
Indirect energy consumption (electricity) /HQ	KW	17,857,450	10,738,300	19,800,000
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	liters	8,060,124	8,652,672	8,552,064
GHGs	Unit	2019	2020	2021
Total GHG emissions	t CO ₂	24,578	26,427	26,064
GHG intensity	GHG/workforce	54	59	65
Direct GHG emissions (scope 1)	t CO ₂	21,901	23,511	23,238
Indirect GHG emissions (scope 2)	t CO ₂	2,677	2,916	2,826


Information provided by OKW for indirect GHG emissions (scope 2) includes power consumption from its SBA Data Centre, Headquarter Building, and 60 sites. OKW was not able to include the remaining sites (approx. 2,240 sites) in this figure, as their power consumption data is not available due to electricity fees being included within the rental price.


 Maldives				
Energy	Unit	2019	2020	2021
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	liters	888,552	1,070,668	1,212,000
Indirect energy consumption (electricity)	GJ	4,739	4,884	4,931
Amount of renewable energy generated	GJ	6,221	6,221	6,221
Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives	GJ	6,221	6,221	6,221
GHGs	Unit	2019	2020	2021
Total GHG emissions	t CO ₂	3,191	3,672	4,014
Direct GHG emissions (scope 1)	t CO ₂	2,154	2,603	2,935
Indirect GHG emissions (scope 2)	t CO ₂	1,037	1,069	1,079
GHG intensity	GHG/Workforce	7	8	8

 Myanmar				
Energy	Unit	2019	2020	2021
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	liters	26,157,019	25,698,930	23,425,530
Indirect energy consumption (electricity)	KWh	66,274,473	73,025,009	31,234,012
GHGs	Unit	2019	2020	2021
Total GHG emissions	t CO ₂	97,239	98,659	75,983
Direct GHG emissions (scope 1)	t CO ₂	71,074	69,829	63,652
Indirect GHG emissions (scope 2)	t CO ₂	26,165	28,830	12,331
GHG intensity	GHG/Workforce	105	116	89

Environment, Social and Governance Review

 Oman				
Energy	Unit	2019	2020	2021
Energy intensity	GJ/workforce	469	494	615
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	liters (Diesel)	2,122,012	2,456,917	2,519,834
Indirect energy consumption (electricity)	KWh	105,215,950	105,307,718	134,634,523
GHGs	Unit	2019	2020	2021
Total GHG emissions	t CO ₂	77,208	78,180	98,264
GHG intensity	GHG/Workforce	78.30	81.18	103.44
Direct GHG emissions (scope 1)	t CO ₂	5,766	6,676	6,847
Indirect GHG emissions (scope 2)	t CO ₂	71,442	71,504	91,417

 Palestine				
Energy	Unit	2019	2020	2021
Energy intensity	GJ/workforce	75	98	67
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	liters	802,393	1,374,066	891,048
Indirect energy consumption (electricity)	KWh	2,402,623	1,791,756	1,870,174
GHGs	Unit	2019	2020	2021
Total GHG emissions	t CO ₂	3,874	4,997	3,740
GHG intensity	GHG/Workforce	7	8	6
Direct GHG emissions (scope 1)	t CO ₂	2,180	3,734	2,421
Indirect GHG emissions (scope 2)	t CO ₂	1,694	1,263	1,318

 Tunisia				
Energy	Unit	2019	2020	2021
Energy intensity	GJ/workforce	179	166	212
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	GJ	28,613	20,960	20,720
Indirect energy consumption (electricity)	GJ	260,866	243,837	295,883
Amount of renewable energy generated	GJ	1039	1039	1039
Renewable Energy Intensity	GJ/workforce	0.6	0.7	0.7
Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives	GJ	475	6,016	5,719
GHGs	Unit	2019	2020	2021
Total GHG emissions	t CO ₂	42,082	38,937	46,925
GHG intensity	GHG/Workforce	26.1	24.5	31.5
Direct GHG emissions (scope 1)	t CO ₂	1,965	1,439	1,423
Indirect GHG emissions (scope 2)	t CO ₂	40,117	37,498	45,502

GHG Emissions were estimated using the greenhouse gas protocol calculation tool designed and built by Anthesis group. [The GHG Emissions Calculation Tool | Greenhouse Gas Protocol \(ghgprotocol.org\)](#)

Document: [GHG Emissions Calculation Tool_0.xlsx \(live.com\)](#)

Emission factors were customized (for most of the countries) according to the Institute for Global Environmental Strategies (2021), List of Grid Emission Factors, version 10.11. Available at: <https://pub.iges.or.jp/pub/iges-list-grid-emission-factors>


The emission factor for Qatar was taken from the report from Arab Youth Climate Movement Qatar that covers emissions factors and sources for all the sectors in the Qatari Household carbon footprint. [Householdcarbonfootprint-EF-document.pdf \(aycmqatar.org\)](#)


Full conversion factors to kWh and CO₂ were based on [Greenhouse gas reporting: conversion factors 2021 - GOV.UK \(www.gov.uk\)](#)


Document: [conversion-factors-2021-condensed-set-most-users.xls \(live.com\)](#)


Ooredoo Group may perform changes in the future to improve the accuracy of the estimation as part of our continuous improvement process if more effective methods or enhancement for GHG emissions calculation can be identified.


