



WHERE PROGRESS BECOMES PRINCIPLE

ESG
Report
2025





REPORT OVERVIEW

At Ooredoo Group, connectivity is more than technology - it is a catalyst for economic opportunity, digital inclusion, and sustainable development. As a leading telecommunications provider across our markets, we recognize our responsibility to deliver reliable digital infrastructure while contributing positively to the societies and environments in which we operate.

Reporting period and coverage

This report presents Ooredoo Group's environmental, social, and governance (ESG) performance for the period 1st January 2025 to 31st December 2025, covering our operations across Qatar, Tunisia, Algeria, Iraq, Kuwait, Maldives, Oman, and Palestine. It highlights the progress made across our Operating Companies (OpCos) in advancing our sustainability strategy, strengthening responsible business practices, and supporting national development priorities.

Reporting frameworks and standards

Our disclosures align with Qatar Stock Exchange (QSE) sustainability reporting guidance, relevant national strategies including the Third Qatar National Development Strategy, and internationally recognized frameworks such as GRI Standards, IFRS S1 and S2, SASB Telecom Standards, and the UN Sustainable Development Goals (SDGs). The report also marks our initial steps toward CDP disclosure, reinforcing our commitment to transparency and continuous improvement.

Forward-looking statements

This report contains forward-looking statements that reflect Ooredoo Group's expectations and intentions regarding its activities and operations. These statements may be identified by terms such as "aims," "plans," "strives," "believes," "continues," or similar expressions, as well as words indicating that certain actions or outcomes "may," "could," "should," or "will" occur.

While Ooredoo Group endeavours to ensure the accuracy of the information presented, such statements are inherently subject to risks and uncertainties, and actual results may differ materially due to factors beyond the Group's control. Accordingly, these statements should not be interpreted as guarantees of future performance.

Read our integrated annual report:



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Achieved
100%
compliance with our Code of Ethics

CHAIRMAN'S MESSAGE

In 2025, Ooredoo Group demonstrated resilience and disciplined growth, delivering one of its strongest performances while advancing its strategic priorities. This progress reflects not only financial strength, but a sustained commitment to purposeful transformation, underpinned by robust governance, innovation, and a clear focus on creating long-term value.

As a Board, our priority is to ensure Ooredoo is well-positioned to navigate an increasingly complex environment. Rapid technological change, evolving regulation, and stakeholder expectations require strong oversight and clarity.

During the year, we embedded sustainability into our governance structures, reinforcing accountability at the highest levels and aligning decision-making with environmental and social considerations.

In parallel, the Group took important steps to further formalise its sustainability journey. The introduction of our Sustainable Finance Framework, alongside the launch of a Group-wide ESG Policy and Governance Charter, reflects a more structured and disciplined approach to sustainability. Together, these foundations strengthen accountability, clarify roles and responsibilities, and embed sustainability considerations into decision-making processes across the organisation, positioning Ooredoo to access sustainable capital and align with evolving global expectations.

Ooredoo's contribution to society continues to extend well beyond connectivity. In 2025, the Group invested more than USD 26 million across over 200 community initiatives, addressing key areas such as education, healthcare, youth empowerment, and crisis response. These efforts included targeted humanitarian support, such as Asiacell's IQD 1.2 billion flood relief response in Chamchamal, alongside

environmental initiatives including the planting of more than 22,000 trees across our markets. In

addition, over 2,000 employee volunteering hours were contributed, and blood donation campaigns across our operations supported more than 1,000 lives. These actions reflect a consistent and purposeful approach to creating positive impact across the communities we serve.

Our people remain central to this progress. Continued investment in talent development, reflected in over 177,000 hours of training delivered across the Group, alongside enhanced policies supporting employee wellbeing and inclusion, underscores our commitment to building a resilient and future-ready workforce. At the same time, maintaining 100% compliance with our Code of Ethics reflects the strength of our culture and our commitment to responsible business conduct.

Looking ahead, the Board remains confident in Ooredoo's strategic direction and its ability to deliver sustainable, long-term value. The foundations we have established in governance, financial discipline, and sustainability position the Group to continue creating value for shareholders while contributing meaningfully to the societies in which we operate. On behalf of the Board, I extend my sincere appreciation to our leadership team, employees, and shareholders for their continued commitment and trust. Together, we will continue to move forward with discipline, responsibility, and a shared sense of purpose.

H.E. Sheikh Faisal Bin Thani Al Thani
Chairman



In 2025, Ooredoo became the company it has been building toward for the better part of a decade: a digitally enabled, AI-powered, infrastructure-driven group that delivers record financial performance while generating measurable environmental and social progress. Revenue reached QAR 24,604 million, our highest in recent history, and we continued to rank among the world's top 10 telecoms by total shareholder return.

CEO MESSAGE

This was a year defined by execution at scale. Across all markets, we translated strategy into action—expanding next-generation networks, embedding AI across operations, strengthening our people practices, and deepening our role in national digital transformation, while improving sustainability performance across key areas.

Infrastructure and Digital Innovation

In Qatar, we launched the country's first sovereign AI Cloud in partnership with NVIDIA and introduced our GPT-4-powered assistant, Obot, transforming customer engagement. We also delivered the world's first 50GPON fibre network. In Algeria, we secured a 5G licence and launched services, reinforcing our leadership in connectivity. Oman's Salalah Data Centre and Submarine Cable Landing Station established a key regional digital gateway, while in the Maldives, 5G coverage reached 80% of the population and broadband extended to over 95 islands.

Protecting our Environment

We improved energy efficiency as networks expanded and introduced targets to achieve a 10% reduction in energy intensity (kWh per GB) by 2029. Qatar advanced its diesel phase-out programme, and Asiacell deployed hybrid and circular solutions to reduce emissions. Strong progress was also achieved in water, with reductions across Qatar, Oman, and Tunisia.

2025 marked a step-change in measurement maturity, with the introduction of Scope 3 emissions and website CO₂ tracking. Our Cool-LLM AI solution, reducing data centre energy consumption by 20-30%, won first place at the GCC Sustainability Hackathon.

Our People

We achieved an employee engagement score of 87, with women representing 20% of leadership roles and targets in place to increase female representation by

at least 5% by 2029. Over 177,000 training hours were delivered, with strong uptake in AI skills development.

We also strengthened inclusion through policies such as miscarriage leave and flexible work arrangements. In 2025, zero incidents of discrimination were reported, and several OpCos received recognition for diversity and workplace excellence.

Community and Social Impact

Our OpCos invested over USD 26 million in more than 200 programmes, alongside 2,000+ volunteering hours. Initiatives included disaster relief, digital inclusion, education, and entrepreneurship, reaching thousands across our markets. We also strengthened our institutional commitments by joining global initiatives, launching a Sustainable Finance Framework, and integrating ESG KPIs into leadership performance.

Governance and Transparency

For the fifth consecutive year, Ooredoo achieved a perfect score on the Qatar Stock Exchange Arab Sustainability Report. We maintained full compliance with our Code of Ethics and recorded zero data breaches.

We are advancing IFRS S1 and S2 alignment by equipping our OpCos through targeted training and embedding climate risk identification and integration into enterprise risk management

Looking Ahead

In 2026, we will focus on scaling impact, leveraging AI for efficiency, advancing circular initiatives, deepening climate integration, and continuing to invest in our people and communities. We remain committed to upgrading the world with sustainable value.

Aziz Aluthman Fakhroo
Chief Executive Officer

OUR BUSINESS AT A GLANCE



Ooredoo Group is a leading international telecommunications company delivering mobile, fixed, broadband, and enterprise connectivity solutions across the Middle East, North Africa, and Southeast Asia. Through our advanced digital infrastructure and customer-focused services, we connect millions of individuals, businesses, and communities while enabling economic development and digital transformation across our markets.

Operating through eight Operating Companies (OpCos) - Qatar, Tunisia, Algeria, Iraq, Kuwait, Maldives, Oman, and Palestine - Ooredoo continues to expand its role as a trusted digital partner, supporting innovation, inclusion, and sustainable growth across the region.

Our networks and digital services empower individuals and organizations to thrive in a rapidly evolving digital economy, while our responsible business practices ensure that growth is achieved in a sustainable and ethical manner.

Vision:

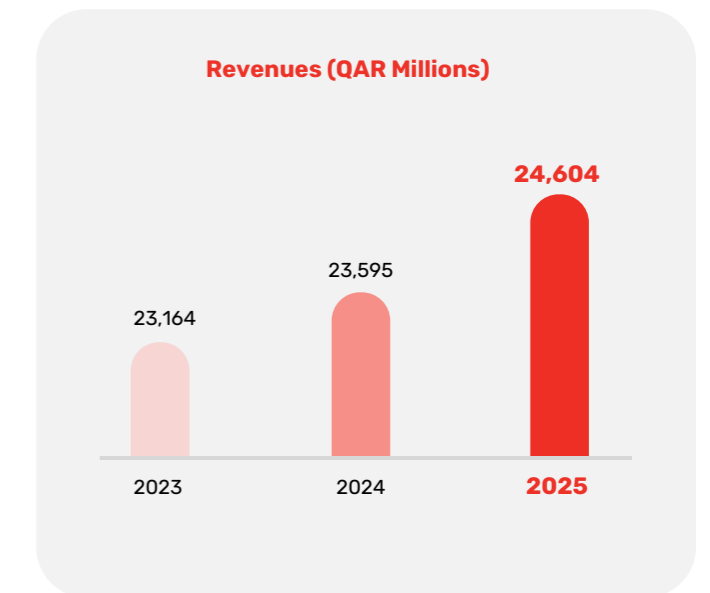
Enrich people's digital lives and stimulate human growth by leveraging communications to help people achieve their full potential.

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.

2025 Business Performance

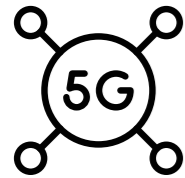
In 2025, Ooredoo continued to strengthen its position as a leading regional telecom operator. Through network modernization, digital service expansion, and operational efficiencies, the Group delivered solid financial performance while advancing its sustainability commitments.



Ooredoo Group shares are listed on the Qatar Stock Exchange (QSE) and the Abu Dhabi Securities Exchange (ADX).



Operational Highlights



Network and Infrastructure:

Expanded 5G and fibre footprint, enhancing capacity and reliability while supporting growing data demand.



Digital Innovation & Customer Experience:

Scaled digital platforms, AI-enabled services and personalized offerings to improve customer engagement and efficiency.



Community & Inclusion:

Advanced digital inclusion through education, youth empowerment and community programmes across markets.



Group overview

10,952*
employees



+53
million customers



+200
CSR initiatives



+3,300
females employed



+8,000
nationals employed



+2,000
volunteering hours



**Total number of employees is calculated as the sum of full-time and part-time employees across the Group, including Headquarters and its eight OpCos*



SUSTAINABILITY AT OOREDOO GROUP

Ooredoo Group is committed to creating long-term value by advancing digital connectivity, innovation, and inclusion across Qatar and its international markets. Guided by its vision to enrich people’s lives through technology, the Group plays an important role in enabling economic development and supporting national and regional development agendas across the markets in which it operates.

As the telecommunications sector evolves, Ooredoo continues to transform into a digital ecosystem and AI-enabled telecom leader. This transformation strengthens the Group’s ability to deliver reliable connectivity, expand digital services, and support customers, businesses, and communities in navigating an increasingly digital world.

Sustainability is embedded across Ooredoo’s operating model, informing strategic decision-making, strengthening operational resilience, and guiding responsible growth. By integrating environmental, social, and governance (ESG) considerations into its business strategy and governance practices, Ooredoo seeks to drive sustainable progress while contributing to a more connected and resilient future.

[>See our ESG policies](#)

Key Sustainability Milestones in 2025:

Our ESG Strategy

To advance its sustainability ambitions, Ooredoo Group introduced a three to five-year Sustainability Strategy aligned with its material ESG priorities and long-term business objectives. Developed through a comprehensive materiality assessment, the strategy focuses on 12 key ESG topics that shape the Group’s environmental, social, and governance performance.

Adopted across all Operating Companies, the strategy outlines a structured roadmap supported by clear targets, governance oversight, and targeted initiatives across priority areas such as climate action, circular resource management, responsible supply chains, workforce development, social impact, and ethical business conduct. Together, these efforts strengthen Ooredoo’s ability to create sustainable value while supporting resilient and responsible digital growth.

