

# DIGITAL BY DESIGN, SUSTAINABLE BY PURPOSE

ESG  
Report  
2024



# Welcome

**We are excited to share with you our latest Environment, Social, Governance (ESG) report, which provides an insight into our approach to sustainability as well as our commitment to local and international ESG initiatives.**

The report details our activities and progress from 1 January to 31 December 2024 on issues deemed material to our Operating Companies (OpCos) which are Ooredoo Group (OG), Tunisia, Qatar, Algeria, Iraq (Asiacell), Kuwait, Maldives, Oman and Palestine.

Our ESG performance is disclosed in alignment with the requirements of the Qatar Stock Exchange (QSE) guidance on sustainability reporting, as well as the national vision and regulations, including the Third Qatar National Development Strategy and the Qatar Finance Framework. Moreover, this report has been prepared in accordance to the United Nations Sustainable Development Goals (UN

SDGs), Global Reporting Initiative (GRI) Standards and the Telecommunication sector-specific standards of the Sustainability Accounting Board Standards (SASB). This report also represents the start of our progress toward aligning with the International Financial Reporting Standard (IFRS) S1 and S2.

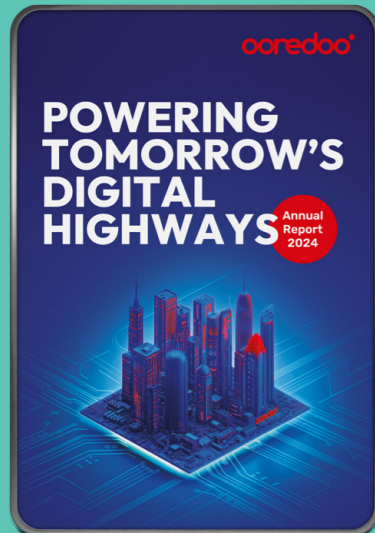
An independent third party has conducted a limited assurance process on selected 2023 and 2024 quantitative indicators. The assurance statement can be found in the appendices of last year's report.

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Read our integrated annual report:



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# Chairman's Message

**Throughout 2024, Ooredoo advanced its sustainability journey, guided by our digital transformation agenda and deep-rooted commitment to responsible growth. As a regional leader in digital infrastructure, we are proud to connect communities while safeguarding natural resources and empowering people.**

Our brand promise—Upgrade Your World—captures this ethos, reflecting our drive to create lasting socioeconomic value through innovation, strategic partnerships, and inclusive technologies.

This year was defined by progress and collaboration. We were honoured to be ranked in the Forbes Sustainable 100 – Middle East, achieved 100% compliance with our Code of Ethics, and received the Silver Stevie Award for Employer of the Year in Qatar. We also deepened partnerships with global technology leaders like Google, Microsoft, and Huawei, and worked alongside the United Nations Development Programme to accelerate digital transformation in the Gulf. From launching Algeria's first fully in-house digital innovation tool to creating the Maldives' first Digital Island, our commitment to innovation and local empowerment remained front and centre.

Our culture of collaboration, innovation, and adaptability enables us to respond to emerging challenges and opportunities. We continue to expand digital access, nurture innovation ecosystems, and invest in inclusive technologies – always focused on delivering sustainable growth.

Strong corporate governance remains the foundation of our operations. We upheld the highest standards of transparency and ethics, maintaining our investment-grade ratings from S&P, Moody's, and Fitch—a testament to our financial strength and strategic discipline.

I am deeply grateful to our Board of Directors, leadership team, and every Ooredoo employee for their dedication and drive. As we look ahead, we remain focused on purposeful innovation, operational excellence, and creating long-term value for all our stakeholders.

**H.E. Sheikh Faisal Bin Thani Al Thani**  
*Chairman*



# We're Ooredoo Group

As a prominent global telecommunications provider, we offer mobile, fixed, broadband internet and enterprise-managed services designed to meet the evolving needs of individuals and businesses across the Middle East, North Africa, and Southeast Asia.

Across our network of eight operating companies (OpCos)<sup>1</sup>, we remain dedicated to utilizing our expertise to drive positive social and economic progress.

## VISION



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

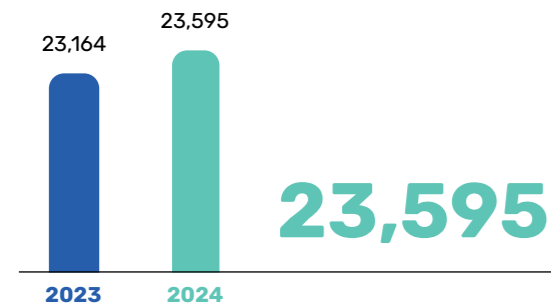
## MISSION



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.

### Revenue

Amount in QAR millions



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

In 2024, we continued our journey to make significant strides on the global stage, leveraging past successes to drive further growth. With ongoing expansion and evolution, our operations delivered strong results, reinforcing our financial position and commitment to sustainable business practices. Our 2024 revenue of Qatari Riyal (QAR) 23,595 million marked its highest performance in recent years, reflecting strong growth momentum across key markets.

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

<sup>1</sup> Ooredoo Group (OG), Ooredoo Qatar, Algeria, Kuwait, Maldives, Oman, Palestine, and Tunisia as well as Asiacell in Iraq.



# Enriching Lives Around the World

In 2024, we maintained our commitment to contributing positively to national sustainable development goals and priorities, including the 3rd National Development Strategy, as well as the UN SDGs.

SUSTAINABLE DEVELOPMENT GOALS	2024 contribution snapshot	Priority/material topic	Framework pillar	3rd National Development Strategy
<p><b>Good Health &amp; Wellbeing</b></p> <ul style="list-style-type: none"> <li>3.8 Achieve universal health coverage</li> <li>3.d Strengthen the capacity for early warning, risk reduction, and management of health risks</li> </ul>	<ul style="list-style-type: none"> <li> In 2024, Ooredoo carried out several health-focused community initiatives. In Algeria, a blood drive with the National Blood Agency collected 295 bags, helping 885 patients, while a mobile clinic offered free consultations to over 35,000 people in remote areas across four provinces.</li> <li> In Oman, women over 40 received free breast cancer screenings through a mobile mammography unit, and a campaign with the National Organ Transplantation Program promoted organ donation.</li> <li> In Qatar, volunteers—including brand ambassador Moataz Barshim—visited patients at the Fahad Bin Jassem Kidney Center, offering time and gift vouchers.</li> </ul>	<ul style="list-style-type: none"> <li>Health &amp; Safety</li> <li>Social Impact / Community Development</li> <li>Customer Relations &amp; Health</li> </ul>	<p>Developing Our People</p>	Human Development
<p><b>Gender Equality</b></p> <ul style="list-style-type: none"> <li>5.5 Ensure Full Participation in Leadership and Decision-Making</li> <li>5.8 Promote Empowerment of Women through Technology</li> </ul>	<p>Ooredoo marked International Womens Day with the "Its in Your Hands" campaign, highlighting the shared role in driving inclusion and culminating in the second Womens Summit. The company also launched the <i>Female Leader of the Future</i> program to support women in building leadership skills and overcoming career barriers, and co-hosted a <i>Women in AI</i> event with Women@Google to strengthen networks in the tech sector.</p>	<ul style="list-style-type: none"> <li>Equal Opportunity, Diversity &amp; Inclusion</li> </ul>	<p>Developing Our People</p>	Social Development
<p><b>Decent Work &amp; Economic Growth</b></p> <ul style="list-style-type: none"> <li>8.2 Diversify, Innovate and Upgrade for Economic Productivity</li> <li>8.4 Improve Resource Efficiency in Consumption and Production</li> <li>8.5 Full Employment and Decent Work with Equal Pay</li> <li>8.8 Protect Labour Rights and Promote Safe Working Environments</li> </ul>	<ul style="list-style-type: none"> <li> In Algeria, Ooredoo launched a pilot livestock farming project for rural women in Khenchela to support female entrepreneurs.</li> <li> Asiacell empowered Iraqi youth through the ASAS platform, offering workshops on entrepreneurship, digital marketing, and leadership. It also sponsored Orange Corners in Erbil and Baghdad, and TEDx Nishtiman Erbil, providing resources and mentorship to aspiring entrepreneurs.</li> </ul>	<ul style="list-style-type: none"> <li>Economic Performance</li> <li>Corporate Governance &amp; Business Ethics</li> <li>Nationalisation</li> <li>Human Rights</li> <li>Labour Practices &amp; Relations</li> <li>Talent Attraction, Retention &amp; Development</li> </ul>	<p>Creating Ethical Economic Opportunity</p>	Economic Development

SUSTAINABLE DEVELOPMENT GOALS	2024 contribution snapshot	Priority/material topic	Framework pillar	3rd National Development Strategy
<b>9 Industry, Innovation &amp; Infrastructure</b> <ul style="list-style-type: none"> <li>9.1 Develop Sustainable, Resilient and Inclusive Infrastructures</li> <li>9.7 Support Domestic Technology Development and Industrial</li> </ul>	Ooredoo Algeria introduced a stakeholder engagement framework to boost collaboration, transparency, and customer focus, and launched Snapism, a fully in-house digital innovation tool.	<ul style="list-style-type: none"> <li>Risk Management &amp; Business Resilience</li> <li>Digital innovation &amp; Transformation</li> <li>Network Quality &amp; Infrastructure Investments</li> <li>Data Privacy &amp; Cybersecurity</li> <li>Digital Inclusion &amp; Accessibility</li> </ul>	Digital Enrichment & Community Care  Safeguarding Our Customers	Economic Development
	In Kuwait, efforts centered around enhancing network performance, expanding 5G/5G advanced capabilities, and integrating IoT, cloud, and AI technologies, while strengthening cyber resilience through integrated security, operations, and identity management.			
	In the Maldives, the Digital Island initiative in Noonu Landhoo advanced digital literacy and financial inclusion.			
<b>12 Responsible Consumption &amp; Production</b> <ul style="list-style-type: none"> <li>12.2 Sustainable Management and Use of Natural Resources</li> <li>12.4 Responsible Management of Chemicals and Waste</li> <li>12.5 Substantially Reduce Waste Generation</li> </ul>	In 2024, Ooredoo Algeria achieved a 5.4% reduction in direct energy consumption through enhanced energy management efforts and unveiled a state-of-the-art modular data center designed to optimize power usage.	<ul style="list-style-type: none"> <li>Supply Chain Management</li> <li>Responsible Use of Products &amp; Services</li> <li>Responsible Marketing &amp; Communications</li> <li>Circular Resource Management</li> <li>Waste Management</li> <li>Water Management</li> <li>Energy Management &amp; Efficiency</li> </ul>	Protecting Our Environment	Environmental Development
	Asiacell also contributed by converting 1,500 sites to new lithium battery systems, reducing fuel consumption.			
<b>13 Climate Action</b> <ul style="list-style-type: none"> <li>13.3 Build Knowledge and Capacity to Meet Climate Change</li> </ul>	In Kuwait, 27 sites were converted from diesel-powered to electricity grid-based systems, reducing CO <sub>2</sub> emissions by 2,376 tonnes. Both Algeria and Kuwait began measuring Scope 3 emissions, while Oman implemented green-based cybersecurity protection.	<ul style="list-style-type: none"> <li>Climate Change &amp; GHG Emissions</li> </ul>	Protecting Our Environment	Environmental Development
<b>17 Partnerships for the Goals</b> <ul style="list-style-type: none"> <li>17.6 Knowledge Sharing and Cooperation for Access to Science, Technology and Innovation</li> <li>17g Enhance the Global Partnership for Sustainable Development</li> <li>17h Encourage Effective Partnerships</li> </ul>	Qatar fostered Strategic partnerships with United Nations Development Program to accelerate digital transformation in the Gulf		Digital Enrichment & Community Care	Economic Development

# Sustainability at Ooredoo Group



**At Ooredoo, sustainability is a core enabler of long-term value, resilience, and social impact. We recognize our responsibility to future generations and are committed to minimizing our environmental footprint, fostering inclusive workplaces, and empowering the communities we serve. Across our operations, we leverage mobile technology to unlock human potential, reduce inequality and accelerate progress toward a more inclusive and sustainable future.**

Our efforts are guided by the ambition to become a regional sustainability leader in the telecommunications sector. By embedding ESG considerations into every aspect of our operations, we aim to create meaningful, lasting impact at both the local and global level.

### Our ESG Strategy for 2025 and Beyond

In 2024, Ooredoo Group initiated the development of an enhanced ESG Strategy designed to guide the company's sustainability journey over the next 3-5 years. At the time of this report's publication, the strategy is in its final stages of development and alignment, with full implementation planned for 2025. Developed in close consultation with expert advisors, the strategy aims to embed ESG principles more deeply into decision-making across the Group and all OpCos, ensuring consistency, accountability, and long-term impact.

The enhanced strategy is built around a clear framework that prioritizes initiatives based on their impact on ESG ratings, capital investment requirements, and implementation feasibility. It provides a practical roadmap to help Ooredoo close performance gaps, strengthen ESG integration across core business operations, and deliver measurable outcomes that align with stakeholder expectations and global standards.

Key areas of strategic focus include responsible supply chain practices, strengthened data privacy and cybersecurity, inclusive and dynamic talent ecosystems, proactive enterprise risk management, and circular economy adoption. Rather than fixed short-term targets, the strategy offers flexible guidance that enables scalability across diverse markets while maintaining operational agility.

As a forward-looking tool, the strategy positions Ooredoo to lead with purpose—driving continuous ESG improvement, future-proofing business resilience, and reinforcing the Group's commitment to long-term value creation for people, planet, and performance.



2024 has been a defining year in Ooredoo's ESG journey and a deeply meaningful one for me personally as I step into the role of Chief Human Resources and Sustainability Officer. It celebrates major milestones in sustainability and marks the beginning of a new chapter—one rooted in responsibility, purpose, and ambition.

At Ooredoo, sustainability is not a side initiative—it is embedded into everything we do. Our strategy is built for long-term impact, balancing strong business performance with our duty to people, the planet, and future generations.

This year, we achieved several foundational milestones:

- Launched our first standalone ESG report aligned with GRI Standards
- Joined the United Nations Global Compact
- Received Board approval to establish an ESG Committee under the new Remuneration, Nomination, and Sustainability Committee
- Completed our first external ESG assurance and audit in preparation for our next set of targets in 2025

Each of these steps strengthens our governance, enhances transparency, and ensures our alignment with leading global standards.

Our people remain at the heart of our sustainability journey. In 2024, we expanded our focus on nationalisation, gender equity, and talent development—reflected in a workforce where 22% are aged between 18 and 30, 21% of senior management positions are held by women, and 23% of middle management roles are occupied by women. These milestones demonstrate our commitment to cultivating an inclusive, empowered, and purpose-driven culture.

Looking ahead, we are finalising an enhanced ESG strategy, to be announced in 2025, designed to embed sustainability even deeper across our business and accelerate our progress toward measurable, lasting impact.

Together with our partners, we are charting a path toward a more sustainable, equitable, and resilient future. I am excited to build on our momentum and help shape the world we want to leave behind—for this generation and the next.

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



WE SUPPORT



As part of our efforts to further embed transparency and governance into our sustainability strategy, Ooredoo Group undertook a limited assurance exercise focused on selected ESG performance indicators across its operations. Conducted in 2023 in accordance with recognized international standards, the assurance covered eight selected quantitative KPIs, including total hours of Health & Safety training, direct and indirect energy consumption, total GHG emissions, total water consumption, customer satisfaction rates, community investment value, and female employment rates, across operations in Algeria, Iraq (Asiacell), Kuwait, Maldives, Oman, Palestine, Qatar, and Tunisia. The assurance process confirmed that for the majority of operating companies, the data collection processes and selected KPI reporting controls were reliable and effective. Supporting documentation was found to be comprehensive, well-organized, and verifiable, underscoring the Group's commitment to data accuracy and integrity. The assurance also noted alignment with GRI Standards for the selected indicators, with Ooredoo's disclosures recognized as structured, detailed, and consistent with best practice expectations for assured metrics.

Effective coordination between corporate teams and country operations was also commended, highlighting the strength of Ooredoo's centralized ESG oversight approach. Furthermore, the collaboration and engagement of data owners across the Group reflected a strong culture of accountability and ownership of ESG data.

Our continued focus on transparency, accountability, and ESG excellence has also translated into strong external recognition, as Ooredoo was named to the Forbes Middle East Sustainable 100 list and achieved a perfect score in the 2024 Arab Sustainability Report issued by the Qatar Stock Exchange (QSE)—marking the fifth consecutive year of this achievement. These accolades reflect our unwavering dedication to sustainability, transparency, and stakeholder trust.

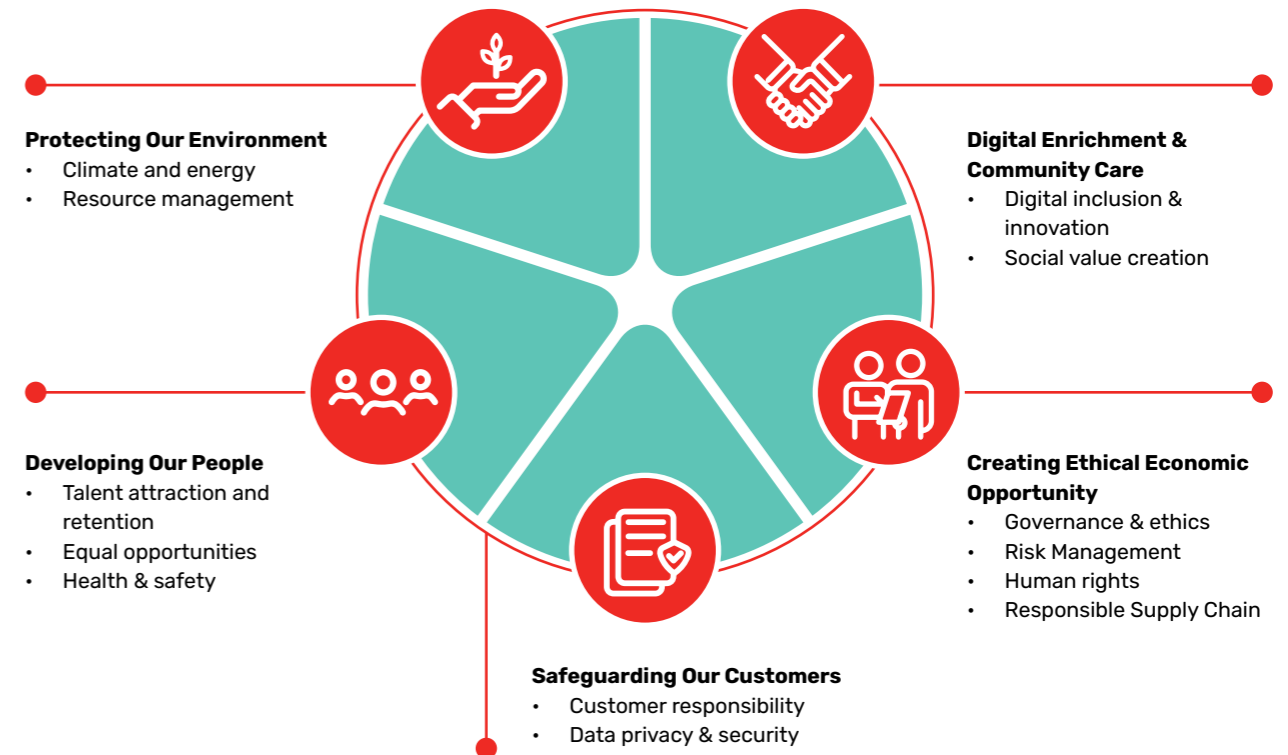
Building on these insights, Social and environmental targets for Ooredoo Group are currently under internal review and pending Board approval. These targets will be communicated following the release of this report and disclosed in due course once formally approved.