Water and Waste

 Qatar				
Water	Unit	2019	2020	2021
Fresh water used -purchased	m ³	79,205	90,691	86,559
Water Intensity	m ³ /workforce	60.5	73.6	71.5
Waste	Unit	2019	2020	2021
Total hazardous waste disposed	Tonnes	123.3	137.4	145.7
Total non-hazardous waste disposed	Tonnes	5.9	13.2	14.6
Percentage of hazardous waste recycled	%	65%	69%	67%
Percentage of non-hazardous waste recycled	%	73%	87%	81%
Total waste recycled	Tonnes	84.4	108.2	109.7


 Algeria				
Water	Unit	2019	2020	2021
Fresh water used -purchased	m ³	14,137	16,640	16,964
Water Intensity	m ³ /workforce	5	6	6
Waste	Unit	2019	2020	2021
Total hazardous waste disposed	Tonnes	92	12	13.5
Total non-hazardous waste disposed	Tonnes	n/a	n/a	900
Percentage of hazardous waste recycled	%	n/a	n/a	0.01%
Percentage of non-hazardous waste recycled	%	n/a	n/a	0%

 Indonesia				
Water	Unit	2019	2020	2021
Percentage of offices ISO 14001 certified	%	n/a	n/a	25%
Fresh water used -purchased	m ³	n/a	n/a	31,799
Water Intensity	m ³ /workforce	n/a	n/a	14.6


 Kuwait				
Water	Unit	2019	2020	2021
Fresh water used -purchased	m ³	17,558	13,752	19,303
Waste	Unit	2019	2020	2021
Total non-hazardous waste disposed	Tonnes	116	60	85
Percentage of non-hazardous waste recycled	%	60%	40%	50%


 Oman				
Water	Unit	2019	2020	2021
Fresh water used -purchased	m ³	n/a	n/a	767
Fresh water used - company generated	m ³	n/a	n/a	32
Water Intensity	m ³ /workforce	n/a	n/a	0.8
Waste	Unit	2019	2020	2021
Total hazardous waste disposed	Tonnes	n/a	n/a	0.02
Total non-hazardous waste disposed	Tonnes	32	29	29
Percentage of hazardous waste recycled	%	n/a	n/a	8%
Percentage of non-hazardous waste recycled	%	34.8	36	36.5
Total waste recycled	Tonnes	n/a	n/a	3


Environment, Social and Governance Review


 Tunisia				
Water	Unit	2019	2020	2021
Fresh water used -purchased	m³	23,537	15,887	20,796
Water Intensity	m³/workforce	14.6	10	14
Waste	Unit	2019	2020	2021
Total hazardous waste disposed	Tonnes	n/a	n/a	
Total non-hazardous waste disposed	Tonnes	34.5	26.5	
Percentage of hazardous waste recycled	%	n/a	n/a	
Percentage of non-hazardous waste recycled	%	87%	26%	
Total waste recycled	Tonnes	n/a	n/a	


2. ESG Performance Indicators – Social

 Qatar				
Workforce size	Unit	2019	2020	2021
Total number of employees (excluding trainees, students and outsourced staff)	Number	1,309	1,232	1,210
Full-time employees	Number	1,309	1,232	1,210
Part-time employees	Number	0	0	0
New employee hires (males)	Number	55	13	48
New employee hires (females)	Number	24	4	14
Total of new employees hires	Number	79	17	62
Number of employees returned to work after Parental leave	Number	26	13	26
Workforce by age 18-30	Number	136	112	110
Workforce by age 31-40	Number	522	464	425
Workforce by age 41+	Number	651	656	675


 Algeria				
Workforce size	Unit	2019	2020	2021
Total number of employees (excluding trainees, students and outsourced staff)	Number	2,907	2,971	2,694
Full-time employees	Number	2,852	2,906	2,648
Part-time employees	Number	55	65	46
New employee hires (males)	Number	182	120	32
New employee hires (females)	Number	114	54	16
Total of new employees hires	Number	296	174	48
Workforce by age 18-30	Number	709	661	357
Workforce by age 31-40	Number	1,539	1,536	1,395
Workforce by age 41+	Number	659	774	942


 Kuwait				
Workforce size	Unit	2019	2020	2021
Total number of employees (excluding trainees, students and outsourced staff)	Number	456	448	398
Full-time employees	Number	455	447	397
Part-time employees	Number	1	1	1
New employee hires (males)	Number			37
New employee hires (females)	Number			9
Total of new employee hires	Number	-	-	46
Workforce by age 18-30	Number	47	38	34
Workforce by age 31-40	Number	213	206	184
Workforce by age 41+	Number	196	204	180


 Indonesia				
Workforce size	Unit	2019	2020	2021
Total number of employees (excluding trainees, students and outsourced staff)	Number	2,830	2,258	2,171
Full-time employees	Number	2,830	2,258	2,171
Workforce by age 18-30	Number	308	237	168
Workforce by age 31-40	Number	980	809	802
Workforce by age 41+	Number	1,542	1,212	1,201


 Iraq				
Workforce size	Unit	2019	2020	2021
Total number of employees (excluding trainees, students and outsourced staff)	Number	3,342	3,263	2,894
Full-time employees	Number	2,990	2,904	2,814
Part-time employees	Number	352	359	80
New employee hires (males)	Number	437	142	88
New employee hires (females)	Number	121	86	26
Total of new employees hires	Number	558	228	114
Total Parental leaves	Number	227	129	169
Total Number of employees returned to work after Parental leave	Number	214	121	158
Workforce by age 18-30	Number	1,026	857	546
Workforce by age 31-40	Number	1,372	1,367	1,289
Workforce by age 41+	Number	944	1,039	1,059