ESG Governance Framework

Ooredoo Group implemented a unified ESG Policy and ESG Charter across the Group and all OpCos to strengthen governance, accountability, and consistency in sustainability practices.

Group Sustainability Targets

Ooredoo established a set of five-year environmental and social targets for the period 2025–2029, reinforcing its commitment to sustainable and inclusive growth. These targets include improving energy efficiency across operations, measured as kWh per GB, by 10%, and advancing gender diversity by increasing female workforce representation by 5% across the Group.



Sustainable Finance Framework

Ooredoo developed a Sustainable Finance Framework to enhance its readiness for potential green, social, and sustainability-linked financing, enabling the Group to access sustainable capital markets in response to evolving opportunities and business needs.

Our continued focus on transparency, accountability, and ESG excellence has once again translated into strong external recognition. In 2025, Ooredoo maintained its 100% score in the Arab Sustainability Report issued by the Qatar Stock Exchange (QSE), extending this achievement for another consecutive year, and was again named to the Forbes Middle East Sustainable 100 list. Building on these milestones, Ooredoo also joined the United Nations Global Compact in 2025, further reinforcing its commitment to advancing responsible and sustainable business practices.



Message from the Group Chief Human Resources and Sustainability Officer

WE SUPPORT



2025 marked a year of execution and acceleration, where sustainability became increasingly embedded across Ooredoo's operations, decision-making processes, and long-term strategy. Building on the strong foundations established in previous years, we advanced the integration of ESG considerations into our business, talent strategy, and digital transformation agenda. This progress reflects a clear and growing recognition that sustainability is not a parallel priority, but a core driver of resilience, innovation, and long-term value creation.

A key milestone this year was the launch of our updated ESG Policy and ESG Strategy, which provide a strengthened framework for managing climate-related risks, advancing circularity, and fostering a more inclusive and diverse workforce. Alongside this, we introduced new Group-wide environmental and social targets, including delivering a 10% reduction in energy consumption per unit of data (kWh per GB) by 2029 and a 5% increase in female representation by 2029. These targets reflect our commitment to translating ambition into measurable, accountable outcomes across all our markets.

Our progress in 2025 was further supported by the introduction of several pioneering initiatives. The development of our first Sustainable Finance Framework marks an important step in aligning capital allocation with sustainable outcomes, while Project Circular reinforces our focus on resource efficiency and responsible consumption. Together, these initiatives demonstrate how sustainability is being operationalized across the Group, supporting

both environmental performance and business innovation.

At the same time, we continued to strengthen our governance and data capabilities, recognizing that credible ESG performance relies on robust systems, clear accountability, and high-quality data. Through enhanced cross-functional collaboration and increased alignment across our operating companies, we are building a more consistent and integrated approach to sustainability management.

Looking ahead, our focus will be on scaling impact. This includes leveraging data-driven governance, advancing AI-enabled efficiency, and deepening partnerships that support inclusive digital access and low-carbon growth. As we continue to embed sustainability into how we operate and grow, we remain committed to delivering long-term value for our stakeholders and contributing meaningfully to the communities and economies we serve.



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

ESG Framework & Materiality Assessment

Ooredoo's Sustainability Framework reflects our belief that digital innovation, artificial intelligence, and sustainability are intrinsically connected. By integrating these priorities, we position ourselves as a responsible digital leader committed to aligning our people, purpose, and performance to deliver measurable environmental and social value.

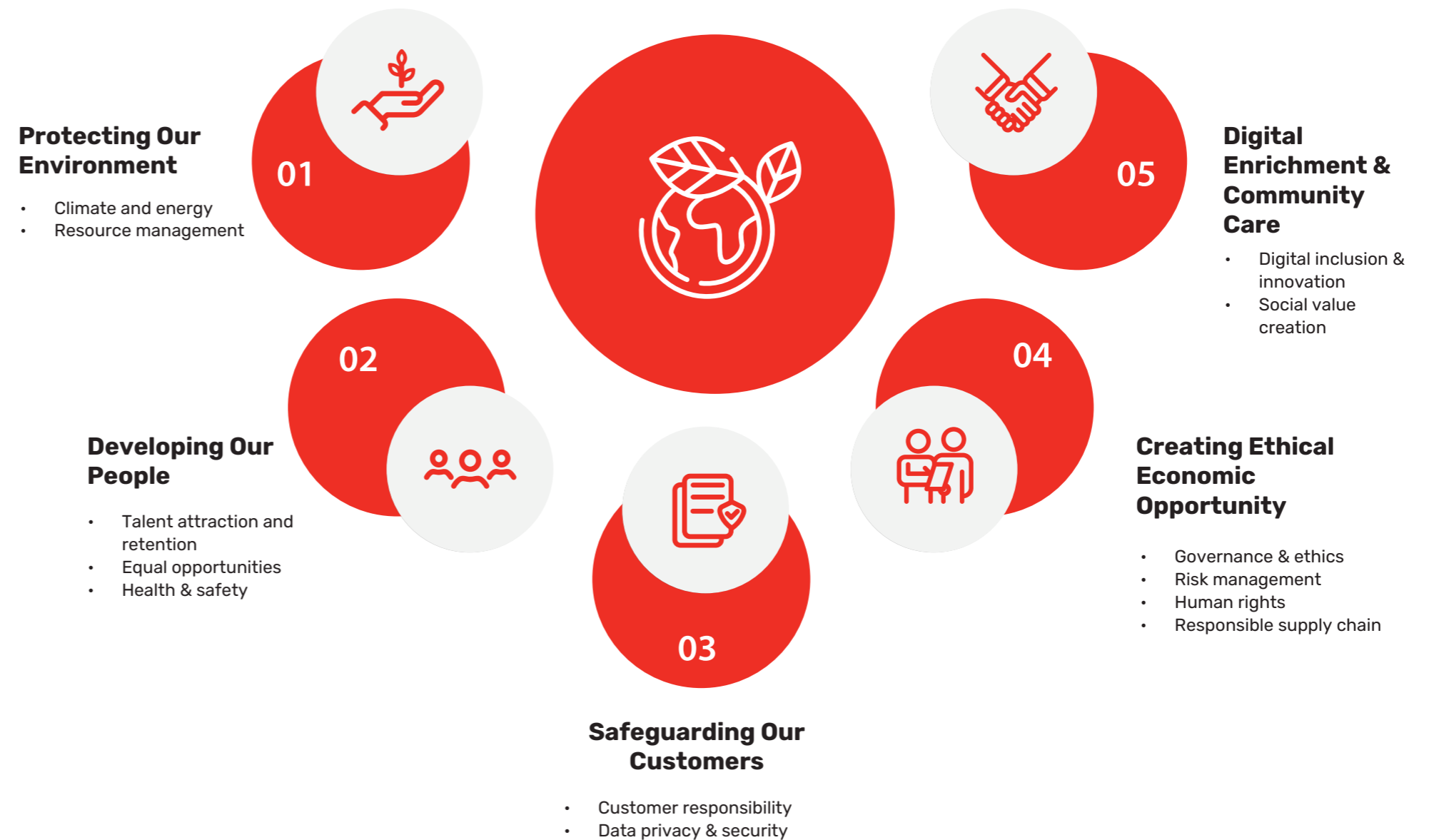
Our framework is built on the results of our materiality assessment, which identifies the most significant environmental, social, and governance topics for our business and stakeholders. These priority topics guide how we embed environmental stewardship, social inclusion, and sound governance into our strategy and operations.

Aligned with global reporting standards and the national visions of the markets we operate in, our framework is structured around five key pillars, which collectively address the sustainability issues most relevant to our stakeholders and long-term business success.

[>Learn more about our approach](#)

For further details about our materiality assessment, please visit our [2023 ESG report](#).

Our Sustainability Framework and Material Topics





ESG Governance

Ooredoo Group continues to strengthen its ESG governance framework to ensure effective oversight, accountability, and integration across the organization. Led by the Group Chief Human Resources and Sustainability Officer, the Group ESG function drives implementation across OpCos and corporate functions, with Board-level oversight through the ESG Committee; the Remuneration, Nomination and Sustainability Committee.

In 2025, Ooredoo delivered its first dedicated sustainability and ESG training to its Board of Directors and select OpCo Board members, in partnership with GCMA, strengthening sustainability awareness at the highest decision-making levels.

Executive ESG Accountability

In 2025, Ooredoo further strengthened executive accountability for ESG performance by integrating sustainability-linked KPIs into the annual performance frameworks of key Chief Officers across the Group and OpCos. These include the Chief Human Resources and Sustainability Officer, Chief Legal, Regulatory & Governance Officer, Chief Technology Officer, and Chief Finance Officer. This reinforces that ESG outcomes are embedded within leadership performance and directly inform strategic decision-making across the organization.



In 2025, sustainability at Ooredoo has become more than a direction; it is a conviction. It reflects how we see the world changing, and the role we believe we must play in shaping that future. As a digital enabler across diverse markets, we are uniquely positioned not only to connect people, but to unlock opportunity, resilience, and progress at scale.

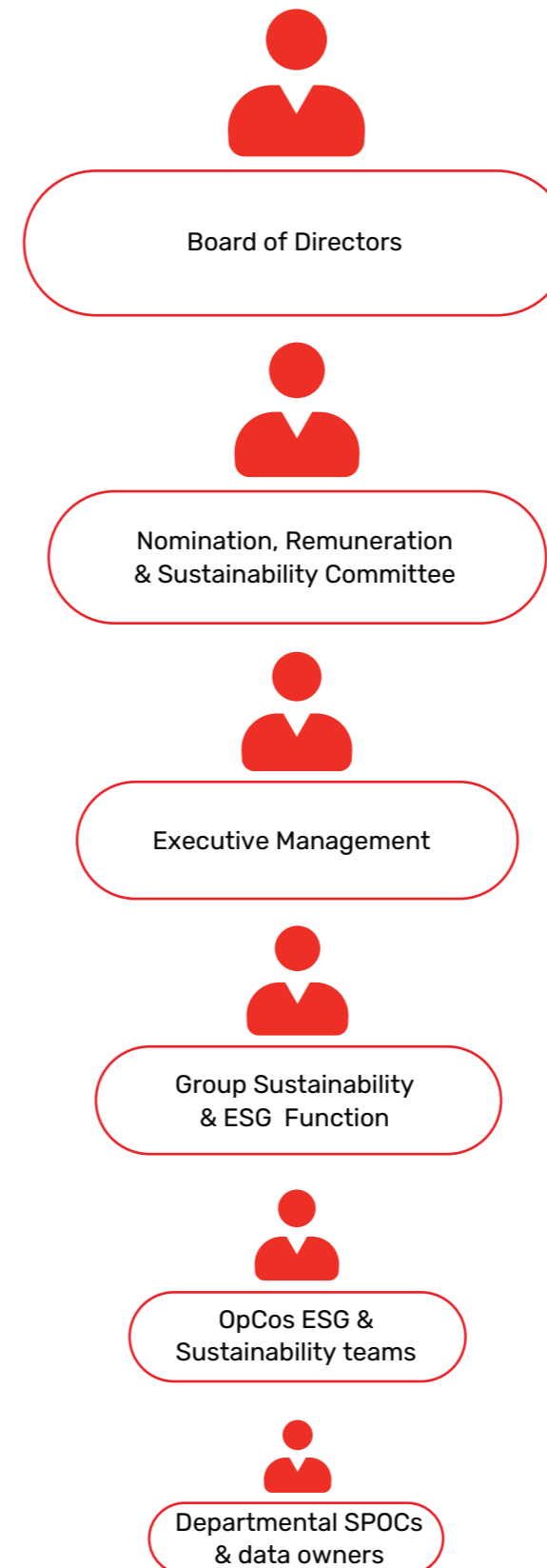
For us, sustainability is not separate from our core business; it is directly linked to how we build, operate, and expand our networks. As digital infrastructure becomes increasingly critical to economic and social development, our focus is on delivering this growth efficiently, responsibly, and in a way that supports long-term resilience across our markets.

This ambition is reflected in the steps we are taking across our operations. From improving the energy efficiency of our networks and data centres, to advancing more circular approaches to resource use, and expanding digital solutions

that support inclusion and economic participation, we are embedding sustainability into how we operate and innovate. At the same time, our continued support to communities, from education access to humanitarian response, reinforces our role as a partner in societal progress.