### ESG Framework

Introduced in 2023, our ESG framework provides the foundation for integrating sustainability into our business operations. Built around five strategic pillars, the framework enables us to align sustainability objectives with commercial priorities and stakeholder expectations.

It informs how we design our policies, develop partnerships, and measure our progress—ensuring that environmental, social, and economic outcomes are considered across all levels of decision-making. As we move forward, we continue to evolve our practices and find new opportunities to generate shared value.

[>See our ESG policies](#)



[>Learn more about our approach](#)

Across all the pillars of our framework, we emphasize the **empowerment of women and youth entrepreneurship**, particularly in **underserved communities** (see pages 18-25).

### ESG Governance

In 2024, **Ooredoo Group (OG)** established a dedicated Group-wide Sustainability function under the leadership of the Group Chief Human Resources and Sustainability Officer. Oversight of our ESG strategy and performance is provided by a Board-level Sustainability Committee, ensuring alignment with our business strategy, risk management, and stakeholder engagement practices.

As part of our broader governance enhancements, the Nomination and Remuneration Committee was restructured into the Remuneration, Nomination and Sustainability Committee, formally embedding ESG accountability at the Board level. This reflects our long-term commitment to integrating sustainability across the highest levels of leadership and decision-making.



In 2024, we deepened our commitment to ESG by aligning stakeholder priorities with our five-pillar sustainability framework. This strategic alignment allows us to harness our core strengths in mobile and digital technology to deliver positive social, environmental, and economic outcomes across the regions we serve.

Looking ahead, our focus remains on embedding sustainability into the heart of our operations. We will continue to evolve our approach, strengthen stakeholder engagement, and leverage innovation to create long-term value and meaningful impact in the communities we serve.

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

At the **operational level**, our **OpCos** have taken concrete steps to localize and integrate ESG governance. ESG working groups are now active in all markets, with initiatives including the designation of Single Points of Contact (SPOCs) for ESG, structured data collection processes, and integration of ESG indicators into executive performance frameworks. These efforts are exemplified by **Asiacell** establishing a core ESG working group and charter to drive sustainability maturity, integrating materiality assessment outcomes into its operational practices. **Ooredoo Kuwait**, which has designated ESG SPOCs within each department, with sustainability metrics being incorporated into executive KPIs and supported through regular training. **Ooredoo Oman** has tied ESG targets to employee incentives and financial rewards, while maintaining board-level oversight and ensuring transparent reporting. **Ooredoo Tunisia** has established a cross-functional ESG team that facilitates variance analysis, coordinates data collection, and supports ESG integration across departments. Meanwhile, **Ooredoo Qatar** conducted a double materiality assessment and is embedding ESG into its core business strategy through a dedicated internal sustainability function.

### Materiality Assessment

In 2023, we conducted a materiality assessment in accordance with the GRI Universal Standards 2021 and the double materiality principles, identifying and prioritizing key issues of significance for both our business and stakeholders. Aligned with the latest sector-specific GRI standards, we integrated impact analysis to not only rank material topics by their importance but also to focus on the most pressing concerns for our stakeholders, including communities, environmental groups, and social organizations. As part of our materiality process, we incorporated stakeholders' opinions through a survey to understand both the positive and negative impacts based on their perspectives and needs. Transparency and open communication remain at the core of our approach. For further details on our materiality process, please refer to [2023 ESG report](#).

The topics identified are as shown below:



### Ongoing Stakeholder Engagement

Our Stakeholder Engagement Plan goes beyond periodic materiality assessments, by maintaining ongoing dialogue with those impacted by our operations. This allows us to proactively address environmental and social impacts through clear mitigation strategies.

To uphold transparency and accountability, we have an accessible Grievance Mechanism embedded in our Code of Conduct, empowering stakeholders and the public to voice concerns. Looking ahead, we will continue to broaden and deepen our engagement efforts, ensuring that key material issues are effectively addressed. For further information on Stakeholder Engagement, please refer to our [2023 ESG report](#).

### Partnering for Regional Impact

We are also actively engaged in shaping the regional sustainability agenda through high-impact partnerships. As a founding member of the **Gulf Cooperation Council (GCC) Sustainability Innovation Hub**, Ooredoo co-authored the landmark white paper *“Green Shoots: A New Model for Renewables from the GCC,”* which outlines strategies to achieve net-zero emissions in the telecommunications sector. This collaboration reinforces our environmental stewardship while positioning the GCC as a global hub for innovation and sustainable operations.

Additionally, in partnership with the **United Nations Development Programme (UNDP)**, Ooredoo Group is leading efforts to accelerate digital transformation across the GCC. Launched at our inaugural **Digital Ecosystem Conference** in Doha in November 2024, this partnership aims to develop a comprehensive policy framework that fosters investment, reduces friction, and promotes cross-border innovation. These efforts underscore Ooredoo’s leadership in aligning sustainability governance with regional cooperation and future-forward technology development.



In 2024, **Ooredoo Qatar** strengthened stakeholder engagement through targeted customer experience enhancements. Initiatives included call-back loops for low satisfaction scores, cross-functional workshops to improve customer journeys, monthly Chief Executive Officer (CEO) updates on pain points and resolutions, and retail visits for direct feedback. An annual Customer Day event further deepened relationships. The company also advanced its sustainability agenda through a double materiality assessment and continuous analysis of customers feedback across all channels.



**Ooredoo Palestine** enhanced customer service by empowering staff with better tools, refining processes, and launching performance incentives. Amid the humanitarian crisis in Gaza, the company provided free voice and data bundles, opened temporary stores in displacement zones, and enabled money transfers to support affected families—demonstrating its commitment to connectivity and community support during emergencies.



**Ooredoo Algeria** prioritized service quality through daily customer satisfaction surveys, real-time network monitoring, and tailored offerings for various customer segments. The company engaged suppliers through regular meetings and incorporated stakeholder feedback from materiality assessments into its business strategy, reinforcing its focus on transparency, responsiveness, and customer-centric innovation.



**Asiacell** advanced Iraq’s digital transformation by deploying AI tools like LAILA—its virtual assistant that listens, learns, and evolves—to enhance customer engagement, optimize network responsiveness, and promote ethical, inclusive technology use.



# Leadership Viewpoints

## Performance highlights



Highest Group revenue to date



8772 nationals employed



3.0% increase in women in the workforce



Over 30 United States Dollar (USD) million in community investments



ISO 14001; 9001. 27001; 45001; and 5001 certifications



Zero substantiated complaints concerning breaches of customer privacy



Zero substantiated breaches of Code of Conduct



4% reduction in Scope 2 emissions



Zero substantiated cases of bribery, corruption or harassment



**"As the pace of change in the world continues to speed up, we too seek to accelerate and intensify our own efforts to connect more people and enrich lives the world over. In doing so, we aim to create a sustainable legacy for people and planet as we Upgrade Your World."**

In 2024, we continued to transform Ooredoo into a future-ready, customer-centric digital powerhouse—where technological ambition meets environmental and social responsibility. By integrating our transformation journey with our sustainability agenda, we delivered record performance while strengthening our impact on the communities we serve.

We achieved our highest revenue in recent years, improved performance across key ESG metrics (see pages 17-43), and retained our place among the world's top 10 telcos by total shareholder return. We were named in Forbes Middle East's Sustainable

100, and for the fourth consecutive year, received a perfect score on the Arab Sustainability Report by Qatar Stock Exchange. We also delivered our highest dividend in 14 years—QAR 0.55 per share—reflecting our focus on value creation and disciplined capital stewardship.

We are scaling next-generation infrastructure to enable inclusive, resilient digital ecosystems. From expanding data centres and driving cloud localisation to bridging the digital divide, we are building intelligent, accessible networks. In Algeria, we launched the region's first Build Your

Own Plan mobile feature. In Palestine, we maintained critical communication services amid conflict—demonstrating resilience and purpose.

Our people are our greatest asset. In 2024, we achieved a sustainable employee engagement score of 87, surpassing the global telco benchmark, and reached 22.1% women in leadership roles. We fully matured our Ooredoo Learning Academy (OLA), introducing AI-powered personalised course recommendations, and delivered over 7,400 hours of future-focused training in digital, AI, and leadership—accelerating empowerment and building capacity across our footprint.

In 2024, we advanced our sustainability agenda by modernizing infrastructure and integrating greener practices across operations. These efforts—supported by more than 700 operational excellence initiatives—also contributed to a +1 percentage point gain in Earnings Before Interest, Taxes, Depreciation, and Amortization (EBITDA) margin compared to 2020.

We are evolving into a digitally enabled, AI-powered, infrastructure-driven group—relentlessly focused on customer experience. Across every touchpoint, we are embedding automation, predictive analytics, and real-time data to drive smarter decisions and superior service.

This report captures both our achievements and our commitment to what lies ahead. Aligned with Qatar National Vision 2030 and the UN SDGs, it highlights our progress in building a smarter, more inclusive, and sustainable digital future.

As we look ahead, we are driven by opportunity and grounded by responsibility. Together with our stakeholders, we will continue shaping a digital ecosystem that empowers people, accelerates progress, and helps Upgrade Your World.

**Aziz Aluthman Fakhroo**  
Chief Executive Officer

# Enriching Lives

## IN THIS SECTION:

Digital Enrichment and Community Care  
Developing Our People



Ooredoo has a guiding vision of employing its services to support communities. In doing so, we aim to enrich people's lives and stimulate human growth. It is our firm belief that mobile technology, specifically mobile broadband, empowers people and communities, helping to achieve both social and economic progress.

# Digital Enrichment and Community Care

We recognize the transformative role of mobile technology, particularly mobile broadband, in enabling social and economic advancement, fostering greater connectivity, and empowering individuals and businesses alike.



## Digital Empowerment for All

By expanding digital opportunities and ensuring seamless accessibility for all customers, regardless of their location or background, we leverage our capabilities to enhance societal well-being. We continue to strengthen our network's reach, speed, and connectivity, ensuring access even in remote areas. Additionally, we focus on enhancing the resilience and efficiency of our global networks to meet the growing digital demands of our customers.



"Sustainability is fundamental to our core values. As such, it is an essential component of Ooredoo Qatar's digital transformation strategy. Sustainable practices, together with innovative solutions, are helping us to create a greener, more connected and better future for all our customers and stakeholders."

**Majed Mohammed A Al-Meer,**  
Senior Director Enterprise PMO, Process & Sustainability (A), Ooredoo Qatar

## Leveraging AI for Smarter Network Operations

In 2024, **Ooredoo Group (OG)** accelerated the deployment of artificial intelligence (AI) to transform our network operations delivery model, enhancing operational efficiency, resilience, and customer centricity. Through a strategic partnership with Huawei, five of our OpCos began implementing AI-driven solutions designed to improve fault identification, predictive maintenance, network topology management, and customer experience optimization.

Key initiatives include leveraging AI to rapidly correlate alarms across multiple network domains for faster fault resolution; deploying intelligent fault detection systems to proactively address service disruptions; automatically generating real-time network topology maps to support efficient troubleshooting; and using AI models to predict Radio Access Network (RAN) faults, reducing outages and

strengthening network stability. We also applied advanced analytics to assess subscriber-impact alarms, enabling more targeted service improvements, and introduced AI-driven models to optimize network resources and address Quality of Experience (QoE) issues more effectively.

To further embed AI across our operations, Ooredoo established a dedicated AI Hub—an in-house center of excellence supporting responsible, ethical, and impactful AI deployment across the Group and OpCos. Through this initiative, we are prioritizing use cases that create tangible business value, enhance employee capabilities, and deliver an exceptional experience for our customers.



*"At Ooredoo, technology leadership is not just about keeping pace, it is about setting the pace. In 2024, we made bold strides at the Group level, embedding AI transformation into our everyday operations. This is being rolled out through different initiatives, including the launch of our dedicated AI Hub to drive responsible innovation by designing and implementing AI use cases across all functions of the organization. Additionally, we continued expanding our infrastructure with a refreshed operational focus on customer experience, by continuing deploying more efficient technologies and accelerating the rollout of intelligent, resilient networks, all supported by the execution of our O25 strategy which has introduced network operations automation and IA across our markets in Algeria, Iraq, Kuwait, Oman and Tunisia.*

*Lastly, we have also set the strategic foundation for transforming our IT operations with streamlined, scalable, efficient systems and processes as a critical pillar to smoothly serve our customers. This IT Transformation program is being rolled out in 2025.*

*Together with our OPCOs, we are redefining connectivity and its supporting systems, not just as access, but as a catalyst for sustainable, inclusive, and intelligent growth in the digital era"*

**Timos Tsokanis,**  
Chief Technology Information Officer



**ESG IN ACTION**

**Real-World Impact: How Ooredoo OpCos Are Making It Happen**

Amid the immense challenges faced by Gaza, ensuring continuous communication services remained a top priority for **Ooredoo Palestine**. In response, the company developed **Cell on Wheels (COWs)**—mobile broadcast units designed in-house by Ooredoo engineers and locally fabricated using available materials despite resource shortages. Engineered for continuous operation for over 40 days without human intervention, these units provided critical connectivity in areas most affected by the war, particularly where displaced populations had concentrated. Beyond their technical capabilities, the COWs served as a **humanitarian response**, enabling residents to stay connected with loved ones and facilitating relief efforts by ensuring seamless communication between field teams and humanitarian organizations.



**Ooredoo Algeria** launched “Build Your Own Plan” (BYOP), a revolutionary feature that empowers customers to personalize their mobile plans based on their unique consumption patterns and usage behaviour. Recognizing that a one-size-fits-all approach does not meet the diverse needs of users across Algeria, Ooredoo introduced this feature to provide greater affordability, flexibility, and control over mobile services. This customer-centric model enables individuals, regardless of their income level or digital proficiency, to tailor their data, voice, and messaging bundles according to their preferences. By removing rigid plan structures, Ooredoo Algeria has effectively lowered the barrier to entry for digital services, allowing more people, including underserved communities, to become and stay connected.

In a landmark move towards fostering inclusive digital connectivity, **Ooredoo Oman** launched the region’s first-ever dedicated Sign Language Customer Service Center, reinforcing its commitment to ensuring equal access to communication for all customers. This initiative, which celebrated its first anniversary on the International Day of Sign Languages, stands as a testament to Ooredoo’s efforts to create a more inclusive and accessible digital experience for the hearing-impaired community. Through this initiative, Ooredoo Oman is setting a new standard for accessibility in customer service, ensuring that hearing-impaired individuals are fully included in the digital ecosystem. By removing communication barriers and leveraging technology to enable greater inclusivity, Ooredoo Oman continues to drive its mission of creating a digitally inclusive future where connectivity is truly for everyone.

**Digital Transformation across our OpCos**

In 2024, **Ooredoo Kuwait**’s focus was on enhancing network performance, expanding 5G/5G Advanced capabilities, integrating IoT solutions, and adopting cloud and AI-driven technologies. These efforts ensure that our customers experience greater speed, reliability, and accessibility, strengthening their ability to stay connected in an increasingly digital world. Ooredoo Kuwait has also prioritized energy-efficient data centres, cloud migration strategies, and secure remote work frameworks, reducing our environmental impact while broadening digital access.

Additionally, **Ooredoo Kuwait** continues to enhance cybersecurity measures to provide a safe and inclusive digital environment. By implementing multi-factor authentication, AI-powered threat detection, and automated security orchestration, we ensure that users can engage with our services confidently and securely. At the same time, our digital workplace solutions, such as Microsoft Teams, Jira, and cloud platforms, are enabling seamless collaboration and supporting a hybrid, connected workforce.

A key milestone in **Ooredoo Tunisia** was the successful execution of Cybersecurity Day, reinforcing awareness of cyber threats and aligning with the company’s objective of fostering a strong security culture. Internally, Ooredoo Tunisia conducted cyber awareness training and certifications, equipping employees with the skills to recognize and mitigate risks. Additionally, phishing simulations were implemented to enhance vigilance and strengthen the company’s overall security posture.

**Ooredoo Tunisia** continues to align with evolving regulatory requirements and stakeholder expectations for cybersecurity. A significant milestone was becoming the first telecommunications operator in Tunisia to receive the N-Cloud certification from the National Cyber Security Agency (ANCS) in July 2024. This certification underscores the company’s commitment to upholding the highest standards of data security and integrity for its customers. The N-Cloud certification is awarded to organizations that meet stringent cybersecurity criteria, ensuring their infrastructure and services align with international best practices.

The official award ceremony took place on July 16, 2024, at the Ministry of Communication Technologies, attended by Minister Nizar Ben Neji and Ooredoo Tunisia’s CEO, Mansoor Rashid Al Khater. This achievement reinforces Ooredoo Tunisia’s proactive approach to cybersecurity and its dedication to maintaining customer trust in an increasingly digital world.



**Ooredoo Oman** is embedding sustainability into its Information Security Management (ISM) strategies by adopting environmentally responsible technologies and practices. This included the deployment of low-power security appliances, energy-efficient switches, fibre-optic networks, and cloud-based monitoring tools to reduce energy consumption.

The company is also minimizing e-waste through recycling programs, responsible disposal of outdated equipment, and extending device lifecycles. As part of its digitization efforts, the ISM department is promoting internal cloud adoption while ensuring that infrastructure aligns with green energy standards.



**Ooredoo Maldives** continued to drive financial inclusion and digital literacy through its Digital Island initiative in Noonu Landhoo, reinforcing its commitment to bridging the digital divide. At the heart of this transformation is the Ooredoo SuperApp, which integrates traditional telecom services, the m-Faisaa digital wallet, and the Moolee marketplace, allowing customers to seamlessly shop from local businesses and receive nationwide delivery, with 65% of retail payments now conducted digitally.

**Further expanding its digital ecosystem, Ooredoo Maldives extended its 5G services in 2024, which now reach more than 60% of the country, enhancing connectivity, accessibility, and digital empowerment**



*“The success of Noonu Landhoo as the Maldives’ first Digital Island exemplifies the power of collaboration, innovation, and community engagement. By introducing digital services and fostering a digital mindset, we have empowered residents to embrace a more inclusive and sustainable lifestyle. This is just the beginning, and we are committed to bringing similar transformative opportunities to communities across the Maldives.”*

**Hussain Niyaz,**  
Chief Commercial Officer, Ooredoo Maldives

**ESG IN ACTION**

**Securing a Digital Future, Kuwait**

At **Ooredoo Kuwait**, we remain committed to enhancing digital security and operational efficiency as part of our ongoing digital transformation. In 2024, we took a major step forward by integrating DevSecOps (Development, Security, and Operations) and Identity Management (IDM) into our core processes, reinforcing cyber resilience and customer data protection.

**DevSecOps:**

To ensure security is embedded into every stage of development, we have implemented automated security compliance checks within our CI/CD pipelines (an automated building and testing process during software development), enabling us to detect and mitigate vulnerabilities in real-time. This shift has led to reduced deployment times, improved software security, and seamless collaboration between our development, security, and operations teams. By integrating Static and Dynamic Application Security Testing (SAST/DAST), Ooredoo Kuwait has enhanced its ability to proactively identify risks and secure applications before launch.