Environment, Social and Governance Review


 Maldives				
Workforce size	Unit	2019	2020	2021
Total number of employees (excluding trainees, students and outsourced staff)	Number	475	478	473
Full-time employees	Number	370	367	365
Part-time employees	Number	105	111	108
New employee hires (males)	Number	65	52	101
New employee hires (females)	Number	44	23	46
Total of new employees hires	Number	109	75	147
Total Parental leaves	Number	9	12	14
Total Number of employees returned to work after Parental leave	Number	9	12	14
Workforce by age 18-30	Number	259	238	215
Workforce by age 31-40	Number	158	183	194
Workforce by age 41+	Number	58	57	64


 Myanmar				
Workforce size	Unit	2019	2020	2021
Total number of employees (excluding trainees, students and outsourced staff)	Number	928	852	850
Full-time employees	Number	928	852	850
Part-time employees	Number	-	-	-
New employee hires (males)	Number	110	136	25
New employee hires (females)	Number	87	61	5
Total of new employees hires	Number	197	197	30
Total Parental leaves	Number	41	35	34
Total Number of employees returned to work after Parental leave	Number	41	35	34
Workforce by age 18-30	Number	439	403	291
Workforce by age 31-40	Number	317	352	405
Workforce by age 41+	Number	56	66	92


 Oman				
Workforce size	Unit	2019	2020	2021
Total number of employees (excluding trainees, students and outsourced staff)	Number	986	963	950
Full-time employees	Number	986	963	950
Workforce by age 18-30	Number	154	120	103
Workforce by age 31-40	Number	607	579	572
Workforce by age 41+	Number	225	264	275


 Palestine				
Workforce size	Unit	2019	2020	2021
Total number of employees (excluding trainees, students and outsourced staff)	Number	534	619	622
Full-time employees	Number	534	512	522
Part-time employees	Number	-	107	100
New employee hires (males)	Number	58	29	42
New employee hires (females)	Number	26	9	23
Total of new employees hires	Number	84	38	65
Workforce by age 18-30	Number	223	305	309
Workforce by age 31-40	Number	275	274	272
Workforce by age 41+	Number	36	40	41

 Tunisia				
Workforce size	Unit	2019	2020	2021
Total number of employees (excluding trainees, students and outsourced staff)	Number	1,615	1,591	1,490
Full-time employees	Number	1,486	1,466	1,330
Part-time employees	Number	129	125	160
New employee hires (males)	Number	69	25	18
New employee hires (females)	Number	40	17	11
Total of new employees hires	Number	109	42	29
Workforce by age 18-30	Number	163	136	113
Workforce by age 31-40	Number	707.5	626	485
Workforce by age 41+	Number	744	829	892











 Qatar				
Employee Turnover	Unit	2019	2020	2021
Turnover rate	(%)	2.9%	5%	2.9%
Total number of employees who left the organisation	Number	38	61	35










 Algeria				
Employee Turnover	Unit	2019	2020	2021
Turnover rate	(%)	19.6%	5%	6.7%
Total number of employees who left the organisation	Number	257	135	349

 Indonesia				
Employee Turnover	Unit	2019	2020	2021
Turnover rate	(%)	4.5%	1.9%	2.7%
Total number of employees who left the organisation	Number	126	47	59


 Iraq				
Employee Turnover	Unit	2019	2020	2021
Turnover rate	(%)	7.6%	6.6%	7%
Total number of employees who left the organisation	Number	227	217	483


Environment, Social and Governance Review


 Kuwait				
Employee Turnover	Unit	2019	2020	2021
Turnover rate	(%)	19.7%	12.7%	24.9%
Total number of employees who left the organisation	Number	40	60	99
 Myanmar				
Employee Turnover	Unit	2019	2020	2021
Turnover rate	(%)	2%	3%	7%
Total number of employees who left the organisation	Number	21	28	87
 Maldives				
Employee Turnover	Unit	2019	2020	2021
Turnover rate	(%)	4%	4%	8%
Total number of employees who left the organisation	Number	16	10	26
 Oman				
Employee Turnover	Unit	2019	2020	2021
Turnover rate	(%)	2%	3%	3%
Total number of employees who left the organisation	Number	21	28	32
 Palestine				
Employee Turnover	Unit	2019	2020	2021
Turnover rate	(%)	0.9%	0.3%	2.3%
Total number of employees who left the organisation	Number	57	57	42
 Tunisia				
Employee Turnover	Unit	2019	2020	2021
Turnover rate	(%)	5.6%	3.4%	14.5%
Total number of employees who left the organisation	Number	94	56	218
 Qatar				
Employee Engagement	Unit	2019	2020	2021
Percentage of employee engagement	(%)	80%	80%	80%
 Algeria				
Employee Engagement	Unit	2019	2020	2021
Percentage of employee engagement	(%)	n/a	49%	61%
 Indonesia				
Employee Engagement	Unit	2019	2020	2021
Percentage of employee engagement	(%)	n/a	82%	N/A
 Iraq				
Employee Engagement	Unit	2019	2020	2021
Percentage of employee engagement	(%)	50	53	65