Looking ahead, we are driven by the opportunity to go further, to rethink how technology can accelerate climate action, to scale solutions that reduce our environmental footprint, and to ensure that digital transformation delivers tangible benefits for the societies we serve. For us, sustainability is not a milestone; it is a mindset, and a responsibility we carry forward with intent.

Ahmad Yousef A. H. Al Naama
Associate Director, ESG



At the highest level, the Board of Directors provides strategic oversight of sustainability performance and direction. The Remuneration, Nomination and Sustainability Committee supports the Board by overseeing ESG policies, monitoring progress against key priorities, and ensuring alignment with the Group's governance framework.

Executive Management integrates sustainability objectives into business planning, risk management, and operational decision-making. ESG performance indicators are regularly reviewed by Executive Management and reported to the Board-level committee to ensure transparency, accountability, and continuous improvement. The Group Sustainability Function, led by the Group Chief Human Resources and Sustainability Officer, drives the implementation of ESG strategy and coordination across markets.

At the operating company level, ESG principles are embedded into local governance structures and reporting processes. Each OpCo aligns its sustainability initiatives with Ooredoo Group's overall sustainability vision, supported by departmental SPOCs and data owners responsible for ESG data collection and performance monitoring.

Across markets, OpCos have implemented structured sustainability management approaches supported by ESG working groups and designated focal points across business functions. These arrangements enable consistent data collection, cross-departmental coordination, and the integration of ESG considerations into operational decision-making.

Governance models reflect local market structures while maintaining a consistent Group-wide direction. In some markets, sustainability oversight is led at Board level through dedicated committees and formal reporting, while in others, cross-functional sustainability teams coordinate ESG implementation across departments. Together, these mechanisms ensure that sustainability priorities are embedded within business planning, risk management, and performance tracking across the Group.

Ongoing Stakeholder Engagement

Our stakeholder engagement approach extends beyond periodic materiality assessments, focusing on maintaining continuous dialogue with those impacted by our operations. This enables us to proactively identify and address environmental and social impacts through targeted mitigation actions.

To support transparency and accountability, we maintain an accessible Grievance Mechanism embedded within our Code of Conduct, allowing stakeholders and the public to raise concerns. Additionally, we conduct annual employee surveys to capture feedback and identify areas for improvement, with defined KPIs in place to monitor and address any issues identified.

Looking ahead, we will continue to strengthen engagement practices to ensure that key material issues are effectively identified and addressed.

Stakeholder group	How we engage	Key topics
Our employees	Internal platforms, engagement surveys (annual C.A.R.E surveys), training programs	Talent development, wellbeing, diversity
Our regulators	Ongoing reporting, compliance engagement, industry forums	Regulatory compliance, spectrum, data protection
Our investors	ESG Disclosures, annual reporting, investor briefings	Financial performance, ESG strategy, risk management
Our customers	Digital platforms, contact centres, customer feedback tools	Service quality, data privacy, accessibility
Our communities	Community programs, partnerships, CSR initiatives, digital inclusion	Digital inclusion, accessibility, education, healthcare, youth
Our technology partners	Strategic partnerships, joint innovation, vendor collaboration	Network innovation, cybersecurity, protection, digital transformation
Our suppliers & contractors	Procurement processes, suppliers' assessment, Code of Conduct	ESG compliance, local sourcing, ethical practices

Alignment with National and Global Sustainability Priorities

In 2025, Ooredoo continued to strengthen its commitment to supporting sustainable development across its markets. Through its operations, initiatives, and partnerships, the Group contributes to key national and international sustainability priorities, including the Third Qatar National Development Strategy and the United Nations Sustainable Development Goals (UN SDGs). Furthermore, the Group became a signatory to the United Nations Global Compact (UNGC) in January 2025, underscoring its commitment to integrating responsible and sustainable business practices across its operations.

OORED OO IS UNIQUELY QUALIFIED TO ADVANCE EVERY SDG



As part of the mobile sector, one of the few industries with cross-cutting societal, economic, and environmental impact, Ooredoo's footprint spans diverse markets and ecosystems, enabling tangible contributions across every SDG, including niche areas such as life below water through its Maldives operations.

Read more about how Ooredoo aligns and support global development goals [here](#).

SUSTAINABLE DEVELOPMENT GOALS	2025 contribution snapshot	Priority/material topic	Framework pillar	3 rd National Development Strategy
<p>3 GOOD HEALTH AND WELL-BEING</p> <p>Good Health & Wellbeing</p> <ul style="list-style-type: none"> • 3.8 Achieve universal health coverage • 3.d Strengthen the capacity for early warning, risk reduction, and management 	<ul style="list-style-type: none"> Ooredoo Oman supported national healthcare capacity by funding advanced medical equipment for Al Buraimi Hospital and Al Buraimi Health Complex, alongside organizing blood donation campaigns in partnership with national health authorities and internal HSE teams. Ooredoo Maldives supported community healthcare by donating essential health kits to multiple islands, improving access to basic medical equipment in local communities. Ooredoo Qatar continues its long-standing partnership with the Fahad Bin Jassim Kidney Centre, supporting dialysis patients through regular visits and community engagement initiatives that enhance patient wellbeing. Ooredoo Palestine contributed to humanitarian healthcare efforts through partnerships with organizations such as the Palestinian Medical Relief Society to support emergency medical services for vulnerable communities. Asiacell supported child healthcare through its partnership with the Warith Public Health Foundation to provide free cancer treatment, and strengthened public health awareness through a nationwide campaign promoting the emergency number 911. Ooredoo Kuwait promoted community wellbeing through the Ahmadi Health and Sports Initiative, engaging over 1,500 participants in activities focused on physical activity, preventive health, and healthier lifestyles. 	<p>Health & Safety</p> <p>Social Impact / Community Development</p> <p>Customer Relations & Health</p>	<p>Developing Our People</p>	Human Development
<p>5 GENDER EQUALITY</p> <p>Gender Equality</p> <ul style="list-style-type: none"> • 5.5 Ensure full participation in leadership and decision-making • 5.8 Promote empowerment of women through technology 	<ul style="list-style-type: none"> In Oman, Ooredoo continued to advance women's leadership through the Springboard Programme, graduating its 24th cohort in 2025 and supporting over 8,000 women since inception through capacity-building and leadership development. <p>At the Group level, women's representation remains a core DEI priority, supported through leadership and empowerment initiatives such as Female Leader of the Future, Women's Empowerment Training, and #IAmRemarkable, alongside external partnerships that promote professional growth.</p>	<p>Equal Opportunity, Diversity & Inclusion</p>	<p>Developing Our People</p>	Social Development

SUSTAINABLE DEVELOPMENT GOALS	2025 contribution snapshot	Priority/material topic	Framework pillar	3 rd National Development Strategy
	<p>Across OpCos, the Women@Ooredoo network strengthens workplace inclusion by providing a platform for advocacy and support, complemented by inclusive HR policies and facilities that enhance wellbeing and career sustainability.</p>			
<p>8 DECENT WORK AND ECONOMIC GROWTH</p> <p>Decent Work & Economic Growth</p> <ul style="list-style-type: none"> • 8.2 Diversify, innovate and upgrade for economic productivity • 8.4 Improve resource efficiency in consumption and production • 8.5 Full employment and decent work with equal pay • 8.8 Protect labour rights and promote safe working environments 	<p>Across the Group, DEI is governed through formal policies at both Group and OpCo level, ensuring consistent principles of inclusion and equal opportunity.</p> <ul style="list-style-type: none"> In Kuwait, a formal DEI policy under CHRO oversight covers inclusive recruitment, women's empowerment, and disability access, with Board-level governance. In Algeria, DEI commitments are embedded in a structured policy addressing gender equality, disability inclusion, and inclusive leadership, with quarterly KPI monitoring at ExCom level. In Oman, DEI principles are integrated into the People Policy, ensuring equal access to development and career opportunities, including the inclusion of persons with disabilities through workplace adaptations and support measures. 	<p>Economic Performance</p> <p>Corporate Governance & Business Ethics</p> <p>Nationalisation</p> <p>Human Rights</p> <p>Labour Practices & Relations</p> <p>Talent Attraction, Retention & Development</p>	<p>Creating Ethical Economic Opportunity</p>	Economic Development
<p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p> <p>Industry, Innovation & Infrastructure</p> <ul style="list-style-type: none"> • 9.1 Develop sustainable, resilient and inclusive infrastructures • 9.7 Support domestic technology development and industrial diversification • 9.8 universal access to information and communications technology 	<ul style="list-style-type: none"> In Qatar, Ooredoo strengthened its leadership in digital infrastructure and AI, deploying sovereign AI cloud capabilities, world-leading 5G performance, and AI-enabled customer solutions, earning multiple national and regional awards for digital transformation, data governance, and advanced AI applications. In Oman, Ooredoo advanced regional connectivity through the launch of the Salalah Data Centre and Submarine Cable Landing Station, enhancing network resilience, reducing latency, and positioning Oman as a strategic digital gateway linking Asia, Europe, and Africa. In the Maldives, Ooredoo expanded nationwide connectivity, with 5G coverage reaching 80% of the population and SuperNet broadband extended to over 95 islands, significantly improving access to high-speed digital services. 	<p>Risk Management & Business Resilience</p> <p>Digital innovation & Transformation</p> <p>Network Quality & Infrastructure Investments</p> <p>Data Privacy & Cybersecurity</p> <p>Digital Inclusion & Accessibility</p>	<p>Digital Enrichment & Community Care</p> <p>Safeguarding Our Customers</p>	Economic Development

SUSTAINABLE DEVELOPMENT GOALS	2025 contribution snapshot	Priority/material topic	Framework pillar	3 rd National Development Strategy	SUSTAINABLE DEVELOPMENT GOALS	2025 contribution snapshot	Priority/material topic	Framework pillar	3 rd National Development Strategy
	<p>In Palestine, Ooredoo continued to strengthen digital infrastructure through enhanced digital channels, smart customer solutions, and data-driven operations, supporting improved customer experience, operational efficiency, and digital inclusion in a challenging operating context.</p>					<p>features. Key actions include the large-scale replacement of legacy VRLA batteries with lithium-ion, deployment of more energy-efficient hardware, modernization of network equipment to reduce power consumption per traffic unit, and SON-driven optimizations enabling automated carrier shutdown during low-traffic periods.</p>			
<p>Responsible Consumption & Production</p> <ul style="list-style-type: none"> • 12.2 Sustainable management and use of natural resources • 2.4 Responsible management of chemicals and waste • 12.5 Substantially reduce waste generation 	<p> In Asiaceil, circular practices include the reuse and redeployment of rectifiers, batteries, telecom hardware, and IT assets, reducing electronic waste and associated carbon emissions.</p> <p> In Ooredoo Kuwait, circularity is advanced through equipment redeployment to other OpCos, alongside digitalized procurement and green sourcing practices such as optimized SIM packaging and paperless processes, supported by stronger supplier ESG governance and ISO 14001-aligned controls.</p> <p> In Algeria, circular practices include the regeneration of end-of-life batteries for reuse at BTS sites, complemented by environmental protection measures and broader sustainability initiatives such as reforestation campaigns</p> <p> In Tunisia, structured waste management systems under ISO 14001 include recycling contracts for hazardous and non-hazardous waste, with 70% of recovered materials recycled, supported by strengthened traceability, upcycling initiatives, and formal disposal procedures across operations.</p>	<p>Supply Chain Management</p> <p>Responsible Use of Products & Services</p> <p>Responsible Marketing & Communications</p> <p>Circular Resource Management</p> <p>Waste Management</p> <p>Water Management</p> <p>Energy Management & Efficiency</p>	<p>Protecting Our Environment</p>	<p>Environmental Development</p>		<p> In Qatar, Ooredoo is progressing its diesel generator phase-out, with 160 sites planned for conversion to clean energy, supported by ISO 14001-aligned energy management.</p> <p> In Kuwait, Ooredoo improved network efficiency through AI-powered optimization, energy-efficient hardware, and infrastructure modernization.</p> <p> In Asiaceil, a structured climate transition plan combines energy efficiency, renewable energy adoption, and circular practices including equipment reuse and redeployment.</p> <p> In Oman, Ooredoo manages climate risks through enterprise risk and business continuity frameworks, with indirect mitigation through operational efficiency.</p> <p> In Iraq, Ooredoo has embedded climate action in a structured transition plan aligned with emissions reduction and renewable energy deployment.</p>			
<p>Climate Action</p> <ul style="list-style-type: none"> • 13.3 Build knowledge and capacity to meet climate change 	<p> In the Maldives, solar now powers 10 cell sites, helping stabilize energy use despite network growth, alongside efficiency upgrades and transport optimization across dispersed islands.</p> <p> In Tunisia, Ooredoo achieved strong efficiency gains through network modernisation supported by the new and power saving features and infrastructure upgrades, reducing energy intensity from 0.12 in 2024 to 0.10 kWh/GB in 2025 (Calculated based on Scope-1 and Scope-2)</p> <p> Ooredoo Algeria is enhancing network energy efficiency through a combination of equipment modernization and advanced energy-saving</p>	<p>Climate Change & GHG Emissions</p>	<p>Protecting Our Environment</p>	<p>Environmental Development</p>	<p>Partnerships for the Goals</p> <ul style="list-style-type: none"> • 17.6 knowledge sharing and cooperation for access to science, technology and innovation • 17g enhance the global partnership for sustainable development • 17h encourage effective partnerships 	<p>Ooredoo strengthened partnerships with governments, UN bodies, and technology leaders to advance responsible digital transformation. In 2025, it joined the UN Global Compact and UNDP, became part of the Global Child Forum, and continued collaboration through the GCC ESG Alliance. In Qatar, it was also recognized by the Ministry of Communications and IT for advancing cloud and AI capabilities with Google Cloud.</p>	<p>Digital Enrichment & Community Care</p>		<p>Economic Development</p>

Sustainability Awards and Recognition

These recognitions reflect Ooredoo’s continued progress in strengthening governance, people management, and sustainability practices, and provide independent validation of the Group’s commitment to high standards of ESG performance.