**Identity Management (IDM):**

As part of our commitment to protecting customer data, we introduced multi-factor authentication (MFA) and single sign-on (SSO) solutions, ensuring secure and seamless access to digital platforms. These measures have streamlined user authentication, reduced security risks, and strengthened compliance with industry standards. Additionally, we have enhanced user onboarding and offboarding processes, improving operational efficiency while minimizing unauthorized access risks.

## ESG IN ACTION

### Implementing a 100% In-House Digital Innovation tool, Algeria

As part of its commitment to digital transformation and enhanced user experience, **Ooredoo Algeria** successfully developed and deployed **Snapism**—a fully in-house digital SIM activation and sales tool designed to streamline registration processes and improve operational efficiency.

Previously, Ooredoo Algeria relied on an externally supplied SIM activation tool that presented several challenges, including technical bugs, supplier dependency, and long activation times. To address these issues, the company conducted a diagnostic analysis to identify key pain points and opportunities for improvement. The outcome was **Snapism**—a homegrown, optimized solution built to accelerate activation time, improve reliability, and enhance the overall customer experience.

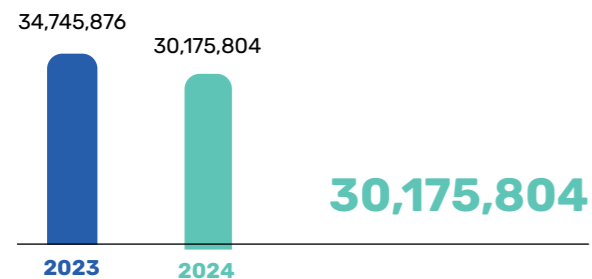
Since its launch, Snapism has significantly reduced SIM activation time and eliminated the need for third-party software, resulting in greater cost efficiency and operational independence.

### Social Value Creation

At Ooredoo Group, we believe that connectivity is more than a service – it’s a catalyst for opportunity, inclusion, and empowerment. Guided by our ESG framework and corporate values, we are committed to creating positive social impact across the communities we serve. Through strategic partnerships, targeted investments, and employee engagement, we work to address local development priorities, reduce inequalities, and strengthen social cohesion.

In 2024, our OpCos collectively contributed, donated, and invested **over USD 30 million** in community-focused initiatives, with an emphasis on women’s empowerment, youth entrepreneurship, healthcare access, education, and crisis response. These efforts are implemented in alignment with our **Group Code of Business Conduct and Ethics**, which ensures transparent, ethical, and values-aligned giving.

### Community investment (USD)



While individual OpCos may have their own Corporate Social Responsibility (CSR) policies, all contributions are fully aligned with the Group’s Code of Business Conduct and Ethics, ensuring integrity, transparency, and ethical giving practices. Our sponsorship and donation policy is structured to support initiatives that resonate with our corporate values, strengthening stakeholder relationships and fostering long-term community growth.

Across the world, OpCos have generously supported local, national, and international causes, driving progress in women’s and youth empowerment, disaster response, sports, arts, culture, environmental sustainability, and healthcare. By staying true to our values and investing in our communities, we continue to create meaningful, lasting impact for a better, more inclusive future. Examples of actions in 2024 include:



#### Ooredoo Algeria:

- Distributed over 3,000 school bags and provided financial support to a training center for orphaned children.
- Launched a pilot project for the first livestock farm for rural women in Khenchela, empowering female entrepreneurs.

- Supported inclusive education by opening a center for 100 autistic children.
- Through the “Tawahod-Foot” initiative, 60 children with autism, including children of Ooredoo employees, engaged in team sports for social development.
- Distributed 3,400 food baskets and meals during Ramadan and hosted an Iftar event for people with physical disabilities.
- Partnered with the Algerian Red Crescent to provide 10,000 school uniforms for children



#### Ooredoo Kuwait:

- Through a strategic partnership with Omniya, Ooredoo Kuwait set a target to reduce plastic waste on its premises by 50% by 2025.
- Sponsored a dedicated plastic collection point in a selected area to promote recycling and encourage public participation.
- Launched “Sustainable Kashta”, an awareness series reaching over 50,000 viewers.
- Partnered with Rahma International Charity to distribute meals to underprivileged families during Ramadan, reinforcing community solidarity.
- Supported community health and wellness by sponsoring the NBK Run, promoting physical activity and well-being.
- Partnered with Khaleejesque to support the Kilmaitan Forum, a platform for cultural, societal, and educational discussions to empower creatives and thought leaders.
- Ooredoo Kuwait launched the “Touchpoint” & “البركة بعيننا” social media series to celebrate local talent and influential figures. The series features interviews with key individuals making a difference in various fields, from social impact to creative industries, highlighting their work and contributions.



#### Ooredoo Qatar:<sup>2</sup>

- Hosted the 2024 Doha Marathon, one of Qatar’s largest sporting events, bringing together local and international participants, with a record number of more than 13,000 runners from 124 countries.
- Received Best Corporate Social Responsibility Initiative in the Information and Communication Technologies Sector in Qatar.
- Provided iftar meals to labor camps across Qatar, ensuring that vulnerable communities received meals during the holy month as part of Ooredoo Qatar’s “Endless Giving” Ramadan campaign, fostering a spirit of kindness and solidarity.
- Collaborated with Qatari charitable and government entities to support individuals with disabilities, children, education, and underprivileged communities.
- Organized a beach cleaning activity for World Cleanup Day at Al Zubara Archaeological Site, close to Qatar’s border, where debris from neighboring regions often accumulates along the shoreline. This activity included voluntary participation from our employees and their families, and together approximately 230 kilograms of waste were collected while raising awareness about the importance of conserving Qatar’s natural heritage.



#### Asiacell:

- Empowered Iraqi Youth through digital skills via the ASAS platform. Asiacell provided workshops on entrepreneurship, digital marketing and leadership in collaboration with Orange Corners – youth incubation programs and Tafa3ul Hub – a local creativity and tech skills hub. Many participants subsequently launched startups or reported increased employability skills. Our partnership with KAPITA also aims to support startups and youth entrepreneurship programs.

<sup>2</sup> Initiatives undertaken by Ooredoo Qatar also represent Ooredoo Group’s community engagement, given their shared headquarters and operational footprint in Doha, Qatar.

- Sponsored Orange Corners in Erbil and Baghdad, along with TEDx Nishtiman Erbil, which provides resources and mentorship to aspiring entrepreneurs.
- Continued partnership with Hiwa Cancer Hospital to support patient care and improve healthcare access.
- Through the Learning for a Cause initiative, employee training hours were linked to community donations, fostering skill development while contributing to social causes.



**Ooredoo 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 partnership with the Jalan bani bu Hassan charity.
- Collaborated with the Bukha charity to provide food booths to low-income families.
- Partnered with the Al Buraimi charity to distribute 500 Iftar Sa'am boxes.
- Distributed tents to home-based businesses and prosthetic devices for 100 Omanis with disabilities through the Ministry of Social Development.
- Launched a Women's Incubator in Nakhal, held a gathering for Iftar and celebrated Garangao with children in the community.
- Supported the Al Noor Association for the Blind with high-tech braille sense devices and provided a special prepaid number for blind customers with any queries or information requests.
- Conducted SMS campaigns for the Oman Bahja Orphan Society, as well as emergency fundraising campaigns with UNICEF, Dar Al Atta'a Association and other Omani charitable organizations for humanitarian disasters in Morocco, Libya, Oman and Palestine.



**Ooredoo Palestine:**

- Supported and collaborated with the Injaz association, Jenin Chamber of Commerce, Hebron Chamber of Commerce and Sharek Association to promote digital literacy and business skills.
- Provided educational sponsorship for Palestinian university students in Lebanon as well as partnering with local universities to offer internships, training, and access to modern technology.
- Partnered with Palestinian Civil Defense, Teachers' Union and Ramallah and Al-Bireh Government to support local development efforts as well as strengthening relationships with organizations such as SOS Palestine.
- Distributed essential food baskets, clean water supplies and educational tents to support families facing shortages in impacted areas and ensure continued learning opportunities for children and youth affected.



**Ooredoo Tunisia:**

- Launched an online child protection campaign to raise awareness and propose solutions to reduce child abuse in partnership with UNICEF Awareness Campaign



**Won the Best Promising Initiative in the Telecommunication sector at the 3rd Edition of the CSR Forum Awards**

- Partnered with WWF to promote Earth Hour.
- Set a goal for the reforestation by 2027 of 100 hectares in Beja Mountain, an area damaged by wildfire.
- Integrated CSR roadmaps into team performance reviews and began reviewing CSR initiatives on an annual basis as part of the Annual Operating Plan.



**Ooredoo Maldives:**

- Donated MVR 16 million worth of medical equipment to the Air Ambulance, enabling critical care for 517 patients across 436 cases.
- Provided essential health kits to clinics nationwide and sponsored jerseys for Para Sports Club athletes in the 2024 Paralympic Games.
- Pledged to plant 20,000 trees annually, reinforcing environmental sustainability.
- Conducted interactive sustainability workshops for schools and elderly communities
- Sponsored sports, arts, and environmental initiatives, including the Golden Futsal Challenge, reef restoration projects, and the Unveiling Visions 2024 art exhibition.
- Introduced dedicated awareness sessions on online safety to help users navigate digital platforms securely and responsibly.
- Onboarded and trained local enterprises to integrate digital payments into their operations, helping them adapt to the shift toward a digital economy.



**ESG IN ACTION**

**Promoting health and community engagement through the Ooredoo Night Run 2024**

As part of its ongoing commitment to health, well-being and social inclusion, Ooredoo Tunisia successfully hosted the 3rd edition of the Ooredoo Night Run by Xiaomi on March 29, 2024, at the iconic Habib Bourguiba Avenue in Tunis. This annual event brings together professional athletes, families, and casual runners, reinforcing Ooredoo's mission to unite communities through sports and philanthropy.



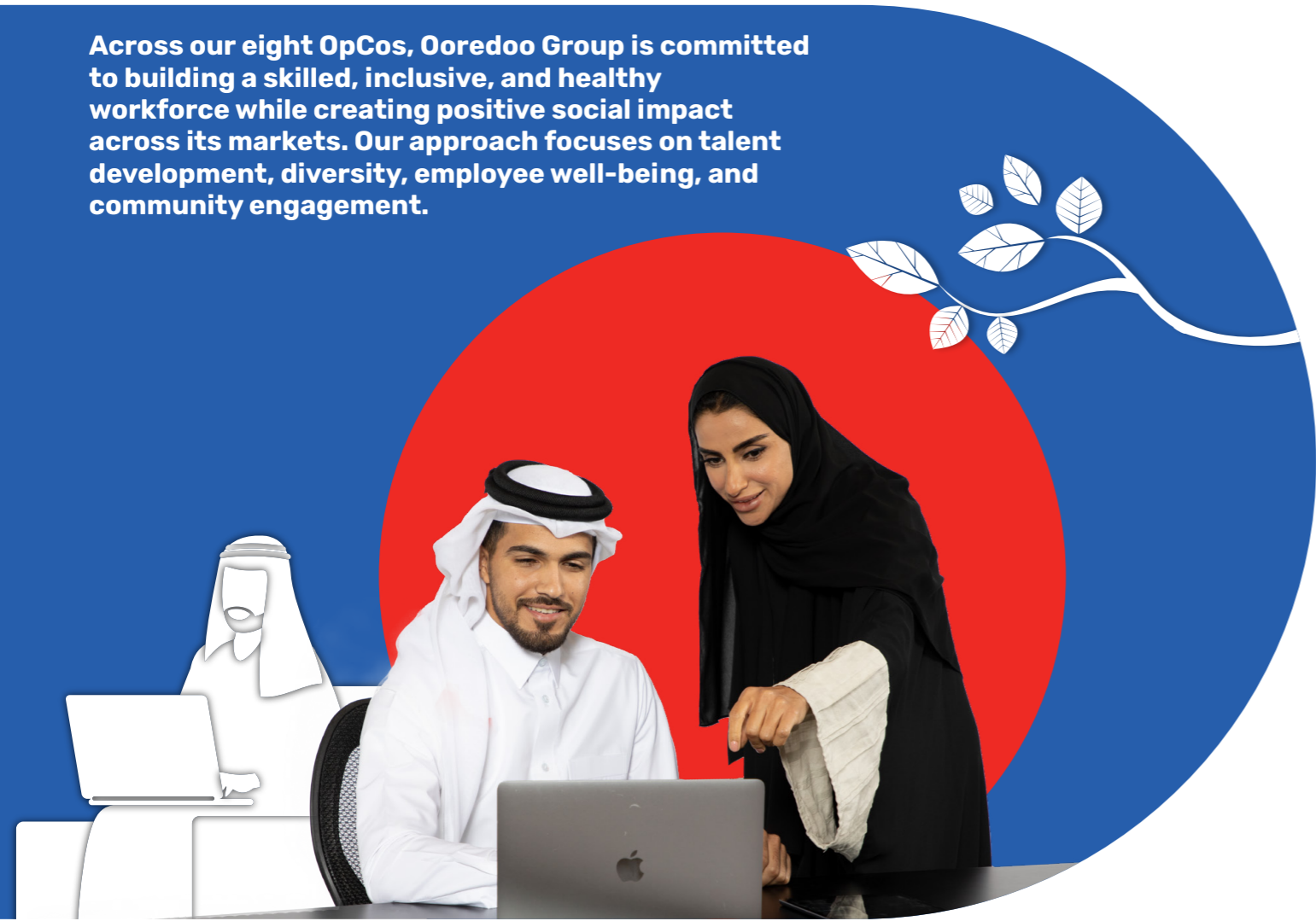
The 2024 edition was particularly meaningful as it featured donations to Diar Al Amal Association, an organization that supports underprivileged children. Special booths and banners were set up to provide information on how to contribute, ensuring that the event had both a sporting and a social lasting impact.

*"This donation will make a significant difference in the lives of the children under our care. We extend our heartfelt thanks to Ooredoo and to all the participants of the Ooredoo Night Run for their dedication to our cause."*

**Alia Sbai**  
Director of the Diar El Amal Association

# Developing Our People

Across our eight OpCos, Ooredoo Group is committed to building a skilled, inclusive, and healthy workforce while creating positive social impact across its markets. Our approach focuses on talent development, diversity, employee well-being, and community engagement.



*"To succeed in a dynamic sector like telecoms, businesses need talented individuals with the right skills, flexibility and mindset. This is why we Ooredoo focuses on continuously training, coaching and developing our workforce, and especially on our talented women and young people."*

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

## Talent Attraction and Retention

We pursue strategic investment in developing the workforce skills needed to keep pace with advances in a rapidly developing market. Through comprehensive onboarding, tailored development programs, and leadership succession planning, we ensure our people are equipped for success. Our employees benefit from a diverse range of learning opportunities, including e-learning, hands-on coaching, mentorship programs, and specialized external courses, as well as access to scholarships and professional development initiatives.

Through our Ooredoo Learning Academy, we offer a range of programs that support skill-building and professional development in line with the company's business needs and culture. In addition to our group-wide initiatives and development programs, including the Ooredoo Leadership Academy (OLA), Ooredoo Group maintained its commitment in 2024 to investing in its people through several targeted initiatives. These included the Ooredoo Leadership Development Programme, launched in partnership with Harvard University to prepare the next generation of Ooredoo leaders; career coaching days, where employees engaged with coaches certified by the International Coaching Federation to receive guidance on career growth; and monthly GROW days, designed to cultivate open dialogue between managers and teams, helping to surface actionable feedback and better understand employee aspirations. Furthermore, our Knowledge Bytes sessions kept employees informed on emerging industry trends, with expert speakers—such as Google representatives—equipping our workforce with insights on cutting-edge topics like artificial intelligence.

Building on these initiatives, **Ooredoo Group (OG)** achieved several key milestones in learning and development in 2024. We successfully trained 100% of our female employees, with 95% completing Women Empowerment programs, and female participation in key leadership programs reached 29% of total participants. Employees recorded an average of 30 study hours for females and 28 for males, while all identified successors completed a minimum of six coaching or mentoring sessions. In addition, we strengthened strategic partnerships with leading institutions such as QFBA, Qatar Skills Academy, and Qatar University to support internal capability building. Critical skill development was prioritized in emerging areas such as AI, leadership, and agility, preparing our workforce for the demands of the future. Internal mobility was also a key focus, with 13% of employees promoted in 2024, and women representing 41% of those promoted. These accomplishments underscore Ooredoo's commitment to cultivating a future-ready, empowered, and inclusive workforce across all markets.

Our OpCos also have the flexibility to adapt or develop their own approaches to **employee growth and capability building**, depending on local requirements.



**Ooredoo Algeria** continued to deliver tailored training through its Akademia training academy, powered by certified in-house trainers and advanced Learning Management Systems (LMS).



**Ooredoo Oman** adopted the 70-20-10 development model, integrating on-the-job training, employee rotations, and blended learning through the Tamkeen program.



**Ooredoo Palestine** saw strong participation in individual development plans (IDPs), with 90% of employees completing at least three courses focused on leadership, technical skills, and digital competencies, supported by departmental talent assessments to tailor training.



**Ooredoo Tunisia** expanded its learning ecosystem by launching a new partnership with Coursera, complementing its existing access to LinkedIn Learning, and partnered with Harvard Business School to offer advanced development opportunities.



**Ooredoo Qatar** offered a suite of specialized programs under the RUN (Reskilling, Upskilling, New Skilling) initiative, including JAHIZ, the Function Heads Programme, and the Top Management Programme, while also delivering digital and leadership learning through campaigns like Digi Bites, Techno Bites, and Masterclasses.



**Ooredoo Kuwait** utilized SAP as its Learning Management System to support training and coaching, in partnership with Knowledge Club and the Kuwait Foundation for the Advancement of Sciences (KFAS), which provided global learning opportunities for high-potential employees.

ESG IN ACTION

Global Recognition for Ooredoo

In 2024, **Ooredoo Qatar** was honoured with a **Silver Stevie® Award** for Employer of the Year in Telecommunications at the 9th annual Stevie Awards for Great Employers. This accolade recognizes the company's dedication to fostering a supportive and inclusive workplace that nurtures and develops talent from within. The Stevie Awards for Great Employers celebrate the world's best employers and the human resources teams, professionals, achievements, suppliers, and products and services that help to create and drive great workplaces.

In addition to the Silver Award, Ooredoo Qatar also secured the **Gold Stevie® Award for Leading Digital Transformation and Sustainability in Telecommunications**, acknowledging its pioneering digital transformation initiatives and unwavering commitment to Environmental, Social, and Governance (ESG) principles within the telecommunications sector. Fatima Sultan Al-Kuwari, Group Chief Human Resources & Sustainability Officer, was also honoured with the Silver Stevie® Award for Most Innovative HR Executive of the Year, and Ooredoo Group's HR function received the Bronze Stevie® Award for the Most Innovative HR Team of the Year Telecommunications.

**At the Group level, Ooredoo Group (OG)** was also recognised with a **Bronze Stevie® Award for Innovation in Other Types of Publications** for its 2024 ESG Report, as part of the Middle East & North Africa Stevie Awards. This award highlights the Group's innovative approach to ESG disclosure and sustainability communication across its footprint.