 Kuwait				
Employee Engagement	Unit	2019	2020	2021
Percentage of employee engagement	(%)	n/a	70%	90%
 Maldives				
Employee Engagement	Unit	2019	2020	2021
Percentage of employee engagement	(%)	89%	87%	89%
 Myanmar				
Employee Engagement	Unit	2019	2020	2021
Percentage of employee engagement (ECHO)	(%)	n/a	51%	72%
Percentage of employee engagement (GPTW)	(%)	79%	81%	n/a
 Oman				
Employee Engagement	Unit	2019	2020	2021
Percentage of employee engagement	(%)	71%	56%	59%
 Tunisia				
Employee Engagement	Unit	2019	2020	2021
Percentage of employee engagement	(%)	80%	70%	71%
 Qatar				
Grievance Mechanism	Unit	2019	2020	2021
Number of grievances filed in the reporting period	Number	38	21	9
Number of these grievance addressed or resolved	Number	8	8	8
 Kuwait				
Grievance Mechanism	Unit	2019	2020	2021
Number of grievances filed in the reporting period	Number	11	n/a	14
Number of these grievance addressed or resolved	Number	3	n/a	12
Number of grievances filed prior to the reporting period that were resolved during the reporting period	Number	n/a	n/a	n/a
 Maldives				
Grievance Mechanism	Unit	2019	2020	2021
Number of grievances filed in the reporting period	Number	1	0	1
Number of these grievance addressed or resolved	Number	1	0	1
Number of grievances filed prior to the reporting period that were resolved during the reporting period	Number	0	0	0
 Myanmar				
Grievance Mechanism	Unit	2019	2020	2021
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


Environment, Social and Governance Review


 Oman				
Grievance Mechanism	Unit	2019	2020	2021
Number of grievances filed in the reporting period	Number	n/a	7	9
Number of these grievance addressed or resolved	Number	n/a	7	9
Number of grievances filed prior to the reporting period that were resolved during the reporting period	Number	n/a	7	9


 Palestine				
Grievance Mechanism	Unit	2019	2020	2021
Number of grievances filed in the reporting period	Number	18	5	0
Number of these grievance addressed or resolved	Number	18	5	0
Number of grievances filed prior to the reporting period that were resolved during the reporting period	Number	3	5	0


 Tunisia				
Grievance Mechanism	Unit	2019	2020	2021
Number of grievances filed in the reporting period	Number	0	0	-
Number of these grievance addressed or resolved	Number	0	0	-
Number of grievances filed prior to the reporting period that were resolved during the reporting period	Number	0	0	-


 Qatar				
Nationalisation	Unit	2019	2020	2021
Nationalisation rate of senior management	(%)	43.7%	47.7%	42.5%
Nationalisation rate among total workforce	(%)	41.1%	42.1%	43.5%


 Algeria				
Nationalisation	Unit	2019	2020	2021
Nationalisation rate of senior management	(%)	91%	92%	90%
Nationalisation rate among total workforce	(%)	99.7%	99.7%	99.6%


 Indonesia				
Nationalisation	Unit	2019	2020	2021
Nationalisation rate of senior management	(%)	65%	68%	69%
Nationalisation rate among total workforce	(%)	99%	99%	99%


 Iraq				
Nationalisation	Unit	2019	2020	2021
Nationalisation rate of senior management	(%)	67%	63%	60%
Nationalisation rate among total workforce	(%)	96%	96%	95%


 Kuwait				
Nationalisation	Unit	2019	2020	2021
Nationalisation rate of senior management	(%)	57%	60%	57%
Nationalisation rate among total workforce	(%)	52%	52%	52%


 Maldives				
Nationalisation	Unit	2019	2020	2021
Nationalisation rate of senior management	(%)	38%	33%	47%
Nationalisation rate among total workforce	(%)	93%	92%	92%


 Myanmar				
Nationalisation	Unit	2019	2020	2021
Nationalisation rate of senior management	(%)	24%	36%	29%
Nationalisation rate among total workforce	(%)	96%	97%	94%

 Oman				
Nationalisation	Unit	2019	2020	2021
Nationalisation rate of senior management	(%)	75%	78%	86%
Nationalisation rate among total workforce	(%)	92%	93%	94%


 Palestine				
Nationalisation	Unit	2019	2020	2021
Nationalisation rate of senior management	(%)	100%	100%	100%
Nationalisation rate among total workforce	(%)	100%	100%	100%


 Tunisia				
Nationalisation	Unit	2019	2020	2021
Nationalisation rate of senior management	(%)	97%	96%	96%
Nationalisation rate among total workforce	(%)	99.8%	99.8%	99.8%


 Qatar				
Female Employment	Unit	2019	2020	2021
Number of female employees	Number	329	307	296
Female employment rate (%)	(%)	25.1%	24.9%	24.5%
Females in senior management	Number	14	16	16
Ratio of the basic salary of women to men	(%)	106%	107%	107%
Ratio of the remuneration of women to men	(%)	95%	97%	98%


 Algeria				
Female Employment	Unit	2019	2020	2021
Number of female employees	Number	909	927	833
Female employment rate (%)	(%)	31%	31%	31%
Females in senior management	Number	16	19	17


Environment, Social and Governance Review


 Indonesia				
Female Employment	Unit	2019	2020	2021
Number of female employees	Number	777	648	637
Female employment rate (%)	(%)	27%	2%	29%
Females in senior management	Number	8	9	7


 Iraq				
Female Employment	Unit	2019	2020	2021
Number of female employees	Number	591	632	530
Female employment rate (%)	(%)	18%	19%	18%
Females in senior management	Number	7	7	7
Remuneration of women to men	(%)	-	-	16%


 Kuwait				
Female Employment	Unit	2019	2020	2021
Number of female employees	Number	104	102	92
Female employment rate (%)	(%)	23%	23%	23%
Females in senior management	Number	1	1	-

 Maldives				
Female Employment	Unit	2019	2020	2021
Number of female employees	Number	153	154	149
Female employment rate (%)	(%)	32%	32%	32%
Females in senior management	Number	3	5	6