In 2025, Ooredoo received multiple external awards across people, governance, and sustainability, including:

2025 Stevie® Awards for Great Employers



- Gold - HR Executive of the Year
- Silver - HR Team of the Year
- Bronze - Employer of the Year in the telecommunications sector.
- Bronze - Best Employee Value Proposition for “We inspire growth journeys”.

2025 CIPD Middle East Awards



- Best Employee Engagement Program
- Best Talent Management Strategy

2025 MENA Stevie® Awards



- Our landmark, standalone ESG Report, won Bronze for innovation in publication.
- Fatima Sultan Al-Kuwari, Group Chief HR and Sustainability Officer, was again recognized for her trailblazing vision, taking home the Silver Stevie® Award for Most Innovative HR Executive of the Year.
- Silver Stevie® Award - Most Innovative HR Department in the Telecommunications sector



Partnering for Sustainable Growth

Ooredoo collaborates with governments, regulators, technology providers, financial institutions, and community stakeholders to support responsible growth, strengthen governance and compliance, and contribute to national digital development priorities across the markets we serve.

In 2025, several strategic collaborations further reinforced Ooredoo’s role in advancing inclusive, resilient, and future-ready digital economies.



Ooredoo became an official signatory to the United Nations Development Programme (UNDP) and the United Nations Global Compact (UNGC) in 2025, reinforcing its commitment to responsible business practices and the advancement of the Sustainable Development Goals.



Ooredoo joined the Global Child Forum, strengthening its efforts to promote digital inclusion, wellbeing, and online protection for children and young people.



Ooredoo actively participates in the GCC ESG Alliance, collaboration with regional telecommunications operators to advance sector-wise sustainability initiatives and promote greener network technologies and strategies.

Read more about our GCC ESG Alliance [here](#)



In partnership with Qatar’s Ministry of Communications and Information Technology, Ooredoo was recognized during the Google Cloud Center of Excellence Anniversary Celebration for its contributions to advancing cloud computing and AI capabilities within Qatar’s digital ecosystem.

LEADERSHIP MESSAGES

Message from the Group Regional CEO – Middle East



In the Middle East, 2025 was marked by strong execution across innovation, infrastructure, and community impact, reflecting the scale and maturity of our operations in the region.

In Qatar, we continued to lead in advanced digital solutions, including the launch of the country's first sovereign AI Cloud in partnership with NVIDIA, alongside the introduction of Obot, our GPT-4-powered AI assistant enhancing customer experience. These efforts, combined with continued 5G leadership and global recognition for network performance, reinforce our role in enabling national digital transformation.

In Oman, we strengthened regional connectivity through the Launch of the Salalah Data Centre and Submarine Cable Landing Station, positioning the country as a strategic digital hub. At the same time, initiatives such as the integration of the Theqa digital identity platform streamlined customer onboarding and improved service accessibility. In Kuwait, our focus remained on enhancing digital services and customer experience, while continuing to embed stronger governance and operational practices across the business.

In Iraq, through Asiacell, we advanced digital inclusion and youth development through programs such as the ASAS internship program, which connects university students with structured training and employment pathways. This was complemented by direct community support, including significant contributions to flood relief efforts and national safety awareness campaigns.

Across the region, we also continued to strengthen cybersecurity, data protection, and governance frameworks, while advancing energy efficiency initiatives across our networks and operations.

Our people remain central to delivering this impact. Continued investment in talent, wellbeing, and inclusive workplace practices has supported both operational performance and our recognition as a leading employer in the sector.

Looking ahead, we will continue to build on these foundations – scaling innovation, strengthening resilience, and delivering measurable impact across our markets.

Sheikh Nasser Bin Hamad Bin Nasser Al Thani
Group Regional Chief Executive Officer – Middle East

Message from the Group Regional CEO – North Africa and Asia



Across North Africa and Asia, 2025 was defined by tangible progress in expanding connectivity, strengthening trust, and delivering targeted social impact.

In Algeria, we reinforced our position as a trusted digital partner through the achievement of the TH19A eTrust certification, reflecting stronger customer protection and digital trust practices. This was complemented by our participation in national platforms such as the Connected Algeria 2025 forum and the advancement of next-generation services following the acquisition of a 5G license. Alongside this, our teams continued to support communities directly, including blood donation campaigns that contributed to hundreds of patients in need.

In Tunisia, our focus remained on expanding access and supporting communities through targeted initiatives, particularly during key national moments such as the back-to-school season, where support programs helped ease access to essential services and connectivity.

In the Maldives, we addressed structural access challenges through both infrastructure and inclusion

programs. Digital literacy initiatives targeting elderly communities helped bridge generational gaps in technology use, while investments in essential services – such as water purification systems for local communities – demonstrated how connectivity and community wellbeing can be advanced together.

In Palestine, our efforts were focused on responding to urgent humanitarian needs while maintaining access to essential services. We supported education continuity through the distribution of school supplies in the West Bank and the establishment of temporary learning spaces in Gaza. In parallel, we delivered targeted humanitarian support, including clean water distribution, winter aid, and financial contributions to local organizations, ensuring timely assistance to vulnerable communities during a particularly challenging year. These efforts were further reinforced through employee-led initiatives, mobilizing volunteering and community support on the ground.

Across the region, we also made steady progress in improving operational efficiency, particularly through energy management and resource optimization initiatives, aligned with the Group's broader environmental ambitions.

These efforts are driven by our people. We continue to invest in local talent and build capabilities that enable our teams to deliver impact in complex and diverse environments.

As we move forward, our focus remains on scaling these initiatives, strengthening their impact, and ensuring alignment with Ooredoo's long-term sustainability priorities.

Ahmad Abdulaziz Al Neama
Group Regional Chief Executive Officer – North Africa and Asia

ENRICHING LIVES

At Ooredoo, we believe technology is a powerful catalyst for human progress. Through our services and digital infrastructure, we strive to connect people, expand opportunities, and enable communities to thrive. By advancing access to mobile connectivity and broadband, we help unlock social and economic potential and contribute to more inclusive, resilient societies.

ALIGNMENT WITH THE UN SDGS:



PERFORMANCE HIGHLIGHTS:



+26 USD

million invested in community initiatives across markets,



%30

female representation across the group



+177,000

training hours across the group



+200 CSR

initiative across the group

MATERIAL TOPICS:

- Digital Enrichment and Community Care
- Developing Our People

ALIGNMENT WITH QATAR'S 3RD NATIONAL DEVELOPMENT STRATEGY:

- Future-Ready Workforce
- Cohesive Society



DIGITAL ENRICHMENT AND COMMUNITY CARE



Digital connectivity and inclusive access to technology remain fundamental to Ooredoo’s role as a responsible digital enabler across its markets. Through continued investment in network infrastructure, AI-driven innovation, and community-focused initiatives, the Group works to expand reliable connectivity, bridge digital divides, and support greater participation in the digital economy. These efforts contribute to national digital transformation agendas while fostering inclusive growth, improved access to services, and broader socio-economic development across the communities Ooredoo serves.

Digital Inclusion for All

Digital inclusion: Expanding access to skills and connectivity

Digital inclusion remains a key enabler of Ooredoo Group’s purpose to connect communities and support the development of inclusive digital economies. Across its markets, the Group invests in advanced network infrastructure, digital skills development, and strategic partnerships to expand equitable access to connectivity, knowledge, and digital services for individuals, institutions, and underserved communities.

In 2025, Ooredoo’s digital inclusion efforts focused on expanding next-generation networks, strengthening digital literacy initiatives, enabling access to educational and cultural content, and fostering future-ready digital skills. Together, these initiatives support broader economic participation and social inclusion across the markets where Ooredoo operates.

Leveraging AI for Smarter Network Operations

In 2025, Ooredoo Group continued leveraging AI, including award-winning applications at the GCC Sustainability Hackathon 2025 for the Cool-LLM solution, which uses AI to optimise data centre energy consumption.



Asiacell leveraged digital platforms to enhance access and service delivery through the deployment of AI-enabled solutions such as its Laila chatbot. By automating a high volume of routine customer interactions—including balance checks, service inquiries, and basic account services—Laila has

significantly improved service accessibility, enabling customers to resolve requests instantly and in real time without the need for human intervention. This has reduced response times, minimized wait periods, and ensured consistent service availability across multiple languages, including Arabic, Kurdish, and English.



In Qatar, Ooredoo advanced AI-enabled network capabilities and digital infrastructure through the deployment of sovereign AI cloud solutions and AI-powered applications such as “Obot,” a GPT-4-based assistant enhancing customer interaction.

Expanding Access and Building Digital Capabilities

Expanding access to reliable, high-speed connectivity remains central to Ooredoo Group’s digital inclusion efforts. In 2025, the Group continued to invest in next-generation network infrastructure and digital ecosystems to enhance coverage, improve service quality, and enable broader participation in the digital economy across its markets. These efforts are designed not only to meet growing demand for data and digital services, but also to ensure that individuals, businesses, and underserved communities can access the tools and platforms required to participate meaningfully in an increasingly connected world.



In Algeria, Ooredoo marked a major milestone with the official launch of its 5G network, following the successful acquisition of a 5G license earlier in the year. This development strengthened the country’s digital infrastructure and positioned Ooredoo Algeria as a leader in next-generation connectivity, with the network achieving top rankings across key performance indicators in independent benchmarking assessments. These investments were complemented by significant capital deployment in network expansion and modernization, reinforcing service quality and future readiness.



As part of its continued investment in resilient and future-ready digital infrastructure, Ooredoo Oman launched the Salalah Data Centre and Submarine Cable Landing Station - a landmark project that strengthens Oman's position as a regional digital connectivity hub. Strategically located in the Dhofar Governorate, the facility serves as a critical southern gateway for international subsea cable systems connecting Asia, Europe, and Africa. It enhances network resilience, reduces latency, and enables faster, more reliable connectivity across the region.



In Palestine, Ooredoo focused on strengthening digital infrastructure and expanding access to digital services through the continued development of digital channels, smart customer solutions, and data-driven operations. These initiatives contributed to improving customer experience and operational efficiency, while supporting broader efforts to enhance connectivity and inclusion in a complex operating environment.



Ooredoo's infrastructure-led approach to inclusion is further reinforced by its investments in innovation and digital ecosystems across the Group. In Qatar, the company advanced its digital infrastructure through strategic partnerships and ecosystem development, including the establishment of a national AI and cloud innovation hub and the deployment of enterprise 5G solutions. These initiatives support the delivery of secure, scalable, and high-performance connectivity solutions for both consumers and businesses, while strengthening the country's position as a digital innovation hub.