Equal Opportunity

With one of the most diverse workforces in the region, Ooredoo Group is committed to fostering an inclusive and equitable workplace where every individual is valued and empowered. Our focus remains on attracting, developing, and retaining local talent and young professionals, especially women, ensuring a workplace that reflects the communities we serve.

Increasing the representation of women in our workforce is essential to building a more inclusive, balanced, and effective organization. Women bring valuable perspectives that enhance our ability to serve diverse customer needs and contribute meaningfully to national development goals and the UN SDGs. In line with our strategic commitment to gender equality, we implement policies that support women's professional growth—ranging from generous maternity and miscarriage leave to financial, emotional, and housing support. In 2024, we achieved a **68% increase** in women in senior management, rising from 76 in 2023 to **128 in 2024**. Women now represent **27% of our total workforce**, and we remain committed to policies that support professional growth, well-being, and equity across all levels.

**Increase in females in senior management from 76 in 2023 to 128 in 2024**

On **International Women's Day 2024**, **Ooredoo Group (OG)** launched the **"It's in Your Hands"** campaign, emphasizing the collective responsibility to **#InspireInclusion** across the Group. The campaign culminated in the second **Ooredoo Women's Summit**, a platform where women from across our markets shared insights on inclusion, challenges, and pathways to progress. We also introduced signature initiatives like **Female Leader of the Future**, designed to help women build confidence and navigate obstacles into leadership. These were supported by empowerment programs such as **Women's Empowerment Training**, **#IAMRemarkable**, and industry-focused events like **Women in AI**, hosted in collaboration with **Women@Google**. In addition, female-focused HR policies were enhanced to include dedicated nursing rooms and housing allowances for single mothers, further supporting women at every stage of their careers.

Across our markets, local initiatives complement Group efforts. **Ooredoo Oman** partnered with the Omani Women's Association in Bahla to launch a **Smart Hydroponics project**, empowering women through sustainable farming innovation. On **Omani Women's Day**, a women's business incubator supported by Ooredoo Oman won a national competition, further demonstrating our commitment to creating tangible opportunities for women at the community level.

Health and Safety

At Ooredoo Group, we proactively identify and mitigate occupational health and safety risks to ensure a safe and healthy workplace for all. Our approach includes a hierarchy of controls to minimize hazards, enforce compliance, and reduce the risk of injury or illness across all our operations.

Guided by the Occupational Health and Safety Management System (OHSMS) structured risk assessments, incident management processes, and ongoing trainings are applied to employees, consultants, contractors, and visitors. Certain OpCos manage Occupational Health and Safety (OHS) through internationally recognized certifications such as ISO 45001, reinforcing our commitment to international safety standards. In 2024, employees and contract workers received 6703 hours of safety training to cultivate a proactive and preventive safety culture.

Our safety measures extend to contractors, who each receive a Health, Safety, Security and Environment (HSSE) Handbook and Heat Stress Guidelines in high-temperature regions. In Qatar, we fully comply with Ministerial Decision No. 17 of 2021, prohibiting fieldwork during peak summer months (June 1 to September 15, from 10:00 AM to 3:30 PM) to protect workers from exposure to extreme heat.

Across all our OpCos, we implement initiatives tailored to local health challenges, supporting not only employees but also their families and wider communities.

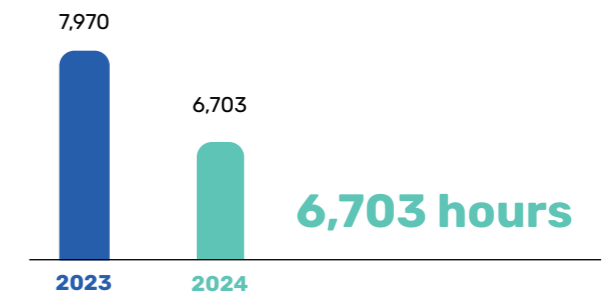
In **Ooredoo Oman**, a partnership with the Oman Cancer Association and Muscat Grand Mall enabled the deployment of a mobile mammography unit, offering free breast cancer screenings to women over the age of 40. In parallel, a collaboration with the National Organ Transplantation Program raised awareness and encouraged organ donation pledges through a national campaign supported by billboards, PR coverage, and digital media.

<sup>3</sup> Health and safety initiatives also apply to Ooredoo Group.

In **Ooredoo Algeria**, employees participated in three blood donation operations in partnership with the National Blood Agency, collecting 295 blood bags and helping 885 patients across Algiers, Oran, and Constantine. The company also partnered with the Win Nelka Association to launch a mobile healthcare initiative in remote regions such as Blida, Médéa, Béjaïa, and Tiaret. Covering 17 medical specialties, this initiative delivered essential healthcare to more than 3,500 patients in underserved areas. Additional efforts included two specialized screening campaigns for breast and prostate cancer, which provided clinical consultations, on-site ultrasounds, and exams to 91 women and 48 men.

In **Ooredoo Qatar**, employee volunteers—including brand ambassador and sports champion Moataz Barshim—visited the Fahad Bin Jassem Kidney Center in Doha, distributing gift vouchers and spending time with patients.<sup>3</sup>

Health and Safety Training (hours)



# Protecting Our Environment

**IN THIS SECTION:**

Climate and Energy  
Resource Management



As we grow our digital footprint, we're also cutting emissions, saving energy, and using resources wisely—helping shape a more sustainable, low-carbon future.

# Climate and Energy

Energy consumption is a key environmental consideration for the telecommunications sector and directly linked to greenhouse gas emissions. This impact is driven by the expansion of network infrastructure to meet rising data demands, as well as the deployment of new technologies such as 5G and AI, which require more energy-intensive systems. Our OpCos are transitioning to site electrification through grid and solar power, reducing reliance on diesel generators, cutting costs and emissions, and improving power stability for customers.



Reducing energy consumption and greenhouse gas emissions is a priority, embedded in our QHSE Management Systems Policy, which aligns with ISO 14001 for environmental management. Several of our OpCos have adopted energy management systems and we continue to implement efficiency measures—optimizing buildings, investing in energy-saving equipment, and promoting a culture of environmental responsibility.

In 2024, **Ooredoo Group (OG)** reported total greenhouse gas (GHG) emissions of 867,060 tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e), covering both direct (Scope 1) and indirect (Scope 2) sources. In line of the industry's trajectory of increased demand in data consumption, AI deployment, data centres etc., **Ooredoo Group (OG)** remains fully committed to enhancing energy efficiency, scaling up renewable energy integration, and progressively decoupling business growth from emissions.

## ESG IN ACTION

### Smart Energy Moves Across OpCos

**Ooredoo Group (OG)** launched a standardized Energy Saving Checklist in 2024 to guide OpCos in implementing practical, high-impact energy efficiency measures. Developed at the Group level, the checklist includes 15 weighted initiatives designed to reduce emissions, cut operating costs, and enhance infrastructure sustainability. These measures range from activating SON and RAN energy-saving modules and deploying AI-powered power management systems, to transitioning off-grid sites to solar-hybrid power, resizing batteries, and optimizing cooling systems. Across the footprint, OpCos are tailoring and implementing these actions based on local conditions—with progress tracked to ensure measurable improvements in operational performance and environmental impact.



**Ooredoo Algeria** achieved a **13.4% reduction** in energy consumption by launching a high-efficiency modular data center with improved Power Usage Effectiveness (PUE) and upgrading existing facilities. It also partnered with local health associations to modernize clinical operations and deliver sustainable healthcare solutions.



**Ooredoo Kuwait** continued expanding its clean energy efforts by converting **27 telecom sites** to grid electricity—up from just five in 2023—resulting in a cumulative reduction of **2,376 metric tonnes of CO<sub>2</sub>e**. Where grid access is limited, solar hybrid systems are being deployed. **Virtual Drive Testing** was also scaled up to reduce emissions from traditional fuel-based field tests.



**Asiacell** has adopted a structured and multi-dimensional approach to energy management, combining infrastructure upgrades, renewable energy adoption, and environmental stewardship. A key part of its strategy includes the integration of the **NetEco system**, which allows the company to monitor and assess the performance of sites that have been converted to lithium battery systems—now covering approximately **20% of its total network**. To optimize energy use across diverse site conditions, Asiacell deploys **dual diesel generators (DGs)** at off-grid locations, while using **single DG systems** at on-grid and lithium-hybrid sites.



**Ooredoo Tunisia** made strong gains in operational efficiency, reducing its energy consumption from **0.13 kWh/GB in 2023 to 0.115 kWh/GB**—surpassing its 2027 target of 0.118 kWh/GB three years ahead of schedule. These improvements were achieved through AI-driven optimization, infrastructure upgrades, and lithium battery rollouts, which now cover **61% of its radio sites**.



**Tunisia maintained its ISO 50001 certification**

In 2024, Asiacell connected approximately **920 sites** to the **Golden Line**—a strategic initiative aimed at ensuring 24-hour electricity supply by linking telecom sites to the **National Grid Power (NGP)** wherever available and utilizing local generators to cover remaining gaps. In parallel, the company converted **around 1,500 sites** (19% of its footprint) to lithium battery systems, improving power efficiency and operational reliability. To support the energy transition in underserved areas, Asiacell is also deploying **solar-only, solar-hybrid, and lithium-hybrid** systems as part of a broader shift toward renewable energy.



**Ooredoo Oman** enhanced digital energy performance by integrating **green-based cybersecurity tools** and shifting to **low-power cloud-based monitoring infrastructure**, which reduced energy use in its IT operations.

Beyond energy operations, Asiacell has demonstrated environmental leadership through **greening projects on Goizha Mountain**, where over **500 trees** were planted in 2024 to support biodiversity and carbon sequestration. In addition, **76% of Asiacell's sites** have received **environmental approval letters** from the Environmental Directorate, confirming compliance with national safety and environmental regulations, with the company continuing efforts to secure approvals for the remaining sites.

Furthermore, **Ooredoo Oman** rolled out a 3G sunset program in order to phase out 3G services. The program is to be conducted in 2025 and is in line with the Group's strategy to roll out 3G services. This follows the steps of **Ooredoo Kuwait** which successfully conducted its 3G sunset program in 2023. This program will result in increased energy efficiency across the Group's network.

# Resource Management

**Efficient resource management is central to our sustainability efforts, as we work to optimize energy, water, land, and materials across our operations. While some OpCos such as Qatar and Palestine operate ISO 14001-compliant QHSE Management Systems others adhere to the relevant environmental regulations of their respective countries, ensuring environmental stewardship is embedded in our local strategies.**

**Ooredoo Tunisia has reduced energy consumption from 0.13 kWh/GB in 2023 to 0.115 kWh/GB, surpassing its 2027 target of 0.1118 kWh/GB, through infrastructure upgrades, AI-driven optimizations, and modernization efforts**

Additionally, our OpCos in 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, while Tunisia is planning to implement a climate Change Adaptation Plan in 2026.

**ESG IN ACTION**

**Transitioning Telecom Sites from Diesel Generators to Grid and Solar Power, Kuwait**

In 2024, **Ooredoo Kuwait** took significant steps to enhance operational efficiency and sustainability by transitioning telecom sites from DGs to grid and solar power. Many sites located in remote areas, such as deserts and highways, lacked grid connectivity and relied on DGs for power. To address this, Ooredoo Kuwait relocated these sites to the nearest available grid supply locations whenever feasible. However, securing leased properties near grid connections posed challenges due to landowner reluctance, requiring extensive negotiations. For sites where grid access was not an option, solar energy solutions were explored as a viable alternative.

**ESG IN ACTION**

**Enhancing Energy Efficiency**

In 2024, **Ooredoo Algeria** made significant strides in enhancing energy efficiency across its data centers—one of its most energy-intensive infrastructures. A key milestone was the launch of a state-of-the-art modular data center in the eastern region of Algeria, equipped with advanced, energy-efficient systems designed to optimize power consumption. With a Power Usage Effectiveness (PUE) of less than 1.5, this new facility represents a major improvement compared to the previous data center's PUE of 2.4.

Alongside this, modernization projects were implemented to replace outdated power and cooling systems in existing data centers with more efficient alternatives. These initiatives were part of a broader integrated energy management approach, which also included optimizing air conditioning by transitioning from closed offices to open spaces, preventive equipment maintenance, LED lighting upgrades, automated controls and occupancy sensors, and the introduction of flexible workspaces. Staff engagement was also a priority, with awareness programs and communication tools reinforcing energy-conscious behaviors.

**Reducing Waste**

As sustainability gains traction in the telecom sector, we continue to prioritize responsible waste management, including the upcycling and recycling of e-waste and the gradual elimination of single-use plastics. While each market implements resource-saving initiatives tailored to local needs, all Ooredoo operations uphold the Group's commitment to reducing waste, reusing materials, and promoting recycling in support of a circular economy. In 2024, these efforts expanded across the region, driving meaningful environmental impact through innovative waste reduction strategies.

**Ooredoo Qatar** responsibly auctioned e-waste generated from technology upgrades through the procurement process to ensure proper disposal. Paper and cardboard waste from administrative operations is minimized through an archiving policy, double-sided printing and print limits are encouraged, and recycling contracts are in place. To reduce plastic waste, the company promotes a Bring Your Own Bottle initiative to cut down on disposable water bottles and has established plastic recycling contracts. Additionally, hazardous waste management measures are in place to ensure safe handling and disposal of such materials.

**Ooredoo Oman** encouraged all customers to opt for digital and electronic recharging as well as moving all operations to paperless and establishing procedures for the responsible disposal of outdated equipment.

**230 kg of plastic waste was removed during a beach clean-up at Al Zubara Archaeological Site, with participation from Ooredoo Qatar staff and their families**

Partnering with Omniya to tackle plastic waste, **Ooredoo Kuwait** established collection points aimed at reducing plastic waste by 50% by 2025. This collaboration was through the *My School's Wish 2024-2025* initiative, which engaged 100 public schools across all governorates. The initiative successfully collected 185 tonnes of recyclable plastic waste in just six weeks, contributing to a reduction of over 462.5 tonnes of waste emissions and saving 555 cubic meters of landfill space.



ESG IN ACTION



**Reducing Paper and Waste in Qatar**

Ooredoo Qatar have successfully recycled approximately 300 tonnes of paper waste and responsibly disposed of approximately 280 tonnes of cardboard and non-recyclable materials—such as plastic and metal-based file covers—at government-designated facilities, as part of our digitalization initiative.

Driven by our commitment to innovation, we are increasingly shifting towards digital solutions, minimizing paper use and the environmental impact associated with its production and printing. Ooredoo businesses handle hazardous waste—such as batteries, electronic waste, and engine oils—with strict adherence to national regulations, ensuring safe and responsible disposal. In certain regions, e-waste, including old mobile devices and network equipment, is repurposed, supporting a more sustainable waste management approach.



# Saving Water

Ooredoo Group is committed to sustainable water management across its operations, recognizing the importance of conservation in water-scarce regions. In 2024, we expanded our efforts by integrating efficient water-saving technologies and optimizing resource use into our activities.

**Ooredoo Group achieved its lowest recorded water consumption to date, totalling 258,953 m<sup>3</sup>**

**Water consumption in Tunisia dropped by 17% compared to last year**

**Ooredoo Tunisia** conducted a specialized water audit to establish long-term reduction targets (decreasing water consumption by 20% by 2026), alongside the installation of automatic watering systems to reduce irrigation needs.

**Ooredoo Oman** achieved a notable reduction in water consumption, bringing it down to 21,169 m<sup>3</sup> in 2024—an 11.8% decrease compared to the previous year.



# Responsible Governance

**IN THIS SECTION:**

Creating Ethical Economic Opportunity  
Safeguarding Our Customers



**We uphold the highest standards of corporate governance across all aspects of our operations, ensuring stability, security, and a positive impact on all stakeholders. This commitment extends to safeguarding customer rights and ensuring fair treatment across all eight OpCos.**

# Creating Ethical Economic Opportunity

We are committed to upholding international standards on anti-corruption practices, fostering fair competition for sustainable economic growth. Our Code of Ethics, endorsed by senior management and OpCos, reinforces our dedication to integrity, transparency, and ethical business conduct across all operations.



*"Good corporate governance both upholds ethical practices and contributes to the creation of stakeholder value. This includes regular reviews of the governance structures and procedures to ensure their effectiveness and consistency with local and international developments and best practice."*

**Hilal Mohammed H KAI-Khulaifi**  
Group Chief Legal,  
Regulatory  
and Governance Officer



Ethical Governance Policies  
Corporate Governance Report  
Corporate Governance Structure

## Upholding the Code of Ethics

At Ooredoo, responsible governance is central to maintaining ethical business operations, safeguarding stakeholder trust, and fostering a culture of integrity across our Group and subsidiaries. Our Code of Ethics serves as the foundation of our corporate conduct, ensuring fair competition, transparency, and compliance with international regulations. Endorsed by senior management, this framework reinforces our commitment to anti-corruption, fair business practices, and ethical leadership.

We strictly prohibit corruption and bribery, embedding anti-corruption clauses into supplier agreements and aligning with applicable anti-corruption laws. Our Speak-Up Policy provides a confidential and secure channel for reporting unethical behavior, with clear procedures for investigation and resolution.



**100% compliance with the code of ethics**

Our Corporate Governance Department plays a vital role in overseeing the implementation of governance policies and ensuring compliance across all OpCos. The Board of Directors, supported by its Audit and Risk Committees, conducts annual evaluations of governance practices, risk management, and adherence to the Corporate Governance Code across the Group. Employees undergo continuous training and an annual Code of Ethics review, reinforcing awareness of ethical expectations, workplace conduct, and anti-harassment policies.

To uphold fair business practices, we expect our suppliers to comply with our Guidelines for Ethical Conduct and Fair Practices, ensuring corporate honesty, transparency, and accountability.

Some OpCos have dedicated policies to ensure a safe and fair workplace, such as **Ooredoo Algeria** which has a code highlighting topics such as harassment, bribes, and conflict of interest.



**Ooredoo Group named Best Corporate Governance at the World Finance Awards 2024, honoring Ooredoo Group's commitment to fostering excellence across their footprint and governance practices**

## Risk Management

Ooredoo Group considers risk management and business continuity as integral components of its strategic and operational approach, ensuring the organization remains resilient, compliant and responsible to foreseeable and unforeseeable challenges.

Ooredoo Group's Risk Management Policy establishes a comprehensive framework for identifying, assessing, and mitigating risks, aimed at safeguarding the company's investments and operations. This policy ensures that risk management practices are embedded throughout the organization, with a focus on proactive decision-making and operational resilience.

To ensure swift recovery of critical services in case of disruptions, Ooredoo's Business Continuity Management Policy plays a crucial role. Several OpCos have achieved ISO 22301:2019 certification, demonstrating their commitment to global business continuity standards.

The Group's governance framework mandates the Board of Directors to oversee risk management and ensure effective mitigation strategies are in place. This includes monitoring and managing risks at all levels, with the Board being provided regular insights into evolving risk exposures. To ensure financial stability, Ooredoo Group maintains stringent controls over financial transactions and related-party dealings. The Audit Committee and Internal Audit Department conduct quarterly reviews across subsidiaries, ensuring potential threats are identified and addressed.

To further strengthen its governance, Ooredoo is in the process of upgrading its risk monitoring systems, exploring automated solutions for more efficient risk data management and analysis. Internal Audit supports the annual strategic planning process and works in collaboration with the Group's Risk Management team to ensure consistency across OpCos. While approaches to risk management may vary among OpCos, a standardization process is underway, ensuring that audit committees across subsidiaries provide dedicated oversight of risk-related matters.