 Myanmar				
Female Employment	Unit	2019	2020	2021
Number of female employees	Number	387	385	356
Female employment rate (%)	(%)	48%	46%	45%
Females in senior management	Number	3	4	5
Ratio of the basic salary of women to men	(%)	88%	96%	96%
Remuneration of women to men	(%)	86%	84%	86%


 Oman				
Female Employment	Unit	2019	2020	2021
Number of female employees	Number	309	303	308
Female employment rate (%)	(%)	31%	31%	32%
Females in senior management	Number	1	2	3


 Palestine				
Female Employment	Unit	2019	2020	2021
Number of female employees	Number	106	139	161
Female employment rate (%)	(%)	20%	22%	26%
Females in senior management	Number	1	1	1
Ratio of the basic salary of women to men	(%)	76%	76%	76%
Remuneration of women to men	(%)	81%	81%	81%


 Tunisia				
Female Employment	Unit	2019	2020	2021
Number of female employees	Number	578	571	561
Female employment rate (%)	(%)	36%	36%	38%
Females in senior management	Number	12	14	13
Remuneration of women to men	(%)	36%	36%	38%

In many cases training was provided online rather than in person due to C19 restrictions, exact tracking of training hours and cost was not always available during the pandemic.”


 Qatar				
Training	Unit	2019	2020	2021
Average hours of training per employee	Number	16	4	3
Average hours of training per female employee	Number	18	4	5
Average hours of training per male employee	Number	15	4	3
Average hours of training per senior management employee	Number	5	14	3
Average hours of training per middle management employee	Number	12	3	9
Percentage of employees receiving regular performance and career development reviews	(%)	100%	100%	100%


 Algeria				
Training	Unit	2019	2020	2021
Average hours of training per employee	Number	21	22	21
Average hours of training per female employee	Number	18	24	19
Average hours of training per male employee	Number	22	21	21
Average hours of training per senior management employee	Number	23	24	17
Average hours of training per middle management employee	Number	19	18	22


 Indonesia				
Training	Unit	2019	2020	2021
Average hours of training per employee	Number	10	7	19
Average hours of training per female employee	Number	8	6	18
Average hours of training per male employee	Number	11	7	19
Average hours of training per senior management employee	Number	7	6	1
Average hours of training per middle management employee	Number	10	8	17


 Iraq				
Training	Unit	2019	2020	2021
Average hours of training per employee	Number	17	14	18
Average hours of training per female employee	Number	16	12	16
Average hours of training per male employee	Number	18	14	18
Average hours of training per senior management employee	Number	10	11	15
Average hours of training per middle management employee	Number	15	11	16


Environment, Social and Governance Review


 Kuwait				
Training	Unit	2019	2020	2021
Average hours of training per employee	Number	4	12	n/a
Average hours of training per female employee	Number	6	15	n/a
Average hours of training per male employee	Number	3	12	n/a
Average hours of training per senior management employee	Number	12	12	n/a
Average hours of training per middle management employee	Number	13	12	n/a


 Maldives				
Training	Unit	2019	2020	2021
Average hours of training per employee	Number	19	19	22
Average hours of training per female employee	Number	24	7	22
Average hours of training per male employee	Number	17	25	22
Average hours of training per senior management employee	Number	16	11	21
Average hours of training per middle management employee	Number	26	27	77


 Myanmar				
Training	Unit	2019	2020	2021
Average hours of training per employee	Number	24	28	23
Average hours of training per female employee	Number	23	29	31
Average hours of training per male employee	Number	13	20	13
Average hours of training per senior management employee	Number	17	15	19
Average hours of training per middle management employee	Number	16	13	18
Percentage of employees receiving regular performance and career development reviews	(%)	100%	100%	100%

 Oman				
Training	Unit	2019	2020	2021
Average hours of training per employee	Number	18	23	23
Average hours of training per female employee	Number	20	22	23
Average hours of training per male employee	Number	18	23	23
Average hours of training per senior management employee	Number	17	22	23
Average hours of training per middle management employee	Number	20	21	23


 Palestine				
Training	Unit	2019	2020	2021
Average hours of training per employee	Number	15	22	16
Average hours of training per female employee	Number	15	26	17
Average hours of training per male employee	Number	15	21	18
Average hours of training per senior management employee	Number	15	0	11
Average hours of training per middle management employee	Number	18	7	20


 Tunisia				
Training	Unit	2019	2020	2021
Average hours of training per employee	Number	24	18	12
Average hours of training per female employee	Number	23	18	9
Average hours of training per male employee	Number	25	18	9
Average hours of training per senior management employee	Number	20	9	10
Average hours of training per middle management employee	Number	27	23	9


 Qatar				
Health and Safety Overview	Unit	2019	2020	2021
Work hours (employees)	Hours	2,764,608	2,601,984	2,555,520
Work hours (contractors)	Hours	3,043,392	3,206,016	2,640,000
Employee fatalities	Number	0	0	0
Contractor fatalities	Number	0	0	0
Employee lost time injuries	Number	0	0	0
Contractor lost time injuries	Number	1	0	0
Employee total recordable injuries	Number	0	0	0
Contractor total recordable injuries	Number	1	1	0
Employee accident frequency rates (%)	%	0	0	0
Contractor accident frequency rates (%)	%	0.07	0.06	0
Employee lost-day rate (%)	%	0	0	0
Contractor lost-day rate (%)	%	0.07	0	0
Heat stress events	Number	0	0	0
Total hours of H&S training provided to employees	Hours	1,836	270	83
Average hours of H&S training per year per employee	Hours	1.4	0.2	0.1
Average hours of H&S training per employee for nationals	Hours	3.3	0.5	0.2
Total cost of HSE training	QR	130,200	8,100	n/a
Number of Workers covered by an Occupational Health and Safety management system	Number	2,750	2,750	2,460