In the Maldives, Ooredoo's 5G network now reaches 80% of the population, representing the most extensive 5G footprint in the Maldives. Ooredoo Maldives also expanded SuperNet broadband to more than 95 islands.

Together, these efforts reflect Ooredoo Group's commitment to expanding equitable access to digital infrastructure and services, ensuring that connectivity serves as a foundation for inclusive growth, innovation, and long-term socio-economic development across all markets in which it operates.



In 2025, Ooredoo continued to advance its digital evolution by translating technological ambition into operational impact across all markets. Our focus has been on embedding intelligence, automation, and advanced digital capabilities into the core of our business - strengthening how we design, deliver, and scale our services.

Across the Group, we have expanded the application of AI and data-driven solutions to enhance network performance, improve customer experience, and support more agile and efficient operations. These capabilities are enabling faster decision-making, greater responsiveness, and more personalized, seamless digital interactions for our customers. It has been an exciting exploratory and discovery journey to find and roll out the Use Cases of most impact for our end customers and internally, for the way we run our business.

At the same time, we have continued to modernize our infrastructure, investing in next-generation networks and IT Systems that improve reliability, optimize performance, and support the growing demand for data and connectivity. This evolution is not only enhancing service quality, but also ensuring that our networks remain resilient, adaptable, and future-ready.

Examples include the modernization of our Core networks in several markets (Oman, Kuwait, Tunisia, Algeria, and Qatar) as well as some of our IT systems (BSS in Iraq, Digital systems transformation in Oman, IT transformation and consolidation in IOH), or the introduction of 5G in our markets in Algeria and Tunisia. All this accompanied by the IT Operations transformation completion in Qatar, Tunisia, Oman, Kuwait, and the completion of the full implementation of our Network Operations transformation in Iraq, Oman, Tunisia, Algeria and Kuwait.

As we move forward, we remain focused on harnessing technology not only to enhance performance, but to expand access, support inclusion, and contribute to sustainable growth across the markets we serve.

Timos Tsokanis
Group Chief Technology & Information Officer



ESG in Action

Advancing Inclusive Digital Access



Ooredoo Oman's commitment to enabling digital access is reflected through a targeted initiative aimed at empowering Deaf and Hard of Hearing (DHH) youth with the skills and support needed to participate meaningfully in the digital economy.

In collaboration with Vertex Business Solutions SPC, Ooredoo supported the Qadiroon Initiative, a pioneering national program designed to bridge the gap between capability and opportunity for DHH jobseekers. The program provides tailored, visually driven training across a range of disciplines - including digital skills, arts, and communication - enabling participants to develop practical capabilities and transition into sustainable career pathways.

This initiative represents one of the first structured private-sector partnerships in Oman focused on advancing employment opportunities for the DHH community. It reflects Ooredoo's broader approach to inclusion, which goes beyond access to connectivity to address barriers to participation in education, employment, and digital services.

Complementing this effort, Ooredoo has enhanced accessibility across its customer engagement channels through the introduction of a digital sign-language customer service centre. This service enables customers with hearing disabilities to communicate directly with Ooredoo representatives via video calls in sign language, ensuring a more inclusive, responsive, and accessible customer experience.



Ooredoo Qatar supported more than 200 students aged 13 to 17 through its participation in the Cyber Security Youth Summer Camp 2025, delivered in collaboration with the National Cyber Security Agency (NCSA) and key government partners. The initiative focuses on building foundational digital and cybersecurity skills while raising awareness of online safety and resilience.

By equipping young people with essential digital capabilities at an early stage, Ooredoo Qatar is helping to expand equitable access to knowledge and future opportunities, supporting

the development of a more inclusive, secure, and digitally empowered society. Furthermore, Ooredoo Qatar partnered with UNDP at MWC Doha 2025 to provide Arab States with a roadmap for inclusive digital transformation, focusing on connectivity, data governance, and AI readiness.



Ooredoo Maldives continued to advance digital inclusion and youth empowerment through a range of targeted initiatives. Digital literacy programs for the elderly, delivered across multiple islands, helped bridge the digital divide by equipping senior citizens with essential digital skills and improving their ability to access services and stay connected. In parallel, Ooredoo Maldives supported youth-focused initiatives - including sports camps, hackathons, and grassroots sponsorships - promoting innovation, talent development, and healthier lifestyles, while strengthening participation in the digital economy across communities.

Digital Transformation across our OpCos



In 2025, Ooredoo Oman became the first telecommunications operator in the Sultanate to integrate the Government's Theqa Digital Identity authentication solution into its mobile application. This advancement enables instant, secure identity verification for SIM registration and customer onboarding. The solution supports both new and existing customers, including Omani nationals and residents, allowing for fully digital, end-to-end onboarding without the need for physical ID cards, card readers, or manual documentation. All verifications are conducted in real time through the national Theqa platform, ensuring robust standards of security, privacy, and regulatory (KYC) compliance.

In Oman, Ooredoo also expanded access to integrated digital and connectivity solutions targeting the SME segment, recognizing its critical role in the national economy. Through a strategic partnership with Sohar International, the company delivered bundled mobile, fixed, and ICT services alongside tailored financial solutions—enabling businesses to enhance operational efficiency, reduce costs, and accelerate digital adoption. This approach reflects a broader effort to extend the benefits of connectivity beyond individual users to support enterprise growth and economic diversification.



In Palestine, Ooredoo advanced digital transformation through strategic partnerships and continued investment in resilient connectivity solutions. A key milestone was its collaboration with the Ministry of Interior to enable secure access to Civil Registry services, supporting the digitalization of public services and enhancing service delivery for citizens. Alongside this, Ooredoo strengthened its digital channels and data-driven capabilities to improve customer experience and operational efficiency. Despite a highly challenging operating environment, the company maintained critical

connectivity services, reinforcing its role as a reliable digital enabler and supporting communities through sustained access to communication.



In Kuwait, Ooredoo advanced its internal digital transformation by automating core HR processes and transitioning to a paperless operating model. These initiatives enhanced operational efficiency, reduced resource consumption, and improved employee experience through streamlined, self-service digital platforms. By developing in-house automated solutions, the company strengthened governance, increased process transparency, and reinforced its ability to deliver efficient, data-driven operations.

Recognition Across The Group

Recognition for Digital Transformation - Tunisia

In 2025, Ooredoo Tunisia was awarded 1st place in the HR National Awards for Digitalization and AI in HR practices, highlighting its commitment to leveraging advanced technologies to enhance employee experience and drive organizational efficiency.



ESG in Action



Digital HR Transformation



Ooredoo Kuwait completed a full transition to automated, paperless HR processes - reducing environmental impact, strengthening governance, and significantly improving the employee experience. Processes automated in-house included bank change notifications, a self-service benefits platform, an HR Kiosk for document printing, LTI automation via Oracle, automated offer logic, and SMS payslip notifications. The transformation reduced manual workload, improved auditability, and ensured a more consistent and responsive experience for all employees.

ESG in Action



Strengthening Digital Trust in Algeria



In 2025, **Ooredoo Algeria** became the first mobile operator in the country to obtain the TH19A electronic trust certification, issued by the Electronic Certification Authority (AECE) under the supervision of the national regulator (ARPCE). The certification confirms the company's adherence to stringent standards for secure digital transactions, data integrity, and transparent service delivery, in line with Algeria's efforts to strengthen trust in the digital economy.

Alongside this milestone, Ooredoo Algeria progressed its next-generation network rollout, following the award of a license to establish and operate 5G mobile communications services, positioning the company to support future digital innovation. The company also contributed to "Connected Algeria 2025", a national technology forum focused on digital transformation and expanded its digital ecosystem through partnerships in areas such as cloud gaming and entertainment - broadening digital experiences for its customers.

ESG in Action



Advancing Digital Inclusion and Youth Empowerment in Iraq



In 2025, **Asiacell** expanded its ASAS platform as a key digital inclusion initiative, enabling young people across Iraq to access digital skills, entrepreneurship training, and technology-driven opportunities. Delivered through a network of partners, including innovation hubs such as QaGI Lab in Mosul and Tafa3ul Hub in Basra, the platform focused on equipping participants with practical digital capabilities, job readiness skills, and access to business development tools.

The initiative reached more than 3,000 participants, supported over 130 private business owners, and included more than 30 events during the year, with 46% female participation. By improving access to digital skills, tools, and opportunities, ASAS is enabling broader participation in the digital economy and supporting inclusive, technology-driven growth across Iraq.

ESG in Action

Preserving Kuwait's Cultural Heritage Through a National Digital Platform



In 2025, **Ooredoo Kuwait**, through FASTtelco, partnered with the Ministry of Information to develop and operate 51 Platform, a national digital platform making Kuwaiti media, heritage, cultural, and educational content freely accessible to audiences everywhere. By bringing official cultural content into the digital space, the initiative removes geographic and economic barriers that have historically limited access to national heritage.

The platform is designed for broad, inclusive reach - enabling anyone with a smartphone or internet connection to engage with Kuwait's history, language, and traditions. With over 800,000 application downloads and content available across 192 countries, 51 Platform has made Kuwaiti culture digitally accessible to communities both within and far beyond the country's borders.

To date, the platform has recorded more than 26.5 million content views, with 74% of its audience aged 18-44, demonstrating strong uptake among digitally active generations. By combining government-backed content with private-sector digital infrastructure, 51 Platform advances equitable access to cultural knowledge while supporting Kuwait's long-term digital inclusion agenda.

Social Value Creation

Community wellbeing: Health, wellbeing and inclusion

Across its markets, Ooredoo continues to leverage its role as a digital enabler to create meaningful, lasting value for the communities it serves. In 2025, the Group advanced a broad portfolio of initiatives spanning digital inclusion, economic empowerment, community wellbeing, and cultural sustainability, each tailored to local needs while aligned with a shared vision of inclusive and sustainable development.

Read more about our social responsibility [here](#).

Youth and talent: Empowerment through learning and innovation

Rather than a collection of standalone initiatives, Ooredoo's approach reflects a distributed yet cohesive model of impact, where each operating company contributes distinct strengths, from large-scale social programs and workforce inclusion to cultural preservation and national capacity building.

This collective effort positions Ooredoo not only as a connectivity provider, but as a partner in societal progress, enabling communities to thrive in an increasingly digital and interconnected world.

Read more about our youth empowerment approach [here](#).



USD +26

Million in community investment

Group impact at a glance

In 2025, our OpCos collectively contributed, donated, and invested more than **USD 26 million** in community-focused initiatives, alongside contributing over 2,000 volunteering hours continuing to create meaningful impact across the markets we serve. These investments were directed toward advancing women's empowerment, youth entrepreneurship, healthcare access, education, and crisis response - areas that are critical to building resilient and inclusive societies. Through these efforts, we continue to bring our purpose to life - working every day to upgrade the world around us.

Guided by our Group Code of Business Conduct and Ethics, all contributions are delivered through a framework that ensures transparency, accountability, and alignment with our core values. While individual OpCos implement initiatives tailored to local community needs, each contribution remains anchored in a shared commitment to ethical giving and long-term value creation.

Across our footprint, we have supported a diverse range of local, national, and international causes - spanning social development, environmental sustainability, culture, and community wellbeing. From empowering the next generation of leaders to responding to urgent humanitarian needs, our efforts reflect a consistent focus on driving positive, lasting change.

2,000
volunteering hours across the group in 2025, compared to 1,800 hours in 2024.

ESG in Action

Access to care



In **Oman**, Ooredoo contributed to strengthening national healthcare capacity through targeted initiatives focused on both infrastructure and community engagement. This included funding the procurement of advanced medical equipment - such as a shockwave therapy device and a surgical laser - in partnership with Al Buraimi Hospital and Al Buraimi Health Complex, supporting the development of specialized surgical services. In parallel, Ooredoo organized three blood donation campaigns in collaboration with Blood Bank Services and internal HSE teams, raising awareness on the importance of blood donation while contributing to life-saving efforts within the community.



In **Maldives**, Ooredoo contributed to nationwide healthcare support initiatives by donating health kits to B.Fulhadoo, HA. Dhidhdhoo, and K. Huraa. Each Kit included essential medical equipment such as stethoscopes, digital sphygmomanometers, pulse oximeters, otoscopes, digital thermometers, and nebulizer machines.