By embedding these policies and frameworks, Ooredoo reinforces its strategic resilience, regulatory compliance, and financial stability across its operations, extending these principles to its supplier relationships and broader operational activities.

## Responsible Supply Chain

Ooredoo Group partners only with suppliers that meet or exceed the standard we set out in the Guidelines for Ethical Conduct and Fair Practices, adherence to which is a requirement for participation in our supply chain processes. These guidelines ensure environmental and social factors are integrated into and considered throughout the supply chain, including QHSE requirements which comply with ISO 14001. Furthermore, all of our frameworks and agreements oblige suppliers to follow our Privacy Policy as well as to adhere to the Ooredoo Health, Safety, and Environmental Policy.

We require our suppliers to effectively communicate and uphold our expectations across their workforce, including their parent companies, subsidiaries, affiliates, and subcontractors involved in Ooredoo's projects, contracts, agreements, and orders. This ensures compliance and proper enforcement at all levels. Suppliers will be held accountable for the conduct and actions of their employees.

Building on these Group-wide governance foundations, **Ooredoo Group (OG)** has launched a comprehensive supply chain ESG compliance program. By adopting industry-leading platforms such as EcoVadis for supplier evaluation and ESG risk monitoring, we aim to drive transparency, accountability, and continuous improvement across our procurement operations. The initiative sets ambitious targets, including onboarding 50% of suppliers into the ESG program by Year 1, and reaching 100% ESG disclosure compliance among strategic suppliers by Year 3. Through supplier training, mandatory ESG scorecards, and incentives for high-performing vendors, we are embedding sustainability into every layer of our supply chain ecosystem.

Some of our OpCos have their own supplier code of conduct and prerequisites, such as **Ooredoo Palestine's Supplier Code of Conduct / Guide**. Others, like **Ooredoo Maldives**, require declarations from all suppliers in the Request for Registration Form (RRF) assuring they meet all requirements, such as adherence to ESG standards including anti-bribery, child labor and anti-money laundering. In **Ooredoo Qatar**, a supplier declaration including all necessary checkpoints to avoid conflict form is mandatory for incoming suppliers at the time of their onboarding. Many other OpCos are on the same path and are developing their own supplier code of conduct to better manage their supply chain responsibly.

# Safeguarding Our Customers

At Ooredoo Group, we are committed to ensuring the privacy, security, and satisfaction of our customers. We continuously implement stringent measures to protect personal data, uphold transparency, and enhance customer experiences across all our services.



Our [Customer Charter](#) is built around seven core commitments designed to deliver a dependable and respectful experience. We promise to resolve issues swiftly, communicate clearly and transparently, ensure seamless connectivity, protect your data and privacy, tailor our offerings to your needs, listen and empower you with choices, and treat every customer with genuine care and respect.

As part of our dedication to continuous improvement, we regularly review and update the Charter to reflect new technological advancements, regulatory requirements, and evolving customer expectations, ensuring we always provide the best possible service.



*"We place consumers at the heart of our strategy, which is guided by our brand promise to Upgrade Your World. By listening and responding to customer needs at all times, acting honestly and responsibly in our marketing and product development, and safeguarding privacy and data security, we build and maintain trust and loyalty from our customers."*

**Bilal Kazmi**  
Group Chief Consumer Officer,  
Ooredoo Group



## ESG IN ACTION

### Enhancing Energy Efficiency, Ooredoo Maldives

Ooredoo maintains a continuous drive towards exceptional customer service, operational consistency and maintaining a competitive market edge in the market. This led to us becoming the first ISO-certified contact center in the Maldives after gaining the ISO 18285-1 and ISO 18295-2. This places us as a leader in customer service excellence, setting a new benchmark for quality and standards in the industry.

*"Achieving ISO certification for our Call Centre Management is a testament to the relentless dedication of our team and our unwavering commitment to excellence in customer service. This milestone establishes us as the first ISO-certified Call Center in the Maldives and reaffirms our position as a regional leader in telecommunications. By implementing international best practices, we have set a new benchmark for service quality, ensuring that our customers receive the highest standards of care and support. This achievement highlights our drive to continuously innovate"*

**Hussain Niyaz**  
Chief Commercial Officer, Ooredoo Maldives

### Responsible Product Development and Marketing

We strive to provide complete transparency about our goods and services; in support of this, 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. We also track Net Promoter Score (NPS) and Customer Satisfaction (CSAT) in most of our markets 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.

As stated in our Customer Charter, we are dedicated to fostering respectful customer relationships and enhancing customer service. To ensure a structured and reviewed complaints handling process, all of our operations have been ISO 9001 certified since 2020 to guide our process to consistently meet client needs and demands.

### Privacy and Data Security

We are committed to safeguarding customer data in accordance with our [Privacy Policy](#) and local regulations in each of our markets. Our dedication to robust information security is reinforced by our ISO 20000-1 certification for IT service management and ISO 27001 certification for information security management. These globally recognized standards enable our Governance, Risk & Compliance teams to establish, monitor, and enhance security operations effectively.

Our security framework includes comprehensive measures to protect customer data, from encryption at the database level to proactive cybersecurity protocols, employee training, and advanced IT solutions. To stay ahead of evolving threats, we continuously refine our security policies, conduct access control reviews, and perform regular security assessments. Our approach to managing information security risks is designed to minimize potential threats to information assets, focusing on key areas such as vulnerability management, incident response and recovery, patch management, and identity and access controls. Additionally, we strictly adhere to policies that prevent the collection of personal data from children. For further details, our Privacy Policy is available on our website.

# Detailed Disclosures

**IN THIS SECTION:**

Performance Data  
GRI Index



**ESG performance is reported in alignment with the requirements of Qatar Stock Exchange Guidance on ESG Reporting, as well as the United Nations Sustainable Development Goals (UN SDGs), 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.**

# Performance Data

Please note that the following 2023 and 2024 quantitative indicators have been subject to a limited assurance process by an independent third party for all OpCos, except for water consumption, which excluded Maldives and Iraq:

1. Total hours of H&S training provided to employees 2. Direct energy consumption 3. Indirect energy consumption 4. Total GHG emissions 5. Customer satisfaction results 6. Total value of community investments 7. Female employment rate 8. Total water consumption

## Ooredoo Group (OG)

Developing our People	Unit	2024
Total number of employees (excluding trainees, students, and outsourced staff)	Number	237
Full-time employees	Number	237
Female full-time employees	Number	72
Male full-time employees	Number	165
Part-time employees	Number	0
Female part-time employees	Number	0
Male part-time employees	Number	0
Workers who are not employees	Number	0
Senior Management	Number	150
Male employees in senior management	Number	117
Female employees in senior management	Number	33
Middle Management	Number	72
Female employees in middle management	Number	28
Male employees in middle management	Number	44
New employee hires (males)	Number	15
New employee hires (females)	Number	37
Total number of new employees who joined the organization	Number	52
Parental leave (males)	Number	1
Parental leave (females)	Number	3
Total parental leaves	Number	4
Number of employees returned to work after parental leave (males)	Number	1
Number of employees returned to work after parental leave (females)	Number	3
Total number of employees returned to work after parental leave	Number	4
Workforce by age 18-30	Number	4
Workforce by age 31-40	Number	176
Workforce by age 41+	Number	57
Number of full-time national employees	Number	43
Female national employee	Number	21
Male national employees	Number	22
National full-time employees in senior management	Number	30
Nationalization rate of senior management	Percentage	20
Nationalization rate among total workforce	Percentage	18.1
Number of employees of other nationalities	Number	194
Number of female employees	Number	72
Female employment rate (%)	Percentage	30.4
Females in senior management	Number	33
Turnover rate	Percentage	29.2

## Ooredoo Group (OG)

Developing our People	Unit	2024
Total number of employees who left the organization	Number	17
Total training provided for females	Hours	2,442
Total training provided for males	Hours	5,005
Total training provided for total workforce	Hours	7,447
Total training provided for senior management	Hours	
Total training provided for middle management	Hours	
Average hours of training per employee	Hours	30
Average hours of training per female employee	Hours	28
Average hours of training per male employee	Hours	31
Average hours of training per senior management employee	Hours	
Average hours of training per middle management employee	Hours	
Percentage of employees receiving regular performance and career development reviews	Percentage	100
Percentage of female employees	Percentage	100
Percentage of male employees	Percentage	100
Percentage of senior management employees	Percentage	100
Percentage of middle management employees	Percentage	100
Number of grievances filed in the reporting period	Number	5
Number of these grievance addressed or resolved	Number	5
Number of grievances filed prior to the reporting period that were resolved during the reporting period	Number	0
Number of incidents of discrimination reported	Number	0
Number of incidents of discrimination reviewed	Number	0
Number of incidents of discrimination resolved	Number	0
Work hours (employees)*	Hours	301,354
Work hours (contractors)*	Hours	33,280

\*Doesn't include sickness, maternity leaves and annual leaves

## Asiacell

Digital Enrichment	Unit	2022	2023	2024
Number of mobile customers	Number	17,094,372	17,693,516	19,127,156
Number of wireline subscribers	Number	16,920,657	17,453,973	18,882,216
Number of broadband subscribers	Number	173,715	239,543	244,940
Share of digital invoice payment from total payments	Percentage	0	0	0
Radio access network sites evolution	Number	7,418	7,586	8,125

Community Care	Unit	2022	2023	2024
Total value of community investments	USD	1,791,114	2,220,290	2,495,455
Total amount invested in the community as a percentage of revenues	Percentage	0.20	0.18	0.18
Number of CSR projects	Number	76	24	24
Community investments as a percentage of pretax profit	Percentage	0.94	0.73	0.70
Operations with significant actual or potential negative impacts on local communities	Number	0	0	0
Revenues	USD	991,935,676	1,202,439,130	1,417,984,848
Operating costs	USD	483,033,156	582,293,478	670,372,727
Employee wages and benefits	USD	81,758,621	94,044,928	96,203,788
Payments to providers of capital	USD	205,570,292	224,637,681	234,848,485
Payments to the government	USD	334,072,944	463,997,101	523,062,121



Asiacell

Developing our People	Unit	2022	2023	2024
Total number of employees (excluding trainees, students, and outsourced staff)	Number	2,906	2,935	3,487
Full-time employees	Number	2,852	2,885	2,783
Female full-time employees	Number	531	538	558
Male full-time employees	Number	2,321	2,347	2,225
Part-time employees	Number	54	50	704*
Female part-time employees	Number	12	7	417
Male part-time employees	Number	42	43	287
Workers who are not employees	Number	383	491	56
Senior Management	Number	45	48	49
Male employees in senior management	Number	37	39	40
Female employees in senior management	Number	8	9	9
Middle Management	Number	288	316	323
Female employees in middle management	Number	37	42	41
Male employees in middle management	Number	251	274	282
New employee hires (males)	Number	153	140	209
New employee hires (females)	Number	46	46	53
Total number of new employees who joined the organization	Number	199	186	262
Parental leave (males)	Number	92	100	89
Parental leave (females)	Number	47	68	66
Total parental leaves	Number	139	168	155
Number of employees returned to work after parental leave (males)	Number	41	42	89
Number of employees returned to work after parental leave (females)	Number	92	100	51
Total number of employees returned to work after parental leave	Number	133	142	140
Workforce by age 18-30	Number	505	490	1,388
Workforce by age 31-40	Number	1,238	1,176	1,088
Workforce by age 41+	Number	1,163	1,269	1,011
Number of full-time national employees	Number	2,765	2,792	2,637
Female national employee	Number	528	535	556
Male national employees	Number	2,237	2,257	2,081
National full-time employees in senior management	Number	27	30	33
Nationalization rate of senior management	Percentage	60	63	67
Nationalization rate among total workforce	Percentage	95.1	95.8	94.7
Number of employees of other nationalities	Number	141	143	147
Number of female employees	Number	531	538	558
Female employment rate (%)	Percentage	18.3	18.3	20.05
Females in senior management	Number	8	9	9
Turnover rate	Percentage	6.7	6.0	29.2
Total number of employees who left the organization	Number	193	167	774
Total training provided for females	Hours	5,135	5,595	6,643
Total training provided for males	Hours	24,226	26,689	16,784
Total training provided for total workforce	Hours	29,361	32,284	23,427
Total training provided for senior management	Hours	945	368	179
Total training provided for middle management	Hours	8,064	5,372	4,189



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Developing our People	Unit	2022	2023	2024
Average hours of training per employee	Hours	27	23	7
Average hours of training per female employee	Hours	22	22	7
Average hours of training per male employee	Hours	28	23	7
Average hours of training per senior management employee	Hours	21	8	4
Average hours of training per middle management employee	Hours	28	17	13
Percentage of employees receiving regular performance and career development reviews	Percentage	99	99	99
Percentage of female employees	Percentage	18	18	21
Percentage of male employees	Percentage	80	81	79
Percentage of senior management employees	Percentage	2	1.6	1.4
Percentage of middle management employees	Percentage	9.9	10.8	9.5
Total number of employees that the organization's anti-corruption policies have been communicated to	Number	2,480	2,558	3,076
Percentage of employees that the organization's anti-corruption policies have been communicated to	Percentage	85	87	88
Ratio of basic salary of women to men	Percentage	16.5	17.8	18.5
Ratio of remuneration of women to men	Percentage	16.2	17.5	17.3
Percentage of employee engagement	Percentage	76	91	93
Number of grievances filed in the reporting period	Number	69	101	53
Number of these grievance addressed or resolved	Number	42	62	39
Number of grievances filed prior to the reporting period that were resolved during the reporting period	Number	14	39	15
Work hours (employees)	Hours	1,960	2,143	1,936
Work hours (contractors)	Hours	1,960	2,143	1,936
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	6	8	0
Employee work related injury rate (excluding fatality and high consequence work)	Percentage	0.20	0.27	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	1,240	1,270	1,150
Average hours of H&S training per year per employee	Hours	0.42	0.43	0.36
Average hours of H&S training per employee for nationals	Hours	0.45	0.45	0.44
Total cost of HSE training	USD	1,894	0	0
<b>Climate Change and Energy</b>	<b>Unit</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	GJ	2,189,806	1,926,676	2,035,572
Indirect energy consumption (electricity)	GJ	285,569	548,521	482,611
Amount of renewable energy generated	GJ	n/a	n/a	35,949

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Climate Change and Energy		Unit	2022	2023	2024
Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives	GJ		206,989	426,263	158,980
Direct GHG emissions (Scope 1)	tCO <sub>2</sub> e		150,805	132,673	140,061
Indirect GHG emissions (Scope 2)	tCO <sub>2</sub> e		53,862	103,457*	91,026
Total GHG emissions	tCO <sub>2</sub> e		204,667	236,130*	231,087
GHG emissions intensity	tCO <sub>2</sub> e/workforce		70.4	80.5*	66.3
The amount of capital expenditure, financing or investment deployed towards climate-related risks and opportunities	USD		7,263,263	228,986	0
Percentage of assets or business activities aligned with climate-related opportunities	Percentage		10.69	20.25	n/a
Sites converted to commercial power	Number		525	248	442
Sites converted to hybrid model	Number		526	701	0
Resource Management		Unit	2022	2023	2024
Total Water Consumption	m <sup>3</sup>		n/a	n/a	38,944
Water Intensity	m <sup>3</sup> / workforce		n/a	n/a	12.2
Ethical Economic Opportunity		Unit	2022	2023	2024
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
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	5.6	3.2
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	3.6	2.7
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	27	27
Percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to.	Percentage		0	100	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

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Ethical Economic Opportunity		Unit	2022	2023	2024
Number of incidents of discrimination resolved	Number		0	0	0
Safeguarding Customers		Unit	2022	2023	2024
Customer satisfaction results	Percentage		77	78	82
Customer complaints received through communication channels	Number		193,568	232,085	323,094
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		211,541,684	535,669,562	345,272,521
Actual cyber breaches	Number		0	0	0
Complaints from regulatory bodies	Number		8,965	11,474	13,162
Supply Chain		Unit	2022	2023	2024
Percentage of spending on local suppliers	Percentage		52	53	57
Percentage of local suppliers	Percentage		87	76	66

\* The increase in part-time employees reflects the reclassification of contingent workers as temporary staff, mainly part-timers.  
 \* Figures restated due to improvements in reporting methodology for greater accuracy

**Algeria**

Digital Enrichment		Unit	2022	2023	2024
Number of mobile customers	Number		13,033,959	13,371,448	14,733,630
Digitally offered products out of all products	Percentage		76	75	75
Percent of digitally acquired customer	Percentage		8	13	89
Radio access network sites evolution	Number		6,377	7,109	8,178
Community Care		Unit	2022	2023	2024
Total value of community investments	USD		340,496	248,500	382,177
Total amount invested in the community as a percentage of revenues	Percentage		0.06	0.04	0.05
Number of CSR projects	Number		35	44	32
Community investments as a percentage of pretax profit	Percentage		2	1	1
Number of volunteers	Number		194	247	344
Total number of employee volunteering hours	Hours		619	933	472
Number of volunteering days	Days		9	25	7
Revenues	USD		513,605	547,681	779,710
Operating costs	USD		298,246	288,489	331,174
Employee wages and benefits	USD		79,492	60,044	75,147
Developing our People		Unit	2022	2023	2024
Total number of employees (excluding trainees, students, and outsourced staff)	Number		2,512	2,429	2,387
Full-time employees	Number		2,485	2,410	2,372
Female full-time employees	Number		744	728	730
Male full-time employees	Number		1,741	1,682	1,642
Part-time employees	Number		27	19	15
Female part-time employees	Number		15	11	9
Male part-time employees	Number		12	8	6
Workers who are not employees	Number		1,638	1,487	1,451

**Algeria**

Developing our People	Unit	2022	2023	2024
Senior Management	Number	68	73	82
Male employees in senior management	Number	53	58	59
Female employees in senior management	Number	15	15	23
Middle Management	Number	238	236	262
Female employees in middle management	Number	61	62	65
Male employees in middle management	Number	177	174	197
New employee hires (males)	Number	95	107	89
New employee hires (females)	Number	58	57	47
Total number of new employees who joined the organization	Number	153	164	165
Parental leave (males)	Number	146	121	108
Parental leave (females)	Number	43	46	40
Total parental leaves	Number	189	167	148
Number of employees returned to work after parental leave (males)	Number	146	121	108
Number of employees returned to work after parental leave (females)	Number	43	46	40
Total number of employees returned to work after parental leave	Number	189	167	148
Workforce by age 18-30	Number	406	375	247
Workforce by age 31-40	Number	1,260	1,172	1,047
Workforce by age 41+	Number	846	882	1,093
Number of full-time national employees	Number	2,474	2,402	2,364
Female national employee	Number	743	727	729
Male national employees	Number	1,731	1,675	1,635
National full-time employees in senior management	Number	68	73	82
Nationalization rate of senior management	Percentage	91	100	100
Nationalization rate among total workforce	Percentage	99.6	98.9	99.7
Number of employees of other nationalities	Number	11	8	7
Number of female employees	Number	758	728	730
Female employment rate	Percentage	30.16	30.0	31
Females in senior management	Number	15	15	23
Ratio of the basic salary of women to men	Percentage	35.7	35.5	44.9
Ratio of the remuneration of women to men	Percentage	38.3	35.1	44.0
Turnover rate	Percentage	9	9	9
Total training provided for females	Hours	11,450	25,404	14,333
Total training provided for males	Hours	23,448	54,466	22,986
Total training provided for total workforce	Hours	34,898	79,870	37,320
Total training provided for senior management	Hours	1,428	3,910	1,522
Total training provided for middle management	Hours	5,902	11,410	4,089
Average hours of training per employee	Hours	22.3	33.8	15.6
Average hours of training per female employee	Hours	23.6	35.9	19.3
Average hours of training per male employee	Hours	21.6	32.9	13.9
Average hours of training per senior management employee	Hours	26.1	49.5	18.5
Average hours of training per middle management employee	Hours	30.9	41.1	15.6
Percentage of employees receiving regular performance and career development reviews	Percentage	95.7	99.9	99.9
Percentage of female employees	Percentage	95.7	100	99.9