 Algeria				
Health and Safety Overview	Unit	2019	2020	2021
Work hours (employees)	Hours	5,581,440	5,658,240	5,591,968
Employee fatalities	Number	-	-	-
Employee lost time injuries	Number	1,570	822	550
Employee total recordable injuries	Number	33	13	11
Employee accident frequency rates (%)	%	0.1	0	0%
Employee lost-day rate (%)	%	0.6	0.3	49%
Heat stress events	Number	-	-	-
Total hours of H&S training provided to employees	Hours	5,298	n/a	n/a
Average hours of H&S training per year per employee	Hours	1.8	n/a	n/a
Average hours of H&S training per employee for nationals	Hours	1.8	n/a	n/a
Total cost of HSE training	DZD	2,370,288	2,558,462	4,190,192


Environment, Social and Governance Review


 Indonesia				
Health and Safety Overview	Unit	2019	2020	2021
Work hours (employees)	Hours	5,478,880	4,371,488	4,330,000
Work hours (contractors)	Hours	2,112	2,112	n/a
Employee fatalities	Number	0	0	0
Contractor fatalities	Number	0	0	0
Employee lost time injuries	Number	0	0	0
Contractor lost time injuries	Number	0	0	0
Employee total recordable injuries	Number	2	0	0
Contractor total recordable injuries	Number	0	0	0
Employee accident frequency rates (%)	%	0.34%	0	0
Contractor accident frequency rates (%)	%	0	0	0
Employee lost-day rate (%)	%	3.4%	0	0
Contractor lost-day rate (%)	%	0	0	0
Heat stress events	Number	0	0	0
Total hours of H&S training provided to employees	Hours	952	768	2,088
Average hours of H&S training per year per employee	Hours	0.6	34.4	38.7
Total cost of HSE training	IDR	37,200,000	83,251,500	187,500,000


 Iraq				
Health and Safety Overview	Unit	2019	2020	2021
Employee lost time injuries	Number	n/a	n/a	5
Employee total recordable injuries	Number	n/a	n/a	5
Employee lost-day rate (%)	%	n/a	n/a	n/a
Total hours of H&S training provided to employees	Hours	n/a	n/a	120

 Kuwait				
Health and Safety Overview	Unit	2019	2020	2021
Work hours (employees)	Hours	763,679	798,295	700,480
Employee total recordable injuries	Number	6	7	0


 Maldives				
Health and Safety Overview	Unit	2019	2020	2021
Work hours (employees)	Hours	960,783	983,963	693,154
Work hours (contractors)	Hours	258,000	173,000	181,944
Employee fatalities	Number	0	0	0
Contractor fatalities	Number	0	0	1
Employee lost time injuries	Number	0	0	0
Contractor lost time injuries	Number	0	0	0
Employee total recordable injuries	Number	0	0	0
Contractor total recordable injuries	Number	0	0	0
Employee accident frequency rates (%)	%	0%	0%	0%
Contractor accident frequency rates (%)	%	0%	0%	0%
Employee lost-day rate (%)	%	0%	0%	0%
Contractor lost-day rate (%)	%	0%	0%	0%
Heat stress events	Number	0	0	0


 Myanmar				
Health and Safety Overview	Unit	2019	2020	2021
Work hours (employees)	Hours	2,013,760	2,036,080	1,966,848
Work hours (contractors)	Hours	n/a	n/a	n/a
Employee fatalities	Number	0	0	0
Contractor fatalities	Number	n/a	n/a	n/a
Employee lost time injuries	Number	0	0	0%
Contractor lost time injuries	Number	n/a	n/a	0%
Employee total recordable injuries	Number	0	0	0%
Contractor total recordable injuries	Number	n/a	n/a	0%
Employee accident frequency rates (%)	%	0%	0%	0%
Contractor accident frequency rates (%)	%	n/a	n/a	0%
Employee lost-day rate (%)	%	0%	0%	0%
Contractor lost-day rate (%)	%	n/a	n/a	0%
Heat stress events	Number	0	0	0%
Number of workers covered by an occupational health and safety management system	Number	812	821	788


 Oman				
Health and Safety Overview	Unit	2019	2020	2021
Work hours (employees)	Hours	1,848	1,848	2,532
Work hours (contractors)	Hours	2,112	2,112	2,453
Employee fatalities	Number	0	0	0
Contractor fatalities	Number	0	0	0
Employee lost time injuries	Number	0	0	0
Contractor lost time injuries	Number	0	0	0
Employee total recordable injuries	Number	0	0	0
Contractor total recordable injuries	Number	0	0	0
Employee accident frequency rates (%)	%	0	0	5
Contractor accident frequency rates (%)	%	0	0	0
Employee lost-day rate (%)	%	0	0	0
Contractor lost-day rate (%)	%	0	0	7
Heat stress events	Number	0	0	0
Number of workers covered by an occupational health and safety management system	Number			76
Total hours of H&S training provided to employees	Hours	493	493	503
Average hours of H&S training per year per employee	Hours	0.5	0.5	0.4
Average hours of H&S training per employee for nationals	Hours	1	1	1
Total cost of HSE training	OMR	30,000	30,000	25,000