In **Qatar**, Ooredoo continues to support community health through its long-standing partnership with the Fahad Bin Jassim Kidney Centre, part of Hamad Medical Corporation (HMC). Through regular engagement, particularly during Ramadan, Ooredoo conducts visits to dialysis patients, providing support and fostering meaningful interaction aimed at improving patient wellbeing and quality of life. This sustained partnership reflects Ooredoo's ongoing commitment to community care, moving beyond one-off contributions toward continuous, relationship-based support for vulnerable patient groups.



In **Palestine**, Ooredoo collaborated with organizations such as the Palestinian Medical Relief Society to support humanitarian and emergency health response efforts, contributing to the delivery of essential medical services to vulnerable communities.



In **Iraq**, Asiacell partnered with the Warith Public Health Foundation to support free treatment for children aged 1 to 15 battling cancer and tumors, enabling access to critical care through a community-driven fundraising model. Complementing these efforts, Asiacell also implemented a nationwide awareness campaign on the new emergency number (911), distributing informational materials across more than 2,000 locations and reaching subscribers through mobile communication, helping strengthen public awareness and access to emergency services.

ESG in Action

Access to care



In **Kuwait**, **Ooredoo** supported community wellbeing through the Ahmadi Health and Sports Initiative, engaging more than 1,500 participants in activities designed to promote physical activity, preventive health, and healthier lifestyles. Through collaboration with local organizers, the initiative encouraged long-term behavioral change, contributing to stronger community engagement and improved public health outcomes.

ESG in Action

Access to education



In **Iraq**, **Asiacell** supported higher education through its sponsorship of the American University of Iraq, Sulaimani Career Fair, connecting students and graduates with employment opportunities, while also contributing to knowledge development through scientific seminars on the future of cellular networks and participation in the Sustainable University Awards, promoting sustainability awareness within academia.



In **Oman**, **Ooredoo** advanced practical learning by equipping the Liwa Science and Innovation Center with robotics kits, enabling hands-on education in technology and innovation, alongside recognition for its broader educational impact through the Social Impact Award at Jawa'iz Basma 2025.



In **Kuwait**, **Ooredoo** partnered with the Saud Al-Nasser Al-Sabah Diplomatic Institute to modernize training environments through the installation of digital learning infrastructure, supporting the development of future leadership capabilities and strengthening national institutional capacity. Together, these initiatives reflect Ooredoo's commitment to empowering the next generation through education, innovation, and access to opportunity.



In Algeria, Palestine, and Tunisia, **Ooredoo** supported vulnerable communities through targeted initiatives aimed at improving access to essential services and education. In Algeria, this included the distribution of 10,000 school bags and educational supply kits, including 100 kits for children with disabilities, in partnership with the Algerian Muslim Scouts and the Amel Wa Amel Association. In Palestine, **Ooredoo** delivered similar support through the distribution of school bags in the West Bank and the establishment of educational tents in Gaza, providing safe learning spaces and ensuring continuity of education for children in underserved and conflict-affected areas. In Tunisia, **Ooredoo** supported 400 children from the Kafel Eiyatim Association with complete school supplies for the back-to-school season, alongside hosting a dedicated engagement event and recognizing high-achieving graduates, reinforcing both educational access and motivation for continued academic success.

A network of local impact

In 2025, Ooredoo Group organized blood donation campaigns across all operating companies, engaging employees in collective efforts to support national healthcare systems and contribute to community wellbeing. Implemented across multiple markets, these initiatives reflect a shared commitment to social responsibility and employee-driven impact. Across the Group, the campaigns resulted in 361 successful blood donations, contributing to an estimated 1,083 lives supported, with a 60.7% donation success rate.

361

Successful blood donations

1,083

Estimated lives saved

60.7%

Donation success rate

162,450

Liters of blood donated



Asiacell deepened its community presence in 2025, delivering programs that directly addressed inclusion gaps, responded to humanitarian need, and invested in the next generation of Iraqi talent. **In 2025, Asiacell achieved a Guinness World Record for the largest colored thread and pin art installation (26.6 m²), created in Baghdad by Iraqi artist Ali Alrawi, reflecting its commitment to sustainability and national talent. This sits alongside its broader community efforts to address inclusion gaps, respond to humanitarian needs, and invest in the next generation of Iraqi talent.**

ASAS - Youth Empowerment Platform

A national youth empowerment and entrepreneurship platform by Asiacell, providing digital access to training, development, and employability programs. Delivered through partners, it supports innovation, digital skills, and employment pathways. In 2025, ASAS reached 3,000+ participants, supported 130+ businesses, hosted 30+ events, achieved 46% female participation, and enabled 15% of graduates to secure jobs.

Chamchamal Flood Relief

Asiacell contributed IQD 1.2 billion to support families affected by severe flooding in Chamchamal District, providing urgent relief while reinforcing its commitment to community resilience and long-term recovery.

"Learning for Cause" Initiative

An employee-driven programme linking professional development with social impact, where each training hour translated into charitable contributions. In 2025, the initiative generated over IQD 104 million, supporting cancer care and vulnerable children in Iraq.

Impact at a glance



88

CSR Projects in 2025



22,000

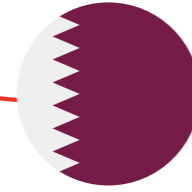
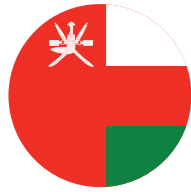
trees planted



USD

3,855,956

in community investment



Across Oman in 2025, Ooredoo put people first – standing alongside women building their futures, elderly members of the community, individuals living with disabilities, and young Omanis stepping into tomorrow.

In 2025, Ooredoo Qatar continued to invest in the communities it serves – promoting health, active living, and social inclusion through a range of programs and partnerships that reached individuals of all ages and abilities across the country.¹

Save & Sustain

Ooredoo engaged schools across Oman to embed recycling into students' daily routines through hands-on learning. Recycling containers were deployed across participating schools, enabling students to practice waste sorting and adopt sustainable habits, fostering long-term environmental awareness and behavior change.

Goodwill Journey 21

Expanded into a year-round volunteer program in 2025, delivered through quarterly initiatives across multiple governorates. Activities supported elderly communities, people with disabilities, and women, reflecting Ooredoo's commitment to inclusive engagement and sustained, community-driven impact.

Springboard Program

A flagship women's empowerment initiative, delivering capacity-building and leadership development. In 2025, the program marked its 24th cohort, graduating 20+ women, and has supported over 8,000 women since inception, advancing inclusive workforce participation across Oman.

Doha Marathon

A flagship community and charity platform promoting health, inclusion, and social impact. The event channels 100% of registration proceeds to charitable causes and features inclusive race categories, including the Blue Fun Run for children with autism, delivered in partnership with local organizations.

Best Buddies – Shafallah Internship Program

An inclusive internship program supporting individuals with intellectual and developmental disabilities (IDD) through 3-month placements. In partnership with Best Buddies and Shafallah Center, the initiative provides work experience, skills development, and promotes inclusion.

Autism Parents Platform Sponsorship

Supporting a dedicated platform delivering specialized programs for individuals with autism and their families. The initiative enables access to structured learning, community engagement, and tailored support services, advancing inclusion and support systems across Qatar.

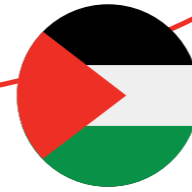
Impact at a glance



Impact at a glance



¹Community engagement initiatives undertaken by Ooredoo Qatar also represent Ooredoo Group's CSR and community engagement initiatives, given their shared headquarters and operational footprint across Doha specifically and Qatar in general.



In 2025, Ooredoo Algeria extended its reach across the country's most pressing community needs - bringing free healthcare to remote areas, mobilising blood donation drives, and equipping vulnerable children with the tools to learn, while investing in youth entrepreneurship and environmental restoration from north to south.

In 2025, Ooredoo Palestine continued to honor its obligations to the communities it serves - responding to humanitarian need in Gaza, supporting children's access to education, and mobilizing its own employees as active contributors to social impact. In a year that tested communities across Palestine, the company's programs were a reflection of both corporate commitment and human solidarity.

"One Youth, One Idea" Caravan

A national entrepreneurship initiative engaging 3,850 students across 7 provinces, generating 180 project ideas and supporting 10 start-ups, including 4 incubated by Ooredoo, driving youth innovation and economic participation.

Medical Caravan Initiative

Delivered free consultations across 18 medical specialties, reaching 4,690+ patients in remote and underserved areas, in partnership with Winnelka Association, improving access to essential healthcare services.

Blood Donation Campaign

Ooredoo Algeria supported the National Blood Donation Campaign across three headquarters, collecting 259+ blood units and benefiting 777 patients, in partnership with the National Blood Agency, strengthening national healthcare capacity.

Ooredoo Al-Khair Program

An employee-led initiative combining financial contributions and volunteering, delivering 660+ volunteer hours across activities including blood donation (132 employees), environmental campaigns, olive picking, and charitable donations supporting orphans.

Gaza Humanitarian Response

Delivered humanitarian aid including clean water distribution, blanket provision during winter, and financial contributions to Taawon Organization and local NGOs, addressing urgent humanitarian needs and improving living conditions for vulnerable communities.

Education Access Initiative

Delivered school bags and educational supply kits to children in the West Bank, while establishing educational tents in Gaza to provide safe learning environments for children in conflict-affected areas, supporting continuity of education and access to essential learning resources.

Impact at a glance



Impact at a glance





In 2025, Ooredoo Kuwait delivered a diverse and far-reaching program of community initiatives - spanning cultural preservation, children's education, public health, environmental sustainability, and youth empowerment - reflecting its role as a committed corporate citizen deeply invested in Kuwait's future.

In 2025, Ooredoo Tunisia advanced its community impact through targeted initiatives spanning environmental restoration, humanitarian support, and public engagement, reinforcing its role as a responsible corporate citizen contributing to sustainable and inclusive development.

Kuwait Airways Cultural Partnership

Integrated Kuwaiti cultural content into in-flight systems, reaching an estimated 1.8-2.2 million passengers across global routes, amplifying cultural awareness through international exposure.

Zargoan Play - Cultural Theatre Initiative

Delivered 74 performances over 44 days, reaching +49,00 children and families. Through interactive theatre, the initiative promoted ethical values, social cohesion, and national identity, using storytelling to engage young audiences and foster long-term cultural awareness.

Blood Donation Campaign

Conducted a nationwide blood donation campaign across Ooredoo's offices in Kuwait, collecting 36.5 litters of blood and contributing to saving lives. Delivered in partnership with national health authorities, the initiative strengthened community solidarity while directly supporting the country's healthcare system and emergency response capacity.

Ooredoo Night Run 2025

Brought together thousands of participants in Tunis for the 4th edition of the Ooredoo Night Run, promoting active lifestyles, community engagement, and social impact through a large-scale public sporting event held on Habib Bourguiba Avenue. All the proceeds and funds from the run were donated to Diar El Amal Association.

National Reforestation Campaign

Delivered a large-scale reforestation initiative, restoring 100 hectares of degraded land across affected areas, contributing to biodiversity protection and ecosystem recovery. The campaign supported the rehabilitation of natural habitats and strengthened climate resilience at a local level.

Ramadan Solidarity Campaign

Implemented a nationwide Ramadan campaign in partnership with local associations including Kafel El Yatim and Dar El Amal, providing targeted support to orphans and vulnerable groups, strengthening social solidarity and community care.

Impact at a glance



Impact at a glance





In 2025, Ooredoo Maldives delivered a wide range of community initiatives focused on digital inclusion, community wellbeing, and environmental awareness, reflecting its commitment to supporting vulnerable groups, empowering youth, and delivering meaningful impact across island communities

Water Access Initiative

Installed water purification systems at L. Maabaidhoo Mosque, improving access to safe drinking water and supporting community health and wellbeing at a local level.

Ooredoo Fun Run

Organized the Ooredoo Fun Run as a community-wide sporting initiative, bringing together participants across island communities to promote physical activity and strengthen community engagement through structured public events.

Missions for Migrant Workers & World Kindness Day Initiatives

Supported social inclusion through collaboration with Mission for Migrant Workers Maldives during Ramadan and visits to local orphans on World Kindness day.