**Algeria**

Developing our People	Unit	2022	2023	2024
Percentage of male employees	Percentage	95.7	99.9	100
Percentage of senior management employees	Percentage	100	100	100
Percentage of middle management employees	Percentage	96.4	99.4	99.9
Ratio of basic salary of women to me	Percentage	35.7	35.5	44.9
Ratio of remuneration of women to me	Percentage	38.3	35.1	43.9
Percentage of employee engagement	Percentage	70	89	87
Number of grievances filed in the reporting period	Number	5	28	35
Number of these grievance addressed or resolved	Number	5	28	35
Number of grievances filed prior to the reporting period that were resolved during the reporting period	Number	0	0	0
Work hours (employees)	Hours	5,024,10	5,098,369	7,968,576
Number of workers covered by an occupational health and safety management system	Number	2,512	2,429	3,773
Total workers covered by the health and safety management system	Percentage	100	100	100
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	4,842	4,692	1,710
Average hours of H&S training per year per employee	Hours	16	16	13
Average hours of H&S training per employee for nationals	Hours	16	16	13
Total cost of HSE training	USD	4,614	19,154	19,154

Climate Change and Energy	Unit	2022	2023	2024
Direct energy consumption (natural gs, diesel, purge gas and off gases used as fuel)	GJ	103,387	105,666	100,006
Indirect energy consumption (electricity)	GJ	542,441	562,267	668,710
Direct GHG emissions (Scope1)	tCO <sub>2</sub> e	7,119	4,037	3,817
Indirect GHG emissions (Scope 2)	tCO <sub>2</sub> e	95,831	99,334	118,139
Indirect GHG emissions (Scope 3)	tCO <sub>2</sub> e	-	-	3,055

**Algeria**

Climate Change and Energy	Unit	2022	2023	2024
Total GHG emissions	tCO <sub>2</sub> e	102,951	106,585	125,011
GHG emissions intensity	tCO <sub>2</sub> e / workforce	41.0	43.9	52.4
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	GJ	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	2022	2023	2024
Total water consumption	m <sup>3</sup>	n/a	n/a	96,220
Water intensity	m <sup>3</sup> / workforce	n/a	n/a	40.3
Total hazardous waste disposed	Kilograms	8,000	6,000	7,000
Total non-hazardous waste disposed	Kilograms	700,000	760,000	730,000
Amount of e-waste generated	Kilograms	413,000	370,000	392,500

Ethical Economic Opportunity	Unit	2022	2023	2024
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 b women	Percentage	0	0	0.00%
Percentage of Board independence	Parentage	100	100	100.00%
Total number of non-independent members	Number	0	0	0.00%
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	2022	2023	2024
Customer satisfaction results	Percentage	76.6	76.9	79.0
Percentage of customers actively responding the survey	Percentage	3.3	7.1	n/a
Customer complaints received through communication channels	Number	1,568,483	1,216,796	1,149,767
Percentage of customer complaints tht were answered	Percentage	100	100	33
Percentage of customer complaints that were solved	Percentage	96.73	95.28	96.35
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	1
Total number of legal actions for ani-competitive behavior, anti-trust, and monopoly practices and their outcomes	Number	0	0	n/a
Privacy training sessions offered to employees	Number	1	1	4
Attempted cyberattacks	Number	1,883	2,363	2,370
Actual cyber breaches	Number	1,840	2,223	2,223

**Algeria**

Safeguarding Customers	Unit	2022	2023	2024
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	1
Number of customers affected	Number	0	0	0
Complaints received from outside parties and substantiated by the organization	Number	0	0	2
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	2022	2023	2024
Percentage of spending on local suppliers	Percentage	57	61	58
Percentage of local suppliers	Percentage	82	79	74
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

\* Figures restated due to improvements in reporting methodology for greater accuracy

**Maldives**

Digital Enrichment	Unit	2022	2023	2024
Number of mobile customers	Number	334,877	345,617	404,000
Number of wireline subscribers	Number	36,005	37,135	47,602
Number of broadband subscribers	Number	15,968	9,072	47,602
Share of digital invoice payment from total payments	Percentage	91.30	92.60	92.20
Digitally offered products out of all products	Percentage	n/a	69.7	69.5
Percent of digitally acquired customer	Percentage	6	8	20
Radio access network sites evolution	Number	726	748	786

Community Care	Unit	2022	2023	2024
Total value of community investments	USD	471,152	471,152	2,181,994
Number of CSR projects	Number	62	86	103
Community investments as a percentage of pretax profit	Percentage	1	1.0	1
Operations with significant actual or potential negative impacts on local communities	Number	n/a	n/a	n/a
Number of volunteers	Number	25	30	30
Revenues	USD	124,805,255	135,979,248	142,857,523
Operating costs	USD	63,239,872	65,659,922	71,182,166
Employee wages and benefits	USD	15,359,587	15,045,071	16,336,770
Payments to providers of capital	USD	14,601,367	21,339,754	30,839,300
Payments to the government	USD	12,971,228	14,066,510	15,735,789

Developing our People	Unit	2022	2023	2024
Total number of employees (excluding trainees, students, and outsourced staff)	Number	489	517	523
Full-time employees	Number	367	380	382
Female full-time employees	Number	96*	102*	100
Male full-time employees	Number	271	278	282

**Maldives**

Developing our People	Unit	2022	2023	2024
Part-time employees	Number	122	137	141
Female part-time employees	Number	67	75	72
Male part-time employees	Number	55	62	69
Workers who are not employees	Number	0	0	0
Senior Management	Number	36	46	45
Male employees in senior management	Number	30	37	32
Female employees in senior management	Number	6	9	13
Middle Management	Number	86	90	97
Female employees in middle management	Number	26	26	26
Male employees in middle management	Number	60	64	71
New employee hires (males)	Number	60	51	41
New employee hires (females)	Number	48	46	71
Total number of new employees who joined the organization	Number	108	97	65
Parental leave (males)	Number	6	8	9
Parental leave (females)	Number	6	14	9
Total parental leaves	Number	12	23	18
Number of employees returned to work after parental leave (males)	Number	6	8	9
Number of employees returned to work after parental leave (females)	Number	6	15	9
Total number of employees returned to work after parental leave	Number	12	23	18
Workforce by age 18-30	Number	219	233	220
Workforce by age 31-40	Number	193	199	207
Workforce by age 41+	Number	77	85	96
Number of full-time national employees	Number	341	359	364
Female national employee	Number	96	102	100
Male national employees	Number	245	257	264
National full-time employees in senior management	Number	18	28	35
Nationalization rate of senior management	Percentage	47	58	78
Nationalization rate among total workforce	Percentage	94	95	95
Number of employees of other nationalities	Number	23	21	18
Number of female employees	Number	96	102	100
Female employment rate (%)	Percentage	34	38	33
Females in senior management	Number	6	9	13
Turnover rate	Percentage	6.0	5.3	4.6
Total number of employees who left the organization	Number	22	29	24
Total training provided for females	Hours	3,550	7,671	5,917
Total training provided for males	Hours	4,212	6,770	12,047
Total training provided for total workforce	Hours	7,762	14,441	17,965
Total training provided for senior management	Hours	2,124	949	1,622
Total training provided for middle management	Hours	2,429	2,459	3,875
Average hours of training per employee	Hours	15.87	27.93	34.28
Average hours of training per female employee	Hours	21.78	43.34	34.40
Average hours of training per male employee	Hours	12.92	19.91	34.22
Average hours of training per senior management employee	Hours	26.10	49.49	81.10

**Maldives**

Developing our People	Unit	2022	2023	2024
Average hours of training per middle management employee	Hours	30.90	41.19	51.67
Percentage of employees receiving regular performance and career development reviews	Percentage	100	100	100
Percentage of female employees	Percentage	34	38	33
Percentage of male employees	Percentage	41	36	67
Percentage of senior management employees	Percentage	7	9	39
Percentage of middle management employees	Percentage	18	17	27
Total number of employees that the organization's anti-corruption policies have been communicated to	Number	489	517	524
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	26	28	27
Percentage of employee engagement	Percentage	93	94	96
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	719,320	774,320	748,720
Work hours (contractors)	Hours	239,120	270,299	276,360
Heat stress events	Number	0	0	0
Number of workers covered by an occupational health and safety management system	Number	367	380	382
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	367	380	382
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	367	380	382
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

**Maldives**

Developing our People		Unit	2022	2023	2024
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		344	57	1,524
Average hours of H&S training per year per employee	Hours		4	0.15	2.91
Average hours of H&S training per employee for nationals	Hours		4	0.16	4.19
Total cost of HSE training	USD		1,885	140	7,467
Climate Change and Energy		Unit	2022	2023	2024
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	GJ		48,581	51,010	48,877
Indirect energy consumption (electricity)	GJ		89,020	93,530	100,062
Amount of renewable energy generated	GJ		4,205	5,887	8,040
Direct GHG emissions (Scope 1)	tCO <sub>2</sub> e		3,277	3,677	3,300
Indirect GHG emissions (Scope 2)	tCO <sub>2</sub> e		19,485	20,425	21,902
Total GHG emissions	tCO <sub>2</sub> e		22,762	24,102	25,202
GHG emissions intensity	tCO <sub>2</sub> e/ workforce		46.5	46.6	48.2
Sites converted to commercial power	Number		0	0	0
Sites converted to hybrid model	Number		0	0	20
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	2022	2023	2024
Total water consumption	m <sup>3</sup>		n/a	n/a	5,475*
Water consumption intensity	m <sup>3</sup> /total employees		n/a	n/a	10.5
Ethical Economic Opportunity		Unit	2022	2023	2024
Chairman's independence	Y/N	No	No	No	No
Total number of Board members	Number		8	8	8
Male members of the Board of Directors	Number		4	4	5
Female members of the Board of Directors	Number		4	4	3
Percentage of Board seats occupied by women	Percentage		50	50	38
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		48	28	32
Average number of training hours delivered to Board members	Hours		6	3.5	4
Total number of governance body members that received training on anti-corruption	Number		0	0	8
Average number of governance body members that received training on anti-corruption	Number		0	0	1
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

**Maldives**

Ethical Economic Opportunity		Unit	2022	2023	2024
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
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	2022	2023	2024
Customer satisfaction results	Percentage		82	84	83
Customer complaints received through communication channels	Number		29,048	29,238	30,024
Percentage of customer complaints that were answered	Percentage		100	100	100
Percentage of customer complaints that were solved	Percentage		99	99.76	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		2	4.0	4
Attempted cyberattacks	Number	n/a		30,000	5
Actual cyber breaches	Number	n/a		0	5
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	2022	2023	2024
Percentage of spending on local suppliers	Percentage		24	26	22
Percentage of local suppliers	Percentage		73	67	71
Percentage of new suppliers that were screened using social criteria	Percentage		25	27	24
Number of suppliers that are subject to social audits	Number		15	20	24
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		3	7	12
Number of suppliers that are subject to environmental audits	Number		12	20	24
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

\* Figures restated due to improvements in reporting methodology for greater accuracy

**Palestine**

Digital Enrichment	Unit	2022	2023	2024
Number of mobile customers	Number	1,409,959	1,438,541	1,552,901
Radio access network sites evolution	Number	11	34	32
Community Care	Unit	2022	2023	2024
Total value of community investments	USD	746,340	634,204	240,229
Total amount invested in the community as a percentage of revenues	Percentage	0.6	0.58	0.22
Number of CSR projects	Number	35	44	24
Community investments as a percentage of pretax profit	Percentage	4.04	3.56	1.83
Total number of employee volunteering hours	Hours	148	144	876
Revenues	USD	115,520,016	109,001,985	108,950,237
Operating costs	USD	75,518,301	70,005,853	74,952,375
Employee wages and benefits	USD	21,900,049	18,012,689	19,564,696
Payments to providers of capital	USD	59101	0	0
Payments to the government	USD	6,137,024	5,694,995	5,896,432
Developing our People	Unit	2022	2023	2024
Total number of employees (excluding trainees, students, and outsourced staff)	Number	641	633	633
Full-time employees	Number	526	517	516
Female full-time employees	Number	110	113	112
Male full-time employees	Number	416	404	404
Part-time employees	Number	115	116	117
Female part-time employees	Number	87	94	86
Male part-time employees	Number	28	22	31
Workers who are not employees	Number	0	0	117
Senior Management	Number	7	9	9
Male employees in senior management	Number	6	8	8
Female employees in senior management	Number	1	1	1
Middle Management	Number	43	41	44
Female employees in middle management	Number	6	6	6
Male employees in middle management	Number	37	35	38
New employee hires (males)	Number	54	44	36
New employee hires (females)	Number	15	23	11
Total number of new employees who joined the organization	Number	69	67	49
Parental leave (males)	Number	61	55	50
Parental leave (females)	Number	12	13	7
Total parental leaves	Number	73	68	57
Number of employees returned to work after parental leave (males)	Number	61	55	50
Number of employees returned to work after parental leave (females)	Number	12	13	7
Total number of employees returned to work after parental leave	Number	73	68	57
Workforce by age 18-30	Number	277	298	300
Workforce by age 31-40	Number	312	271	267
Workforce by age 41+	Number	52	64	66

**Palestine**

Developing our People	Unit	2022	2023	2024
Number of full-time national employees	Number	526	517	516
Female national employee	Number	110	113	112
Male national employees	Number	416	404	404
National full-time employees in senior management	Number	7	9	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	110	113	112
Female employment rate	Percentage	17	18	18
Females in senior management	Number	1	1	1
Turnover rate	Percentage	11	8	4
Total number of employees who left the organization	Number	58	43	21
Total training provided for females	Hours	820	577	982
Total training provided for males	Hours	2,865	2,618	3,045
Total training provided for total workforce	Hours	3,685	3,195	4,027
Total training provided for senior management	Hours	61	83	141
Total training provided for middle management	Hours	1,106	974	877
Average hours of training per employee	Hours	5.75	5.05	6.36
Average hours of training per female employee	Hours	4.16	2.79	4.69
Average hours of training per male employee	Hours	6.45	6.15	7.00
Average hours of training per senior management employee	Hours	15.3	16.6	23.5
Average hours of training per middle management employee	Hours	18.1	17.1	14.9
Percentage of employees receiving regular performance and career development reviews	Percentage	100	100	100
Percentage of female employees	Percentage	21	22	22
Percentage of male employees	Percentage	79	78	78
Percentage of senior management employees	Percentage	1	2	2
Percentage of middle management employees	Percentage	8	8	9
Total number of employees that the organization's anti-corruption policies have been communicated to	Number	N/A	N/A	N/A
Percentage of employees that the organization's anti-corruption policies have been communicated to	Percentage	N/A	N/A	N/A
Ratio of basic salary of women to men	Percentage	27	28	28
Ratio of remuneration of women to men	Percentage	17	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	1,060,416	1,079,496	1,027,872
Work hours (contractors)	Hours	231,840	242,208	223,104
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

**🇵🇸 Palestine**

Developing our People		Unit	2022	2023	2024
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		480	0	600
Average hours of H&S training per year per employee	Hours		0	0	1.2
Average hours of H&S training per employee for nationals	Hours		1.5	0	1.2
Total cost of HSE training	USD		2,000	0	3,000
Climate Change and Energy		Unit	2022	2023	2024
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	GJ		15,318*	11,271*	6,906*
Indirect energy consumption (electricity)	GJ		71,287 *	70,845 *	63,773*
Amount of renewable energy generated	GJ		0*	0*	5*
Direct GHG emissions (Scope1)	tCO <sub>2</sub> e		1,050*	773*	472*
Indirect GHG emissions (Scope 2)	tCO <sub>2</sub> e		13,960*	13,874*	12,489*
Total GHG emissions	tCO <sub>2</sub> e		15,011*	14,647*	12,961*
GHG emissions intensity	tCO <sub>2</sub> e/ workforce		23.4	23.1	20.5
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	2022	2023	2024
Total Water Consumption	m <sup>3</sup>		2,870	2,686	2,775
Fresh water used - company generated	m <sup>3</sup>		0	0	0
Water Intensity	m <sup>3</sup> / workforce		4.5	4.2	4.4*
Ethical Economic Opportunity		Unit	2022	2023	2024
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		6	6	6
Female members of the Board of Directors	Number		1	1	1
Percentage of Board seats occupied by women	Percentage		14	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		13.4	14.7	14.6

**🇵🇸 Palestine**

Ethical Economic Opportunity		Unit	2022	2023	2024
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		1.4	1.5	1.4
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	2022	2023	2024
Customer satisfaction results	Percentage		84	83	81
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		0	0	0
Privacy training sessions offered to employees	Number		1	0	1
Attempted cyberattacks	Number		n/a	1,400,000	1,450,000
Actual cyber breaches	Number		n/a	72	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

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Supply Chain	Unit	2022	2023	2024
Percentage of spending on local suppliers	Percentage	21	30	47
Percentage of local suppliers	Percentage	79	78	83

\* Figures restated due to improvements in reporting methodology for greater accuracy

**🇹🇳 Tunisia**

Digital Enrichment	Unit	2022	2023	2024
Number of mobile customers	Number	6,683,736	6,762,293	6,464,598
Number of wireline subscribers	Number	89,379	118,410	147,778
Number of broadband subscribers	Number	354,757	379,458	420,857
Share of digital invoice payment from total payments	Percentage	11.54	16.99	n/a
Percent of digitally acquired customer	Percentage	16.43	24.05	33
Radio access network sites evolution	Number	2,705	2,790	2,858

Community Care	Unit	2022	2023	2024
Total value of community investments	USD	32,000	32,000	88,978
Total amount invested in the community as a percentage of revenues	Percentage	0	0	0.01
Number of CSR projects	Number	8	4	8
Community investments as a percentage of pretax profit	Percentage	0	0	0.09
Operations with significant actual or potential negative impacts on local communities	Number	0	0	0
Number of volunteers	Number	48	70	25
Total number of employee volunteering hours	Hours	100	48	100
Number of volunteering days	Days	3	3	8
Revenues	USD	402,975,411	403,769,054	423,509,540
Operating costs	USD	175,610,763	203,620,464	186,250,960
Employee wages and benefits	USD	48,606,926	47,616,798	61,072,796
Payments to providers of capital	USD	58,188,983	57,874,823	32,311,634
Payments to the government	USD	192,109,104	202,255,425	187,248,489

Developing our People	Unit	2022	2023	2024
Total number of employees (excluding trainees, students, and outsourced staff)	Number	1,390	1,348	1,291
Full-time employees	Number	1,252	1,222	1,166
Female full-time employees	Number	418	414	412
Male full-time employees	Number	834	808	754
Part-time employees	Number	138	126	125
Female part-time employees	Number	104	102	102
Male part-time employees	Number	34	24	23
Workers who are not employees	Number	71	97	95
Senior Management	Number	89	97	99
Male employees in senior management	Number	71	80	78
Female employees in senior management	Number	18	17	21
Middle Management	Number	178	180	175
Female employees in middle management	Number	61	66	70
Male employees in middle management	Number	117	114	105