 Palestine				
Health and Safety Overview	Unit	2019	2020	2021
Work hours (employees)	Hours	1,046,640	1,003,520	1,010,552
Work hours (contractors)	Hours	246,960	209,720	218,831
Employee fatalities	Number	0	0	0%
Contractor fatalities	Number	0	0	0%
Total hours of H&S training provided to employees	Hours	25	0	0%
Average hours of H&S training per year per employee	Hours	0.05	0	0%
Total cost of HSE training	IRD	1,600	0	0%


Environment, Social and Governance Review


 Tunisia				
Health and Safety Overview	Unit	2019	2020	2021
Employee fatalities	Number	0	2	1
Employee lost time injuries	Number	0	10	0
Employee total recordable injuries	Number	0	1	0%
Employee accident frequency rates (%)	%	0%	0%	0%
Employee lost-day rate (%)	%	0%	1%	0%
Total hours of H&S training provided to employees	Hours	990	96	128
Average hours of H&S training per year per employee	Hours	14.5	12	16
Average hours of H&S training per employee for nationals	Hours	14.5	12	16
Total cost of HSE training	TND	3,073,662	352,941	1,950


 Qatar				
Community Development	Unit	2019	2020	2021
Total value of community investments	QR M	93.1	76.6	56.7
Total amount invested in the community as a percentage of revenues	%	1.3%	1.1%	0.8%
Total number of local community development programmes based on local community needs	Number	10	14	8
Community investments as a percentage of pre-tax profit	%	4.5%	4%	2.6%
Operations with significant actual or potential negative impacts on local communities	Number	-	-	-
Total number of employee volunteering hours	Number	24	144	121


 Algeria				
Community Development	Unit	2019	2020	2021
Total value of community investments	kDZD	29,489	77,939	75,929
Total amount invested in the community as a percentage of revenues	%	0%	0.1%	0.1%
Total number of employee volunteering hours	Number	1,460	n/a	n/a


 Indonesia				
Community Development	Unit	2019	2020	2021
Total value of community investments	IDR million	15,678	147,534	19,770
Total amount invested in the community as a percentage of revenues	%	0.1%	0.5%	0.1%
Total number of local community development programmes based on local community needs	Number	12	19	17
Community investments as a percentage of pre-tax profit	%	1%	-25%	0.26%
Total number of employee volunteering hours	Number	n/a	51	474

 Iraq				
Community Development	Unit	2019	2020	2021
Total value of community investments	USD	3,946,702	1,760,874	1,902,297
Total amount invested in the community as a percentage of revenues	%	0.31%	0.16%	0.20%
Total number of local community development programmes based on local community needs	Number	45	33	46
Community investments as a percentage of pre-tax profit	%	2.15%	0.95%	0.87%
Operations with significant actual or potential negative impacts on local communities	Number	-	-	n/a


 Maldives				
Community Development	Unit	2019	2020	2021
Total value of community investments	QR	500,866.2	1,087,899	835,056.4
Total number of local community development programmes based on local community needs	Number	52	24	47
Community investments as a percentage of pretax profit	%	0.3%	1%	0.8%


 Myanmar				
Community Development	Unit	2019	2020	2021
Total value of community investments	USD	668,462	2,727,140	4,746,096
Total number of local community development programmes based on local community needs	Number	30	36	58
Total number of employee volunteering hours	Number	7,280	480	553


 Oman				
Community Development	Unit	2019	2020	2021
Total value of community investments	OMR	195,000	284,000	123,317
Total amount invested in the community as a percentage of revenues	%	0.1	0.1	0.1
Total number of local community development programmes based on local community needs	Number	5	6	7
Community investments as a percentage of pre-tax profit	%	0.6	1.3	1.6
Operations with significant actual or potential negative impacts on local communities	Number	-	-	-
Total number of employee volunteering hours	Number	1,000	900	900


 Palestine				
Community Development	Unit	2019	2020	2021
Total value of community investments	USD ('000)	343	362	557
Total amount invested in the community as a percentage of revenues	%	0	0	-
Total number of local community development programmes based on local community needs	Number	107	41	68
Community investments as a percentage of pre-tax profit	%	0.3	0	0.1
Total number of employee volunteering hours	Number	210	130	120


Environment, Social and Governance Review


 Tunisia				
Community Development	Unit	2019	2020	2021
Total value of community investments	TND	n/a	n/a	100,000
Total number of local community development programmes based on local community needs	Number	n/a	2	10
Operations with significant actual or potential negative impacts on local communities	Number	n/a	2	0
Total number of employee volunteering hours	Number	n/a	20	100


 Qatar				
Local Procurement	Unit	2019	2020	2021
Percentage of spending on locally based contractors and suppliers (% of total spending)	%	57%	50%	55%
Percentage of locally based suppliers	%	63%	65%	65%


 Algeria				
Local Procurement	Unit	2019	2020	2021
Percentage of spending on locally based contractors and suppliers (% of total spending)	%	53%	58%	60%
Percentage of locally based suppliers	%	81%	82%	81%


 Indonesia				
Local Procurement	Unit	2019	2020	2021
Percentage of spending on locally based contractors and suppliers (% of total spending)	%	97%	99%	99%
Percentage of locally based suppliers	%	94%	94%	94%

 Kuwait				
Local Procurement	Unit	2019	2020	2021
Percentage of spending on locally based contractors and suppliers (% of total spending)	%	93%	72%	63%
Number of locally based suppliers	Number	320	343	352


 Maldives				
Local Procurement	Unit	2019	2020	2021
Percentage of spending on locally based contractors and suppliers (% of total spending)	%	79%	48%	21%
Number of locally based suppliers	Number	95	95	77