Impact at a glance



31
CSR Projects in 2025



+132
employees participated in community health initiatives



USD
189,410
in community investment

Recognition Across The Group

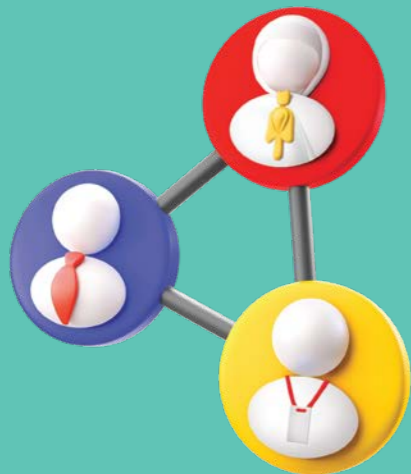
Recognition for Community Impact – Algeria

In 2025, Ooredoo Algeria's contributions to community development and social impact were recognised through several national and regional awards. The company received the Patron of Donations Award from the Ness El Khir Foundation, acknowledging its continued support for civil society initiatives. It was also awarded Excellence in Corporate Social Responsibility at the Dz Hadina Tech Awards, highlighting its role in advancing responsible business practices within the telecom sector. In addition, Ooredoo Algeria was recognised on Arab Volunteer Day 2025 by the Arab Federation for Voluntary Activity for its commitment to volunteering and charitable engagement.



DEVELOPING OUR PEOPLE

In 2025, Ooredoo Group continued to place its people at the heart of its strategy, recognizing that long-term success is driven by empowered, engaged, and capable employees. As a people-first organization, Ooredoo is committed to building a supportive and inclusive workplace where individuals can grow, thrive, and contribute meaningfully.



Guided by its Employee Value Proposition, "We inspire growth journeys," the Group invests in talent development, employee wellbeing, and inclusive workplace practices. This approach reflects Ooredoo's belief that building a future-ready organization starts with its people - supporting their professional growth, personal wellbeing, and overall experience across all markets.



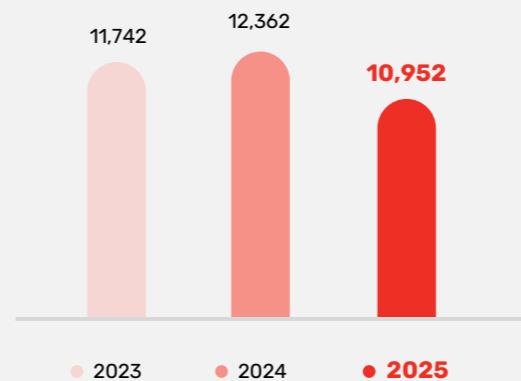
As our industry continues to evolve, so must our people. At Ooredoo, we are shaping a future-ready workforce by investing in skills, leadership, and continuous learning - empowering our employees to innovate, grow, and lead. This includes a strong focus on advancing women, young talent, and national talent across our markets, supporting sustainable workforce development and long-term socioeconomic impact.

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

Talent Attraction and Retention

At Ooredoo, attracting and retaining top talent is fundamental to delivering long-term value and sustaining operational excellence across diverse markets. In a rapidly evolving digital landscape, the Group recognizes that its ability to compete, innovate, and grow depends on building a high-performing, engaged, and future-ready workforce.

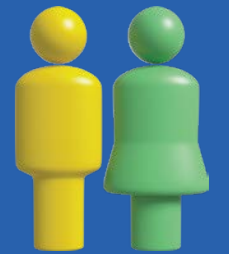
Total number of employees across the group



In 2025, Ooredoo's total headcount across its eight markets reached 10,952 employees. The Group's workforce remains stable overall, reflecting a balanced approach to talent management, with ongoing hiring and development aligned to operational needs. This is supported by a turnover rate of 8.6%, indicating continued workforce continuity alongside targeted renewal.

78%

of employees are nationals



21%

of employees under the age of 30

Guided by its people-first philosophy and Employee Value Proposition, "We inspire growth journeys," Ooredoo continues to strengthen its talent ecosystem by enhancing employee experience, fostering internal mobility, and embedding performance-driven and inclusive practices across its operations. Ooredoo attracts talent through a strong employer brand, structured onboarding, and a clear value proposition centered on growth and opportunity - with the employee onboarding program ensuring a seamless transition for new hires through practical guidance, cultural orientation, and structured support systems such as the "buddy" program.



Retention is reinforced through a range of Group-wide initiatives that together form a consistent foundation across operations.

Global Mobility

Our Global Mobility Programme enables our Nationals to gain experience across our different markets and promote on-the-job learning opportunities.

Recognition Across The Group

Local Talent Across Our Markets

Ooredoo Kuwait earned three prestigious accolades in 2025: Inspiring Workplace Award, Employer of Choice, and Best Employee Benefits Package.

In Qatar, Ooredoo was awarded the 2025 Bronze Stevie® Award for Employer of the Year in Telecommunications.

In Tunisia, Ooredoo claimed 1st Prize at the HR National Awards for Digitalization & AI in HR Practices.

In Palestine, Ooredoo received the Silver Stevie® Award for Best Workplace

Ooredoo Maldives was awarded the Bronze Stevie® Award for Employer of the Year - Telecommunications



Talent Pipeline

The Talent Density programme aggregates talent across markets to support succession planning, identify high-potential employees, and strengthen leadership pipelines across the Group.

Performance Culture

Our Performance Management Process integrates continuous feedback, 360° evaluations, and structured review cycles, enabling transparent performance tracking, fair evaluation, and continuous employee development.

Total Rewards

Ooredoo's Total Rewards framework integrates competitive compensation, performance-linked incentives, comprehensive benefits, and career development opportunities, reinforcing employee value and supporting long-term retention.

Employee Voice

Employee experience and pulse surveys enable continuous, transparent feedback, allowing the Group to identify areas for improvement, enhance engagement, and strengthen retention through responsive and adaptive workplace practices.



At the OpCo level, these Group priorities were translated into market-specific initiatives reflecting local workforce realities. In Kuwait, employees benefited from expanded total rewards including interest-free loans, enhanced education support extended to senior management, additional telecom benefits, and long-term incentive schemes - alongside the completion of a comprehensive Employer Branding Strategy informed directly by employee feedback. In Tunisia and Asiacell, regular town halls and HR open days maintained open dialogue between employees and leadership. In Algeria, the Strat'In platform was introduced to cascade strategic priorities, strengthen leadership communication, and foster a stronger sense of shared purpose across the organization.

ESG in Action

Employee Engagement

Across the Group, structured engagement mechanisms ensure that employees have a consistent and accessible channel to be heard. In Tunisia, quarterly all-hands meetings, HR Open Days, engagement surveys, and a strategy townhall with Group management visits maintained an ongoing dialogue throughout the year. In Kuwait, a comprehensive Culture Audit - shaped by employee workshop sessions - translated workforce feedback directly into an action plan. In Asiacell, employees are supported through a multi-channel communication ecosystem including the SAWA intranet, the SIMSIM AI chatbot, a digital employee handbook, and one-to-one guidance, ensuring accessibility across all levels of the organization.



ESG in Action

Local Talent Across Our Markets

Across every market Ooredoo operates, the most important infrastructure is it's people. Local talent pipelines remain a demonstrated priority, with nationalization rates reaching 100% in Palestine, 99% in Algeria and Tunisia, and above 90% in Asiacell, Oman and Maldives. In Kuwait and Qatar, where nationals already account for more than 40% of the workforce, structured programs across recruitment, development, and retention are actively building on that foundation to expand local participation further.



Training and Development

At Ooredoo, continuous learning and capability building are central to attracting, developing, and retaining talent in a rapidly evolving digital landscape. The Group adopts a structured and forward-looking approach to training and development, ensuring that employees are equipped with the technical, digital, and leadership capabilities required to support business transformation and long-term growth.

At the Group level, Ooredoo structured its learning and development model around a clear employee growth journey, as illustrated below. This framework reflects how development is embedded across the full employee lifecycle - from identifying capability needs, to building skills, applying them in practice, and ultimately enabling career progression.

At the **Identify** stage, tools such as Talent Density, the Performance Management System, 360-degree feedback, and the KPI Navigator Bot help assess performance, define development priorities, and align individual goals with business needs. This is followed by the **Develop** stage, where employees access a range of structured learning opportunities, including the Ooredoo Leadership Academy (OLA), the Leadership Development Program in partnership with Harvard, and the Consumer and Business Skills Academies, strengthening both leadership and functional capabilities. In the **Apply** stage, learning is translated into practice through initiatives such as the "My Learning is My Responsibility" campaign, on-the-job development, and continuous capability building across roles and functions. Finally, the **Advance** stage focuses on enabling career growth, strengthening the leadership pipeline, and supporting internal mobility, ensuring that development efforts translate into long-term progression and retention.

Ooredoo Employee Growth Journey



*Eligible employees only (those who have passed probation and remain employed).

ESG in Action

Board of Directors sustainability training

In 2025, Ooredoo Group enhanced Board-level oversight of sustainability by delivering a dedicated ESG training program for its Board of Directors, in partnership with GCMA, with participation extended to selected members from each OpCo Board. The training focused on strengthening understanding of ESG risks and opportunities, evolving regulatory expectations, and the integration of sustainability into strategic decision-making.

A total of four training hours were completed, reinforcing the Board's capacity to guide the Group's sustainability strategy and ensure alignment with leading frameworks, including IFRS Sustainability Disclosure Standards.



Total training hours at the HQ increased from 7,447 in 2024 to 9,510 in 2025, while average training per employee rose from 30 to 35.8 hours, driven by a significant increase in female training participation from 28 to 44.9 hours per employee.

In 2025, Ooredoo Group launched Gen AI awareness and masterclass sessions with Industry leaders such as Google, strengthening future-ready digital skills across the organization.

At the OpCo level, training and development approaches are tailored to local market needs while remaining aligned with Group priorities:



Total training hours in Algeria reached

41,154

In Algeria, Ooredoo continued to implement a structured and policy-driven approach to talent development, guided by annual training strategies and competency-based needs assessments. Training programs are designed based on business

and Individual Development Plans, ensuring alignment with both organizational priorities and employee growth objectives. In 2025, Algeria placed a strong emphasis on future-oriented capabilities, including AI literacy programs reaching over 70% of employees, alongside specialized technical training in areas such as 5G, cybersecurity, and cloud systems. Leadership and agile management programs further support organizational adaptability and managerial effectiveness. These combined efforts contributed to high employee satisfaction levels exceeding 85%, reflecting the effectiveness of the learning ecosystem.



Total training hours in Kuwait reached

2,446

In Kuwait, Ooredoo maintained a comprehensive and structured learning framework supported by formal policies, including Training Needs Analysis (TNA), internal rotation, certification, and international development programs. Training effectiveness is monitored through detailed reporting on participation, certifications, and performance outcomes. Learning initiatives focus on enhancing digital, technical, and leadership capabilities while supporting internal mobility and national talent development.



Total training hours in Maldives reached

17,769

In the Maldives, Ooredoo continued to deliver training through a combination of mandatory compliance programs and ongoing development initiatives. Training needs and effectiveness are assessed through performance management processes and Individual Development Plans, supporting continuous improvement and employee capability building.



Total training hours in Oman reached

18,955

In Oman, Ooredoo implemented a wide range of structured training programs, including leadership development (such as the Qadaa programme), technical and functional training, and certifications such as PMP and Lean Six Sigma. Employees are supported through mentoring, coaching, job rotation, and targeted reskilling initiatives, ensuring readiness for evolving roles and technologies. Training programs are informed by stakeholder feedback and performance data, enabling continuous refinement.



Total training hours in Tunisia reached

32,512

In Tunisia, Ooredoo continued to strengthen its learning ecosystem through a diverse portfolio of targeted programs spanning leadership, digital, and technical capabilities. In 2025, employees participated in training programs such as Project Management Professional (PMP), AI and data-related training, customer experience, talent diversity and AI for HR trainings.



Total training hours in Palestine reached

7,971

In Palestine, Ooredoo delivered targeted training initiatives aligned with Individual Development Plans, supporting leadership, technical, and digital skill development.



Total training hours in Qatar reached

13,187

Ooredoo Qatar, under the RUN (Reskilling, Upskilling & New Skilling) framework, continued to offer a suite of development program – Jahiz, NMOW, Rehlati, Function Heads Program, Learning Bites, and Masterclasses. The key highlight for 2025 was the launch of the learning program AI Fluency From 0 to 100, under the theme "Reimagining Business with AI." This program, delivered in association with world-class partner, Northwestern Kellogg, is a comprehensive initiative designed to empower leaders and employees across the organization with the skills and confidence to harness AI for real business impact.