**🇹🇳 Tunisia**

Developing our People	Unit	2022	2023	2024
New employee hires (males)	Number	36	26	23
New employee hires (females)	Number	24	25	22
Total number of new employees who joined the organization	Number	60	51	45
Parental leave (males)	Number	0	0	27
Parental leave (females)	Number	19	13	5
Total parental leaves	Number	19	13	32
Number of employees returned to work after parental leave (males)	Number	0	0	26
Number of employees returned to work after parental leave (females)	Number	19	13	3
Total number of employees returned to work after parental leave	Number	19	13	29
Workforce by age 18-30	Number	105	78	72
Workforce by age 31-40	Number	484	408	329
Workforce by age 41+	Number	801	863	890
Number of full-time national employees	Number	1,387	1,342	1,284
Female national employee	Number	522	516	514
Male national employees	Number	865	827	770
National full-time employees in senior management	Number	89	97	99
Nationalization rate of senior management	Percentage	96	92.9	100
Nationalization rate among full-time employees	Percentage	99.8	99.6	99.4
Number of employees of other nationalities	Number	3	6	7
Number of female employees	Number	522	516	514
Female employment rate	Percentage	38	38	40
Females in senior management	Number	20	18	21
Turnover rate	Percentage	11	7	8
Total number of employees who left the organization	Number	146	92	103
Total training provided for females	Hours	9,452	10,742	15,524
Total training provided for males	Hours	15,272	18,733	22,003
Total training provided for total workforce	Hours	24,723	29,475	37,527
Total training provided for senior management	Hours	1,870	3,370	4,421
Total training provided for middle management	Hours	4,755	5,745	6,717
Average hours of training per employee	Hours	18	21	29
Average hours of training per female employee	Hours	18	21	30
Average hours of training per male employee	Hours	18	23	28
Average hours of training per senior management employee	Hours	26	49	45
Average hours of training per middle management employee	Hours	31	41	38
Percentage of employees receiving regular performance and career development reviews	Percentage	0	100	93
Percentage of female employees	Percentage	0	100	92
Percentage of male employees	Percentage	0	100	93
Percentage of senior management employees	Percentage	0	0	n/a
Percentage of middle management employees	Percentage	0	0	n/a
Total number of employees that the organization's anti-corruption policies have been communicated to	Number	0	0	n/a
Ratio of basic salary of women to men	Percentage	32	32	50

**Tunisia**

Developing our People	Unit	2022	2023	2024
Ratio of remuneration of women to men	Percentage	31	31	46
Percentage of employee engagement	Percentage	80	81	92
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	2,839,584	3,083,520	2,643,696
Work hours (contractors)	Hours	183,744	200,640	220,176
Number of workers covered by an occupational health and safety management system	Number	1,139	1,349	1,771
Total workers covered by the health and safety management system	Percentage	82	100	100
Workers covered by the health and safety management system that has been internally audited	Number	1,139	1,349	1,259
Total workers covered by the health and safety management system that has been internally audited	Percentage	82	100	71
Workers covered by the health and safety management system that has been audited or certified by an external party	Number	1,139	1,349	1,259
Total workers covered by the health and safety management system that has been audited or certified by an external party	Percentage	82	100	71
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	228	286	374
Average hours of H&S training per year per employee	Hours	14	12	14
Average hours of H&S training per employee for nationals	Hours	14.4	12	14
Total cost of HSE training	USD	1,794,725	226,877	724,190

**Tunisia**

Climate Change and Energy	Unit	2022	2023	2024
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	GJ	28,514*	29,652*	31,881*
Indirect energy consumption (electricity)	GJ	310,537	333,639	357,637.5
Amount of renewable energy generated	GJ	1,039	1,039	952
Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives	GJ	2,520	3,905.8	2,382.6
Direct GHG emissions (Scope1)	tCO <sub>2</sub> e	1,948*	2,027*	2,177
Indirect GHG emissions (Scope 2)	tCO <sub>2</sub> e	47,754	51,306	54,997
Total GHG emissions	tCO <sub>2</sub> e	49,702*	53,333*	57,173*
GHG emissions intensity	tCO <sub>2</sub> e/ workforce	35.8	39.6	44.3
Sites converted to commercial power	Number	0	3	2
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	2,520	3,906	2,383
Resource Management	Unit	2022	2023	2024
Total water withdrawal	m <sup>3</sup>	20,950	21,000	17,414
Total water discharge	m <sup>3</sup>	12,570	12,600	10,448
Total water consumption	m <sup>3</sup>	8,380*	8,400*	6,966
Water consumption intensity	m <sup>3</sup> / workforce	6.5	6.5	5.4
Total non-hazardous waste disposed	Kilograms	n/a	n/a	4,150
Total hazardous waste disposed	Kilograms	n/a	n/a	90,866
Ethical Economic Opportunity	Unit	2022	2023	2024
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

**Tunisia**

Safeguarding Customers	Unit	2022	2023	2024
Customer satisfaction results	Percentage	71	73	74
Customer complaints received through communication channels	Number	320,437	335,830	392,104
Percentage of customer complaints that were answered	Percentage	7	8	9
Percentage of customer complaints that were solved	Percentage	93	93	94
Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	Number	6	2	2
Attempted cyberattacks	Number	10,387	78,569	62,355
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	2022	2023	2024
Percentage of spending on local suppliers	Percentage	54	65	48
Percentage of local suppliers	Percentage	84	82	85

\* Figures restated due to improvements in reporting methodology for greater accuracy

**Oman**

Digital Enrichment	Unit	2022	2023	2024
Number of mobile customers	Number	2,878,000	2,926,000	2,624,031
Number of broadband subscribers	Number	157,000	160,000	157,672
Share of digital invoice payment from total payments	Percentage	81.9	83.3	90.0
Digitally offered products out of all products	Percentage	92	95	97
Percent of digitally acquired customer	Percentage	11.3	21.9	25.0
Community Care	Unit	2022	2023	2024
Total value of community investments	USD	1,514,583	1,173,070	1,214,085
Total amount invested in the community as a percentage of revenues	Percentage	0.10	0.10	0.19
Number of CSR projects	Number	8	10	20
Community investments as a percentage of pretax profit	Percentage	0.4	1.6	5.30
Number of volunteers	Number	130	150	200
Total number of employee volunteering hours	Hours	1,000	1,000	1000
Number of volunteering days	Days	160	190	200
Revenues	USD	679,374,276	672,849,053	653,056,276
Operating costs	USD	115,896,870	125,489,426	131,649,773
Employee wages and benefits	USD	34,047,566	78,819,718	89,935,082
Payments to providers of capital	USD	11,717,047	33,806,504	24,847,780
Payments to the government	USD	10,081,252	22,785,696	22,907,408
Developing our People	Unit	2022	2023	2024
Total number of employees (excluding trainees, students, and outsourced staff)	Number	941	935	932
Full-time employees	Number	941	935	932
Female full-time employees	Number	306	299	296
Male full-time employees	Number	635	636	636
Part-time employees	Number	0	0	0
Female part-time employees	Number	0	0	0
Male part-time employees	Number	0	0	0

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Developing our People	Unit	2022	2023	2024
Workers who are not employees	Number	0	0	0
Senior Management	Number	33	30	35
Male employees in senior management	Number	28	27	32
Female employees in senior management	Number	5	3	3
Middle Management	Number	110	122	122
Female employees in middle management	Number	17	17	14
Male employees in middle management	Number	93	105	108
New employee hires (males)	Number	15	22	30
New employee hires (females)	Number	5	3	9
Total number of new employees who joined the organization	Number	20	25	39
Parental leave (males)	Number	56	56	57
Parental leave (females)	Number	21	22	19
Total parental leaves	Number	77	78	76
Number of employees returned to work after parental leave (males)	Number	56	56	57
Number of employees returned to work after parental leave (females)	Number	21	22	19
Total number of employees returned to work after parental leave	Number	77	78	76
Workforce by age 18-30	Number	85	72	59
Workforce by age 31-40	Number	537	485	442
Workforce by age 41+	Number	319	378	431
Number of full-time national employees	Number	885	873	867
Female national employee	Number	301	294	293
Male national employees	Number	584	579	574
National full-time employees in senior management	Number	4	2	21
Nationalization rate of senior management	Percentage	81.3	80	60
Nationalization rate among full-time employees	Percentage	94	93	93
Number of employees of other nationalities	Number	885	873	65
Number of female employees	Number	306	299	296
Female employment rate	Percentage	33	32	32
Females in senior management	Number	5	3	3
Turnover rate	Percentage	2.6	5.0	4
Total number of employees who left the organization	Number	25	47	38
Total training provided for females	Hours	3,550	6,103	7,923
Total training provided for males	Hours	5,334	10,726	15,760
Total training provided for total workforce	Hours	8,884	16,829	23,683
Total training provided for senior management	Hours	726	184	1,380
Total training provided for middle management	Hours	2,530	110	14,577
Average hours of training per employee	Hours	20	33	16
Average hours of training per female employee	Hours	8.4	22.4	17
Average hours of training per male employee	Hours	11.6	10.6	16
Average hours of training per senior management employee	Hours	22	5	32.6
Average hours of training per middle management employee	Hours	23	7	21.3
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
Ratio of basic salary of women to men	Percentage	25	24	23

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Developing our People	Unit	2022	2023	2024
Ratio of remuneration of women to men	Percentage	25	24	23
Percentage of employee engagement	Percentage	65	75	78
Number of grievances filed in the reporting period	Number	2	8	16
Number of these grievance addressed or resolved	Number	1	8	16
Number of grievances filed prior to the reporting period that were resolved during the reporting period	Number	0	8	16
Work hours (employees)	Hours	1,284,465	1,281,735	1,747,200
Work hours (contractors)	Hours	1,920	2,000	291,840
Number of workers covered by an occupational health and safety management system	Number	941	939	960
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	941	939	921
Total workers covered by the health and safety management system that has been internally audited	Percentage	0	100	100
Workers covered by the health and safety management system that has been audited or certified by an external party	Number	0	1	100
Total workers covered by the health and safety management system that has been audited or certified by an external party	Percentage	0	0	100
Workforce represented in joint management-worker H&S committees	Percentage	0	0	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	1,932	1,123	568
Average hours of H&S training per year per employee	Hours	2.040	1.190	1.69
Average hours of H&S training per employee for nationals	Hours	2.2	1.5	1.69
Total cost of HSE training	USD	117,892	12,480	15,006

Oman

Climate Change and Energy	Unit	2022	2023	2024
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	GJ	157,169	132,665	158,330
Indirect energy consumption (electricity)	GJ	439,274	437,663	454,320
Amount of renewable energy generated	GJ	5,676	134	44
Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives	GJ	4,832	1	0
Direct GHG emissions (Scope1)	tCO <sub>2</sub> e	10,824	9,136	10,880
Indirect GHG emissions (Scope 2)	tCO <sub>2</sub> e	82,852	82,548	85,690
Total GHG emissions	tCO <sub>2</sub> e	93,676	91,684	96,569
GHG emissions intensity	tCO <sub>2</sub> e/ workforce	99.5	98.1	104
Resource Management	Unit	2022	2023	2024
Total water consumption	m <sup>3</sup>	24,000	24,000	21,169
Water intensity	m <sup>3</sup> / workforce	25.5	25.7	23
Total hazardous waste disposed	Tonnes	0	0	0
Total non-hazardous waste disposed	Tonnes	34,000	214,000	19,875
Amount of e-waste generated	Tonnes	0	0	215,345
Amount of e-waste recycled	Tonnes	0	0	215,345
Ethical Economic Opportunity	Unit	2022	2023	2024
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	33.0	44.4
Total number of non-independent members	Number	6	6	5
Number of incidents of discrimination reviewed	Number	0	0	0
Number of incidents of discrimination resolved	Number	0	0	0
Safeguarding Customers	Unit	2022	2023	2024
Customer satisfaction results	Percentage	75.67	73.42	75
Customer complaints received through communication channels	Number	143,438	152,849	121,346
Percentage of customer complaints that were answered	Percentage	100	100	100
Percentage of customer complaints that were solved	Percentage	90	99.99	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	2	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

**Oman**

Supply Chain	Unit	2022	2023	2024
Percentage of spending on local suppliers	Percentage	67.55	68.9	74
Percentage of local suppliers	Percentage	68.35	69.55	72
Percentage of new suppliers that were screened using social criteria	Percentage	0	0	0
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

\* Figures restated due to improvements in reporting methodology for greater accuracy

**Kuwait**

Digital Enrichment	Unit	2022	2023	2024
Number of mobile customers	Number	2,707,602	2,846,590	2,897,922
Share of digital invoice payment from total payments	Percentage	67	70	78
Digitally offered products out of all products	Percentage	61	85	93
Percent of digitally acquired customer	Percentage	13	18	14

Community Care	Unit	2022	2023	2024
Total value of community investments	USD	n/a	264,060	185,820
Total amount invested in the community as a percentage of revenues	Percentage	n/a	0.03	0.02
Community investments as a percentage of pretax profit	Percentage	n/a	0.07	2.1
Revenues	USD	770,342,071	801,809,178	860,563,494
Operating costs	USD	465,432,678	476,970,828	566,809,935
Employee wages and benefits	USD	69,756,998	55,613,445	61,241,410
Payments to providers of capital	USD	57,182,587	114,365,175	228,730,349
Payments to the government	USD	92,475,518	99,787,294	106,558,404

Developing our People	Unit	2022	2023	2024
Total number of employees (excluding trainees, students, and outsourced staff)	Number	420	399	390
Full-time employees	Number	419	398	389
Female full-time employees	Number	109	107	107
Male full-time employees	Number	310	291	282
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	20	20	13
Male employees in senior management	Number	19	19	12
Female employees in senior management	Number	1	1	1
Middle Management	Number	86	80	74
Female employees in middle management	Number	18	20	21
Male employees in middle management	Number	68	60	53
New employee hires (males)	Number	44	27	34

**Kuwait**

Developing our People	Unit	2022	2023	2024
New employee hires (females)	Number	29	22	29
Total number of new employees who joined the organization	Number	73	49	63
Parental leave (males)	Number	14	16	14
Parental leave (females)	Number	5	4	5
Total parental leaves	Number	19	20	19
Number of employees returned to work after parental leave (males)	Number	14	16	14
Number of employees returned to work after parental leave (females)	Number	5	4	5
Total number of employees returned to work after parental leave	Number	19	20	19
Workforce by age 18-30	Number	55	53	60
Workforce by age 31-40	Number	180	167	148
Workforce by age 41+	Number	185	179	182
Number of full-time national employees	Number	221	205	203
Female national employee	Number	69	65	68
Male national employees	Number	152	140	135
National full-time employees in senior management	Number	8	8	4
Nationalization rate of senior management	Percentage	40	40	31
Nationalization rate among total workforce	Percentage	53	52	52
Number of employees of other nationalities	Number	198	193	177
Number of female employees	Number	109	107	107
Female employment rate	Percentage	26.0	26.9	27.4
Females in senior management	Number	1	1	1
Turnover rate	Percentage	11.4	17.6	18
Total number of employees who left the organization	Number	48	70	74
Total training provided for females	Hours	210	756	821
Total training provided for males	Hours	1015	2502	2,191
Total training provided for total workforce	Hours	1225	3258	3,012
Total training provided for senior management	Hours	160	404	581
Total training provided for middle management	Hours	624	1334	862
Average hours of training per employee	Hours	8	14	16
Average hours of training per female employee	Hours	6	13	16
Average hours of training per male employee	Hours	9	15	16
Average hours of training per senior management employee	Hours	10	24	45
Average hours of training per middle management employee	Hours	16	14	20
Percentage of employees receiving regular performance and career development reviews	Percentage	100	100	100
Percentage of female employees	Percentage	26	27	27
Percentage of male employees	Percentage	74	73	73
Percentage of senior management employees	Percentage	68	70	3
Percentage of middle management employees	Percentage	20	20	19
Ratio of basic salary of women to men	Percentage	19	22	80
Ratio of remuneration of women to men	Percentage	2	29	81
Percentage of employee engagement	Percentage	91	89	94
Number of grievances filed in the reporting period	Number	8	10	28
Number of these grievance addressed or resolved	Number	8	10	28

**Kuwait**

Developing our People	Unit	2022	2023	2024
Number of grievances filed prior to the reporting period that were resolved during the reporting period	Number	0	0	0
Work hours (employees)	Hours	829,920	778,848	776,880
Number of workers covered by an occupational health and safety management system	Number	969	862	851
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	1	100
Total workers covered by the health and safety management system that has been audited or certified by an external party	Percentage	0	1	100
Workforce represented in joint management-worker H&S committees	Percentage	0	13	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	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	USD	0	0	0
Climate Change and Energy	Unit	2022	2023	2024
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	GJ	345,257	355,104*	381,097
Indirect energy consumption (electricity)	GJ	94,062	451,175	736,627
Amount of renewable energy generated	GJ	0	815*	1,356
Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives	GJ	0	6,603*	34,516
Direct GHG emissions (Scope 1)	tCO <sub>2</sub> e	23,796	24,453*	26,226
Indirect GHG emissions (Scope 2)	tCO <sub>2</sub> e	20,396	33,503	17,926
Indirect GHG emissions (Scope 3)	tCO <sub>2</sub> e	n/a	77,317	141,676

**Kuwait**

Climate Change and Energy	Unit	2022	2023	2024
Total GHG emissions	tCO <sub>2</sub> e	44,192	135,273*	185,829
GHG emissions intensity	tCO <sub>2</sub> e/ workforce	105.2	339.0	476.5
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	7	8	9
Sites converted to hybrid model	Number	0	6	0
Number of sites converted from COWs to RDM	Number	12	4	
Resource Management	Unit	2022	2023	2024
Total water withdrawal	m <sup>3</sup>	17,850	20,120	22,356
Total water discharge	m <sup>3</sup>	10,710	12,072	13,414
Total water consumption	m <sup>3</sup>	7,140	8,048*	8,942
Water consumption intensity	m <sup>3</sup> /total employees	17.00	20.17	22.93
Total non-hazardous waste disposed	Kilograms	n/a	6,000	3,430
Ethical Economic Opportunity	Unit	2022	2023	2024
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	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	43	43	43
Total number of non-independent members	Number	4	4	4
Total number for training hours delivered to board members	Hours	2	4	3
Average number of training hours delivered to board members	Hours	0.29	0.57	0.28
Safeguarding Customers	Unit	2022	2023	2024
Customer satisfaction results	Percentage	82	84	85
Customer complaints received through communication channels	Number	180,749	159,038	124,308
Percentage of customer complaints that were answered	Percentage	100	100	100
Percentage of customer complaints that were solved	Percentage	100	100	99
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

**Kuwait**

Safeguarding Customers	Unit	2022	2023	2024
Attempted cyberattacks	Number	0	0	489
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	2022	2023	2024
Percentage of spending on local suppliers	Percentage	75	50	86
Percentage of local suppliers	Percentage	69	56	66

\* Figures restated due to improvements in reporting methodology for greater accuracy