 Oman				
Local Procurement	Unit	2019	2020	2021
Percentage of spending on locally based contractors and suppliers (% of total spending)	%	69%	67%	53%
Percentage of locally based suppliers	%	70%	65%	65%


 Palestine				
Local Procurement	Unit	2019	2020	2021
Percentage of spending on locally based contractors and suppliers (% of total spending)	%	30%	42%	28%
Percentage of locally based suppliers	%	84%	72%	83%


 Tunisia				
Local Procurement	Unit	2019	2020	2021
Percentage of spending on locally based contractors and suppliers (% of total spending)	%	62%	58%	60%
Percentage of locally based suppliers	%	86%	84%	84%


3. ESG Performance Indicators – Governance


 Qatar				
Board Details	Unit	2019	2020	2021
Chairman's independence	Y/N	yes	yes	yes
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	%	0%	0%	0%
Percentage of board independence	%	40%	40%	40%

 Algeria				
Board Details	Unit	2019	2020	2021
Chairman's level of independence	Y/N	yes	yes	yes
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	%	0%	0%	0%


 Indonesia				
Board Details	Unit	2019	2020	2021
Chairman's level of independence	Y/N	yes	yes	yes
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	%	0%	0%	0%


 Iraq				
Board Details	Unit	2019	2020	2021
Chairman's independence	Y/N	yes	yes	yes
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	%	0%	0%	0%


 Kuwait				
Board Details	Unit	2019	2020	2021
Chairman's independence	Y/N	yes	yes	yes
Male members of the Board of Directors	Number	6	7	100%
Female members of the Board of Directors	Number	1	1	0%
Percentage of Board seats occupied by women	%	14%	14%	16%


 Maldives				
Board Details	Unit	2019	2020	2021
Chairman's independence	Y/N	yes	yes	yes
Male members of the Board of Directors	Number	7	6	4
Female members of the Board of Directors	Number	1	2	4
Percentage of Board seats occupied by women	%	12.5%	25%	50%
Percentage of board independence	%	62.5%	62.5%	62.5%

Environment, Social and Governance Review


 Myanmar				
Board Details	Unit	2019	2020	2021
Chairman's independence	Y/N	yes	yes	yes
Male members of the Board of Directors	Number	5	6	6
Female members of the Board of Directors	Number	0	0	0
Percentage of Board seats occupied by women	%	0%	0%	0%
Percentage of board independence	%	17%	17%	20%


 Oman				
Board Details	Unit	2019	2020	2021
Chairman's level of independence	Y/N	No	No	No
Male members of the Board of Directors	Number	8	9	9
Female members of the Board of Directors	Number	1	-	-
Percentage of Board seats occupied by women	%	11.1%	-	-
Percentage of board independence	%	33.3%	33.3%	33.3%


 Palestine				
Board Details	Unit	2019	2020	2021
Chairman's independence	Y/N	yes	yes	yes
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	%	0%	0%	0%


 Tunisia				
Board Details	Unit	2019	2020	2021
Chairman's independence	Y/N	yes	yes	yes
Male members of the Board of Directors	Number	7	8	8
Female members of the Board of Directors	Number	-	-	-
Percentage of Board seats occupied by women	%	0%	0%	0%


Information regarding answered and solved customer complaints has not been tracked for some OpCos due to the data limitations


 Qatar				
Customers	Unit	2019	2020	2021
Customer satisfaction results	%	88%	82%	81%
Number of customer complaints	Number	408,179	399,523	324,049
Percentage of customer complaints that were answered	%	100%	100%	99.6%
Percentage of customer complaints that were solved	%	100%	100%	99.6%


 Algeria				
Customers	Unit	2019	2020	2021
Customer satisfaction results	%	88%	78%	76%
Number of customer complaints	Number	1,833,766	1,590,177	1,629,805
Percentage of customer complaints that were answered	%	100%	100%	100%
Percentage of customer complaints that were solved	%	94%	96%	95%


 Indonesia				
Customers	Unit	2019	2020	2021
Customer satisfaction results	%	n/a	80%	n/a
Number of customer complaints	Number	1,424,626	850,545	n/a


 Iraq				
Customers	Unit	2019	2020	2021
Customer satisfaction results	%	54%	55%	51%
Number of customer complaints	Number	414,069	573,453	150,972

 Kuwait				
Customers	Unit	2019	2020	2021
Customer satisfaction results	%	88%	86%	82%
Number of customer complaints	Number	149,685	73,326	61,212
Percentage of customer complaints that were answered	%	100%	100%	100%

 Maldives				
Customers	Unit	2019	2020	2021
Customer satisfaction results	%	83%	82%	81%
Number of customer complaints	Number	24,363	30,300	25,267
Percentage of customer complaints that were answered	%	100%	100%	100%
Percentage of customer complaints that were solved	%	100%	100%	100%

 Myanmar				
Customers	Unit	2019	2020	2021
Customer satisfaction results	%	86%	85%	81%
Number of customer complaints	Number	77,442	100,669	80,641
Percentage of customer complaints that were answered	%	100%	100%	100%
Percentage of customer complaints that were solved	%	100%	100%	100%

 Oman				
Customers	Unit	2019	2020	2021
Customer satisfaction results	%	84%	74%	72%
Number of customer complaints	Number	152,556	210,520	175,102
Percentage of customer complaints that were answered	%	100%	100%	100%
Percentage of customer complaints that were solved	%	80%	82%	82%

 Tunisia				
Customers	Unit	2019	2020	2021
Customer satisfaction results	%	83%	72%	71%
Number of customer complaints	Number	410,266	307,793	303,389