**Qatar**

Digital Enrichment	Unit	2022	2023	2024
Number of mobile customers	Number	2,825,075	2,487,127	2,483,114
Number of wireline subscribers	Number	353,433	320,570	306,549
Number of broadband subscribers	Number	257,804	249,909	245,585
Share of digital invoice payment from total payments	Percentage	66	65	86
Digitally offered products out of all products	Percentage	100	100	100
Percent of digitally acquired customer	Percentage	2	4	4
Radio access network sites evolution	Number	3,442	3,797	3,904

Community Care	Unit	2022	2023	2024
Total value of community investments	USD	29,268,758	27,332,989	23,387,066
Total amount invested in the community as a percentage of revenues	Percentage	1.4	1.4	1.2
Number of CSR projects	Number	30	30	30
Community investments as a percentage of pretax profit	Percentage	5.6	5.5	4.2
Operations with significant actual or potential negative impacts on local communities	Number	0	0	0
Number of volunteers	Number	50	50	750
Total number of employee volunteering hours	Hours	130	160	200
Number of volunteering days	Days	50	60	80
Revenues	USD 000'	2,149,255	1,966,500	1,957,035
Operating costs	USD 000'	972,126	809,917	812,853
Employee wages and benefits	USD 000'	300,032	267,223	284,715
Payments to providers of capital	USD 000'	259,459	371,892	483,801
Payments to the government	USD 000'	96,110	92,278	101,664

Developing our People	Unit	2022	2023	2024
Total number of employees (excluding trainees, students, and outsourced staff)	Number	1,175	1,175	1,148
Full-time employees	Number	1,175	1,175	1,148
Female full-time employees	Number	291	299	290
Male full-time employees	Number	884	876	858
Part-time employees	Number	0	0	0
Female part-time employees	Number	0	0	0

**Qatar**

Developing our People	Unit	2022	2023	2024
Male part-time employees	Number	0	0	0
Senior Management	Number	106	118	123
Male employees in senior management	Number	91	97	99
Female employees in senior management	Number	15	21	24
Middle Management	Number	368	365	364
Female employees in middle management	Number	70	68	74
Male employees in middle management	Number	298	297	290
New employee hires (males)	Number	41	67	47
New employee hires (females)	Number	17	27	11
Total number of new employees who joined the organization	Number	58	94	58
Parental leave (males)	Number	5	29	24
Parental leave (females)	Number	18	13	22
Total parental leaves	Number	23	42	46
Number of employees returned to work after parental leave (males)	Number	5	29	24
Number of employees returned to work after parental leave (females)	Number	18	11	22
Total number of employees returned to work after parental leave	Number	23	40	46
Workforce by age 18-30	Number	106	109	88
Workforce by age 31-40	Number	395	380	343
Workforce by age 41+	Number	674	686	717
Number of full-time national employees	Number	485	500	494
Female national employee	Number	233	240	233
Male national employees	Number	252	260	261
National full-time employees in senior management	Number	42	51	58
Nationalization rate of senior management	Percentage	40	43	47.15
Nationalization rate among total workforce	Percentage	41.3	42.6	43.0
Number of employees of other nationalities	Number	690	675	654
Number of female employees	Number	291	299	290
Female employment rate	Percentage	24.8	25.4	25.2
Females in senior management	Number	15	21	24
Turnover rate	Percentage	5.6	3.6	4.03
Total number of employees who left the organization	Number	66	43	46
Total training provided for females	Hours	n/a	2,410	3703
Total training provided for males	Hours	n/a	8,201	9626
Total training provided for total workforce	Hours	n/a	10,611	13,329
Total training provided for senior management	Hours	n/a	2,316	4,413
Total training provided for middle management	Hours	n/a	4,021	4,682
Average hours of training per employee	Hours	11.1	12.1	11.6
Average hours of training per female employee	Hours	9.4	13.2	12.7
Average hours of training per male employee	Hours	11.6	11.7	11.2
Average hours of training per senior management employee	Hours	21.0	21.1	33.4
Average hours of training per middle management employee	Hours	15.6	10.8	12.8
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

**Qatar**

Developing our People	Unit	2022	2023	2024
Total number of employees that the organization's anti-corruption policies have been communicated to	Number	1,175	1,175	1,148
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	111	109	114
Ratio of remuneration of women to men	Percentage	102	101	102
Percentage of employee engagement	Percentage	82	89	
Number of grievances filed in the reporting period	Number	19	40	n/a*
Number of these grievance addressed or resolved	Number	19	38	n/a*
Number of grievances filed prior to the reporting period that were resolved during the reporting period	Number	0	0	0
Work hours (employees)	Hours	2,479,488	2,481,600	2,424,576
Work hours (contractors)	Hours	4,452,502	2,691,685	2,697,911
Heat stress events	Number	0	0	
Number of workers covered by an occupational health and safety management system	Number	2,532	2,452	2,285
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	2,532	2,452	2,285
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	2,532	2,452	2,285
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	1	0	0
Contractor fatalities rate as a result of work-related injury	Percentage	0.1	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	2	1	0
Contractor work related injury rate (excluding fatality and high consequence work)	Percentage	0.1	0.08	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

**Qatar**

Developing our People	Unit	2022	2023	2024
Total hours of H&S training provided to employees	Hours	1,234	542	777
Average hours of H&S training per year per employee	Hours	1.1	0.5	0.01
Total cost of HSE training	USD	16,583	3,078	5,890
Climate Change and Energy	Unit	2022	2023	2024
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	GJ	520,237	507,854	507,550
Indirect energy consumption (electricity)	GJ	409,351	782,128	656,580
Amount of renewable energy generated	GJ	965	564	615
Direct GHG emissions (Scope1)	metric tonnes of CO <sub>2</sub> eq	36,787	34,942	34,922
Indirect GHG emissions (Scope 2)	metric tonnes of CO <sub>2</sub> eq	61,289	117,102	98,305
Indirect GHG emissions (Scope 3)	metric tonnes of CO <sub>2</sub> eq	0	0	0
Total GHG emissions	tCO <sub>2</sub> e	98,076	152,044	133,227
GHG emissions intensity	tCO <sub>2</sub> e / workforce	83.5	129.4	116.1
Sites converted to commercial power	Number	49	56	106
Resource Management	Unit	2022	2023	2024
Percentage of offices ISO 14001 certified	Percentage	100	100	100
Total water consumption	m <sup>3</sup>	106,905	95,337	78,433
Fresh water used - company generated	m <sup>3</sup>	0	0	0
Water intensity	m <sup>3</sup> / workforce	91.0	81.1	68.3
Total hazardous waste disposed	Tonnes	157,700	157,600	167,149
Total non-hazardous waste disposed	Tonnes	15,400	15,400	33,110
Ethical Economic Opportunity	Unit	2022	2023	2024
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

**Qatar**

Safeguarding Customers	Unit	2022	2023	2024
Customer satisfaction results	Percentage	81	82	82
Percentage of customers actively responding to the survey	Percentage	10	10	10
Customer complaints received through communication channels	Number	394,285	352,209	348,419
Percentage of customer complaints that were answered	Percentage	99.9	99.9	99.7
Percentage of customer complaints that were solved	Percentage	99.9	99.9	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	1	2	1
Attempted cyberattacks	Number	14,838,660	15,872,937	7,742,693
Actual cyber breaches	Number	0	0	0
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	1	0	0
Complaints from regulatory bodies	Number	15	19	0

Supply Chain	Unit	2022	2023	2024
Percentage of spending on local suppliers	Percentage	56.5	63.4	58
Percentage of local suppliers	Percentage	64	63	68
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

\*Grievance figures are to be updated once finalized by Ooredoo Qatar's HR team.  
 \*Figures restated due to improvements in reporting methodology for greater accuracy

# 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"> <li>Climate Change &amp; GHG Emissions</li> <li>Energy Management &amp; Efficiency</li> </ul>
	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.	
	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"> <li>Water Management</li> <li>Energy Management &amp; Efficiency</li> </ul>
	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"> <li>Waste Management</li> <li>Circular Resource Management</li> </ul>
	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.	

Category	Description	Actual/ Potential Impacts (Negative / Positive)	Topic names finalised for Ooredoo ESG Reporting
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"> <li>Digital Inclusion &amp; Accessibility</li> <li>Equal Opportunity, Diversity &amp; Inclusion</li> </ul>
	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"> <li>Health &amp; Safety</li> <li>Equal Opportunity, Diversity &amp; Inclusion</li> </ul>
	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 enhanced 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"> <li>Equal Opportunity, Diversity &amp; Inclusion</li> <li>Talent Attraction, Retention &amp; Development</li> <li>Social Impact/ Community Development</li> </ul>
	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"> <li>Labor Practices &amp; Relations</li> <li>Human Rights</li> <li>Social Impact/ Community Development</li> </ul>

Category	Description	Actual/ Potential Impacts (Negative / Positive)	Topic names finalised for Ooredoo ESG Reporting
	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"> <li>Labor Practices &amp; Relations</li> <li>Human Rights</li> <li>Responsible Use of Products and Services</li> </ul>
	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.	
	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"> <li>Social Impact/ Community Development</li> <li>Customer Relations &amp; Health</li> </ul>
	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"> <li>Nationalization</li> </ul>

Category	Description	Actual/ Potential Impacts (Negative / Positive)	Topic names finalised for Ooredoo ESG Reporting
	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"> <li>Responsible Marketing &amp; Communications</li> <li>Responsible Use of Products and Services</li> </ul>
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"> <li>Supply Chain Management</li> </ul>
	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"> <li>Data Privacy and Cybersecurity</li> <li>Data Privacy and Cybersecurity</li> <li>Digital innovation and transformation</li> </ul>
	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"> <li>Corporate Governance &amp; Business Ethics</li> </ul>
	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.	

Category	Description	Actual/ Potential Impacts (Negative / Positive)	Topic names finalised for Ooredoo ESG Reporting
	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"> <li>Economic Performance</li> </ul>
	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"> <li>Network Quality &amp; Infrastructure Investments</li> </ul>
	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"> <li>Risk Management &amp; Business Resilience</li> </ul>

# GRI Index

## GRI content index

<b>Statement of use</b>	<b>Ooredoo has reported in accordance with the GRI Standards for the period 1/1/2024 till 31/12/2024.</b>
<b>GRI 1 used</b>	<b>GRI 1: Foundation 2021</b>
<b>Applicable GRI Sector Standard(s)</b>	<b>N/A</b>

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/ DIRECT ANSWER	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION

### General disclosures

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/ DIRECT ANSWER	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
<b>GRI 2: General Disclosures 2021</b>	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	Welcome, pg. 2			
	2-3 Reporting period, frequency and contact point	Welcome, pg. 2			
	2-4 Restatements of information	Performance Data, pg. 44-80			
	2-5 External assurance	Ooredoo has assured certain KPIs in their 2023 Report and it will seek assurance in the next reporting period.			
	2-6 Activities, value chain and other business relationships	We're Ooredoo Group, pg. 4			
	2-7 Employees	Performance Data, pg 44-80			
	2-8 Workers who are not employees	Performance Data, pg. 44-80			
	2-9 Governance structure and composition	Performance Data, pg. 44-80 Annual Report, pg. 52-54			
	2-10 Nomination and selection of the highest governance body	Annual Report, pg. 54			
	2-11 Chair of the highest governance body	Annual Report, pg. 54			
	2-12 Role of the highest governance body in overseeing the management of impacts	ESG Governance, pg. 11 Annual Report, pg.46, 49			
	2-13 Delegation of responsibility for managing impacts	ESG Governance, pg. 11 Annual Report, pg. 46, 49			
	2-14 Role of the highest governance body in sustainability reporting	ESG Governance, pg. 11			
	2-15 Conflicts of interest	Annual Report, pg. 54			
	2-16 Communication of critical concerns	Ongoing Stakeholder Engagement, pg.13			
	2-17 Collective knowledge of the highest governance body	Sustainability at Ooredoo Group, pg. 9-13 Creating ethical economic opportunity, pg. 40, 41			

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	Annual Report, pg. 47			
	2-19 Remuneration policies	Annual Report, pg. 54			
	2-20 Process to determine remuneration	Annual Report, pg. 55			
	2-21 Annual total compensation ratio	Performance Data, pg. 44-80			
	2-22 Statement on sustainable development strategy	Chairman's Message pg.4 Sustainability at Ooredoo Group, pg. 9-13			
	2-23 Policy commitments	Social Value Creation, pg.20 Climate and Energy, pg.30 Resource Management, pg.33 Creating Ethical Economic Opportunity, pg. 40, 41 Privacy and Data Security, pg. 41			
	2-24 Embedding policy commitments	Social Value Creation, pg.20 Climate and Energy, pg.30 Resource Management, pg.33 Creating Ethical Economic Opportunity, pg. 40, 41 Privacy and Data Security, pg. 41			
	2-25 Processes to remediate negative impacts	Ongoing Stakeholder Engagement, pg.13			
	2-26 Mechanisms for seeking advice and raising concerns	Welcome, pg. 1 Ongoing Stakeholder Engagement, pg.13 Creating ethical economic opportunity, pg. 40, 41			
	2-27 Compliance with laws and regulations	No instances of non-compliance with laws and regulations			
	2-28 Membership associations	Partnering for Regional Impact, pg. 11			
	2-29 Approach to stakeholder engagement	Sustainability at Ooredoo Group, pg. 13			
	2-30 Collective bargaining agreements	N/A	-	Not applicable	-

### Material topics

<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	Sustainability at Ooredoo Group, pg. 12	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 at Ooredoo Group, pg. 12	

### Climate Change & GHG Emissions

<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability at Ooredoo Group, pg. 9-13
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	
	305-2 Energy indirect (Scope 2) GHG emissions	
	305-3 Other indirect (Scope 3) GHG emissions	Climate and energy, pg. 32-34 Performance Data, pg. 44-80
	305-4 GHG emissions intensity	
	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
<b>Corporate Governance &amp; Business Ethics</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability at Ooredoo Group, pg. 9-13			
<b>GRI 205: Anti-corruption 2016</b>	205-1 Operations assessed for risks related to corruption				
	205-2 Communication and training about anti-corruption policies and procedures	Responsible Governance 41 Performance Data, pg. 44-80			
	205-3 Confirmed incidents of corruption and actions taken				
<b>Customer Relations &amp; Health</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability at Ooredoo Group, pg. 9-13			
<b>Data Privacy and Cybersecurity</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability at Ooredoo Group, pg. 9-13			
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Safeguarding our customers, pg. 43 Performance Data, pg. 44-80			
<b>Economic performance</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability at Ooredoo Group, pg. 9-13			
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed	We're Ooredoo Group, pg. 6 Performance Data, pg. 44-80			
	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
<b>Energy Management and Efficiency</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability at Ooredoo Group, pg. 9-13			
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organization				
	302-2 Energy consumption outside of the organization	Climate and Energy, pg. 32-35 Performance Data, pg. 44-80			
	302-3 Energy intensity				
	302-4 Reduction of energy consumption				
	302-5 Reductions in energy requirements of products and services				
<b>Equal Opportunity, Diversity &amp; Inclusion</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability at Ooredoo Group, pg. 9-13			
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	Performance Data, pg. 44-80			
	405-2 Ratio of basic salary and remuneration				
<b>Health and Safety</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability at Ooredoo Group, pg. 9-13			
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	Health and Safety, pg. 29			
	403-2 Hazard identification, risk assessment, and incident investigation	Health and Safety, pg. 29			
	403-3 Occupational health services	Health and Safety, pg. 29			
	403-4 Worker participation, consultation, and communication on occupational health and safety	Health and Safety, pg. 29			
	403-5 Worker training on occupational health and safety	Health and Safety, pg. 29			
	403-6 Promotion of worker health	Health and Safety, pg. 29			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and Safety, pg. 29			
	403-8 Workers covered by an occupational health and safety management system	Performance Data, pg. 44-80			
	403-9 Work-related injuries	Performance Data, pg. 44-80			
	403-10 Work-related ill health	Performance Data, pg. 44-80			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/ DIRECT ANSWER	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
<b>Labor Practices &amp; Relations</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability at Ooredoo Group, pg. 9-13			
<b>Nationalization and Local Job Creation</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability at Ooredoo Group, pg. 9-13			
<b>GRI 202: Market Presence 2016</b>	202-2 Proportion of senior management hired from the local community	Performance Data, pg. 44-80			
<b>GRI 203: Indirect Economic Impacts 2016</b>	203-1 Infrastructure investments and services supported	Digital Enrichment and Community Care, pg. 18-25			
<b>Responsible Marketing &amp; Communications</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability at Ooredoo Group, pg. 9-13			
<b>GRI 417: Marketing and Labeling 2016</b>	203-2 Significant indirect economic impacts	Digital Enrichment and Community Care, pg. 18-25			
<b>Social Impact/Community Development</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability at Ooredoo Group, pg. 9-13			
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs  413-2 Operations with significant actual and potential negative impacts on local communities	Digital Enrichment and Community Care, pg. 18-25			
<b>Supply Chain Management</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability at Ooredoo Group, pg. 9-13			
<b>GRI 204: Procurement Practices 2016</b>	204-1 Proportion of spending on local suppliers	Performance Data, pg. 44-80			
<b>Talent Attraction, Retention &amp; Development</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability at Ooredoo Group, pg. 9-13			
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee  404-2 Programs for upgrading employee skills and transition assistance programs  404-3 Percentage of employees receiving regular performance and career development reviews	Performance Data, pg. 44-80  Developing Our People, pg. 26-29  Performance Data, pg. 44-80			
<b>Waste Management</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability at Ooredoo Group, pg. 9-13			

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/ DIRECT ANSWER	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts  306-2 Management of significant waste-related impacts  306-3 Waste generated  306-4 Waste diverted from disposal  306-5 Waste directed to disposal	Resource Management, pg. 35  Resource Management, pg. 35  Performance Data, pg. 44-80  Performance Data, pg. 44-80  Performance Data, pg. 44-80			
<b>Water Management</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability at Ooredoo Group, pg. 9-13			
<b>GRI 303: Water and Effluents 2018</b>	303-1 Interactions with water as a shared resource  303-2 Management of water discharge-related impacts  303-5 Water consumption	Resource Management, pg. 37  Performance Data, pg. 44-80  Performance Data, pg. 44-80			
<b>We also report on topics that are not covered by the GRI standards</b>					
<b>Risk Management and Business Resilience</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability at Ooredoo Group, pg. 9-13 Creating ethical economic opportunity, pg. 39 Resource management, pg. 33			
<b>Digital Innovation and Transformation</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability at Ooredoo Group, pg. 9-13 Digital Enrichment and Community Care, pg. 16-18 Performance Data, pg. 44-80			
<b>Network Quality and Infrastructure Investments</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability at Ooredoo group, pg. 7 Digital Enrichment and Community Care, pg. 18-25 Performance Data, pg. 44-80			
<b>Responsible Use of Products and Services</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability at Ooredoo Group, pg. 9-13 Resource management, pg. 33-38 Performance Data, pg. 44-80			
<b>Digital Inclusion and Accessibility</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability at Ooredoo Group, pg. 9-13 Digital enrichment and community care, pg. 16-19 Performance Data, pg. 44-80			
<b>Human Rights</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability at Ooredoo Group, pg. 9-13 Developing our people, pg. 24-27			
<b>Circular Resource Management</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Sustainability at Ooredoo Group, pg. 9-13 Resource management, pg. 33-38			

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