Total training hours in Asiacell reached

43,013

Across all markets, training and development initiatives are supported by structured feedback mechanisms, including performance reviews, stakeholder engagement, and post-training evaluations. These processes enable Ooredoo to continuously refine its learning approach, ensuring that programs remain relevant, impactful, and aligned with evolving business needs.

Through this integrated approach, Ooredoo continues to strengthen its workforce capabilities, enhance employee engagement, and support long-term organizational resilience, reinforcing its position as a people-first, future-focused organization.

Employee Wellbeing

At Ooredoo, employee wellbeing is not a standalone program - it is embedded into the fabric of how the organization operates. The Group takes a holistic approach to wellbeing that spans physical health, mental wellness, work-life balance, and a sense of belonging. The belief is simple: people who feel supported, recognized, and valued perform better, stay longer, and contribute more meaningfully to the communities around them.

Physical & Mental Health

Ooredoo's approach to health and wellness extends well beyond traditional benefits. At the Group level, revised HR policies introduced wellness benefits encompassing gym and club memberships, nutrition and dietary advice, dance classes, and hobby support - recognizing that wellbeing looks different for every individual. Dedicated Wellness Days, Health Days, and awareness sessions - including talks on Understanding Menopause and the annual Steps Challenge - ensure that health remains a visible, ongoing conversation within the organisation rather than a periodic initiative. In the Maldives, the year-long RUN! BRIGADE, RUN! program took this further, assigning monthly running targets across employee brigades and culminating in a Brigade 7K Run - combining habit-building, peer motivation, and team cohesion into a single sustained initiative. Mental health awareness training has been embedded across the Group, equipping managers and employees alike with the tools to recognise and respond to well-being needs in the workplace. Flexible working arrangements, including work-from-home and Ways of Working policies that allow employees to work from abroad, further reduce pressure and support a sustainable approach to productivity.

ESG in Action

Wellbeing Built Into Policy

In 2025, Ooredoo introduced and updates a range of HR policies that reflect a modern, human understanding of our people needs.

- Miscarriage Leave - supporting employees through personal loss
- Breastfeeding in the workplace - with a dedicated nursing room at Group headquarters
- Updated Duty Leave policy - supporting employees through personal tragedy
- Work from home and work from abroad - formalised under the Ways of Working policy
- Housing allowances for single women who are head of household



Recognition & Belonging

A culture of recognition is central to Ooredoo's wellbeing strategy. Across the Group, employees are celebrated through a multi-layered recognition framework - from Thank You cards and monthly Shout Outs for peer-to-peer appreciation, to formal awards including the GCEO Award, Long Service Award, Encouragement Award, and the Mabrook Awards, which acknowledge excellence nominated by colleagues. Bonus multipliers reward top performers, ensuring that high contribution is consistently and visibly valued.

Community and connection are reinforced through shared experiences. Family Day - held in 2025 under the theme "Wild Wild West" - brought employees and their families together in recognition of the unseen support that makes professional commitment possible. Engagement activities including Crazy Pet competitions, Wacky Slipper Day, and Ice Cream Day build team spirit and human connection across a diverse, multinational workforce.

Employee voice

Creating a sustainable culture begins with an empowered workforce who are encouraged to have their say about their Ooredoo experience, without prejudice. Since 2021, Ooredoo has taken a structured, Group-wide approach to listening to its people, initially through the Organizational Health Index (OHI), and evolving over time into today's C.A.R.E. (Communicate, Achieve, Reflect and Engage) Survey.

Our people were invited to share their feedback on statements such as "I am excited to work for this organisation for the next few years" and "I feel a sense of belonging to the people I work with," with 92% participation across our OpCos. These insights highlighted key areas for improvement, leading to 47 initiatives, including the establishment of Total Rewards, the Ooredoo Learning Academy (OLA), and the Performance Management Framework.

Building on this foundation, Ooredoo refined and

expanded its employee listening approach through the introduction of the C.A.R.E. Survey, supported by ongoing pulse checks and external benchmarking, to provide a more continuous and comprehensive view of employee experience.

The C.A.R.E. Survey measures employee experience across three core pillars:

Engaged: Reflecting employees' sense of pride, connection, and commitment to the organisation.

Energised: Capturing motivation, enthusiasm, and a sense of personal accomplishment at work.

Enabled: Assessing the extent to which employees are provided with the tools, resources, and environment needed to perform effectively.

In 2025, the C.A.R.E. Survey was further strengthened, incorporating 105 questions across 24 themes, including dedicated questions related to ESG and sustainability, enabling a deeper and more comprehensive understanding of employee sentiment across all markets.

In 2025, more than 8,500 employees across all OpCos were invited to participate, with a 95% response rate, reflecting the strong trust our people place in this process. The Group's Employee Engagement Score reached 88%, demonstrating the continued impact of a structured and evolving employee listening approach.

Opportunity areas identified through the survey are translated into OpCo- and department-led action plans, embedded within company scorecards, and tracked throughout the year. A network of C.A.R.E. Champions works to close identified gaps and ensure continuous improvement. To reinforce accountability at the highest level, employee engagement outcomes are integrated into the Group CEO's scorecard,

ensuring that employee experience is formally embedded into leadership priorities and directly influences executive performance evaluation and decision-making.

C.A.R.E. Survey feedback continues to shape key initiatives across the Group, ensuring that employee voice remains a central driver of how we develop, support, and empower our people.

Health & Safety

Across Ooredoo's markets, the safety and health of every employee is a non-negotiable commitment. The Group's approach to occupational health and safety goes beyond regulatory compliance - it reflects a deeply held belief that a safe workplace is the foundation of everything else. We proactively identify and manage occupational health and safety risks to maintain a safe and healthy workplace. Our approach applies to a hierarchy of controls to minimize hazards, ensure compliance, and reduce the risk of injury and illness across operations.



Safe workplace: HSE systems, audits, safety committees

Ooredoo's approach to occupational health and safety is guided by a comprehensive Occupational Health and Safety Management System (OHSMS) and our [Quality, Health, Safety and Environment \(QHSE\) Management Systems Policy](#), aligned with internationally recognized standards and applicable local regulatory requirements. Several OpCos operate certified systems, with Tunisia and Oman aligned to ISO 45001, while Kuwait's framework reflects ISO 45001 principles and complies with national regulations. In Qatar, occupational health and safety is governed through a formal QHSE policy, supported by the implementation of Hazard Identification and Risk Assessment (HIRA) processes across operations. Algeria operates under an established HSE policy framework, supported by a Joint Health and Safety Committee (CPHS) in line with national legislation, while in Palestine, safety and security processes are regularly tested in coordination with the Civil Defence Ministry and aligned with broader crisis management and business continuity frameworks.

Across all markets, a structured hierarchy of controls - elimination, substitution, engineering controls, administrative controls, and personal protective equipment - underpins the identification, assessment, and mitigation of occupational risks, ensuring a consistent and systematic approach to managing both routine and higher-risk activities.

Training & Safety Competence

Safety training is embedded into the employee lifecycle across all OpCos - from induction to ongoing role-specific development.



New employees in Qatar receive HSE training as part of the Hayakoum Induction Programme, with e-learning materials, Fire Marshal training, and First Aid certification available to all staff. Supervisors of on-site engineers receive IOSH Managing Safely certification, and all contractors undergo HSE induction before commencing work.²



In Maldives, First Responder Training was delivered in Q2 2025 to build emergency response capability across office and field environments, followed by Working at Height and Rigging training for technical teams in Q3 - directly addressing the elevated risk profile of field operations.



Algeria delivered working-at-height training, electrical safety and authorisation training, and firefighting training for fire wardens, alongside a dedicated HSE training curriculum for the HSE Manager and HR team



Asiacell delivers occupational health and safety training annually covering both general and role-specific hazards, including high-risk activities such as tower operations. Training is regularly updated and supported by ongoing risk assessments, with employees actively involved in safety consultations and feedback mechanisms to strengthen awareness and reporting.

² Health and safety initiatives and programs undertaken by Ooredoo Qatar also include Ooredoo Group, due to their shared office at Ooredoo Headquarters in Doha



Palestine conducts annual first aid and general safety training, with first aid kits available across all facilities.



Oman provides general HSE awareness, site-specific hazard training, and emergency response training - conducted periodically and refreshed after any incident.



Ooredoo Tunisia launched a First Aid and Fire Safety Training Program to strengthen emergency preparedness and safety culture. Delivered with certified instructors, the program combined theory and practical exercises, equipping employees with essential first aid, emergency response, and fire safety skills.



ESG in Action

Employee-Driven Safety Culture

Across our markets, structured mechanisms ensure that workers are engaged participants in building, strengthening, and sustaining a culture of safety.

In Kuwait and Oman, employees contribute directly to the development and continuous improvement of safety systems through participation in risk assessments, inspections, drills, and dedicated safety committees, alongside regular toolbox talks and consultation forums. In Tunisia, this participatory approach is formalized through a Health and Safety Committee, which meets regularly to review HSE performance and implement corrective actions following incidents. In Qatar, this culture is further reinforced through reward and recognition programs that promote positive safety behaviors and long-term engagement.



ESG in Action

Preventive Health and Employee Wellbeing

Ooredoo extends its approach beyond workplace safety to encompass preventive health and employee wellbeing. Across its markets, initiatives are designed to promote early detection, raise health awareness, and support long-term employee wellbeing.

In Palestine and Qatar, comprehensive health coverage and awareness programmes support employees through preventive screenings, diagnostics, and disease management. In Maldives, targeted initiatives such as diabetes awareness and on-site screening sessions provide employees with accessible, voluntary health assessments during working hours. In Oman, health check-ups and blood donation campaigns, in partnership with Blood Bank Services and Burjeel Hospital, further reinforced the link between employee wellbeing and broader community health outcomes.



Recognition Across The Group

Zero Harm Award - Qatar

Ooredoo Qatar received the Zero Harm Award, honoring best-in-class safety performance across Qatar.



across recruitment, gender equality, disability inclusion, cultural diversity, and inclusive leadership, with KPIs reviewed at ExCom level every quarter. In Oman, DEI principles are embedded across all people practices under the Ooredoo Oman People Policy, ensuring equal access to growth, career advancement, and long-term success for all employees regardless of background.

Zero tolerance for discrimination and harassment is applied consistently across all markets, supported by confidential grievance mechanisms, formal investigation procedures, and non-retaliation protections across all OpCos.



ZERO

In 2025, zero incidents of discrimination were reported across Palestine, Qatar, Maldives, Tunisia, Oman, Asiacell, and Algeria.

Ooredoo's commitment to anti-harassment is echoed through our policy, which can be found [here](#).

Equal Opportunity

Ooredoo is proud to be an Equal Opportunity Employer, with this commitment embedded across all stages of the employee lifecycle - from recruitment and onboarding to development, progression, and recognition. This approach supports the cultivation of a diverse and inclusive workforce that reflects the communities it serves, enhances organisational effectiveness, and enables more responsive, innovative, and sustainable business outcomes. For further details on how Ooredoo embeds fairness and equal opportunity across its operations, please visit this [link](#).

Across the Group, Diversity, Equity, and Inclusion (DEI) is governed by formal policies at both Group and OpCo level. In 2025, Ooredoo Kuwait formalised its Diversity & Inclusion Policy - covering inclusive recruitment, women's empowerment, talent investment, and access for persons with disabilities - with ownership sitting at CHRO level and governance oversight through the Board. Ooredoo Algeria's DEI Policy commits to concrete, measurable action



Gender Equality

Advancing women's representation and leadership remains one of the Group's most consistently pursued DEI priorities. At the Group level, 2025 saw a continuation of signature initiatives.

Women's Summit

Signature leadership and empowerment initiatives, including the Female Leader of the Future programme and targeted workshops such as Women's Empowerment Training and #IAMRemarkable, alongside partnerships like Women@Google, support female leadership development, confidence building, and professional growth.

Take Your Daughter to Work Day

Held in celebration of International Women's Day 2025, this initiative provided young girls with early exposure to the workplace, promoting inspiration, awareness, and future career aspirations through an immersive "if they see it, they can be it" experience.

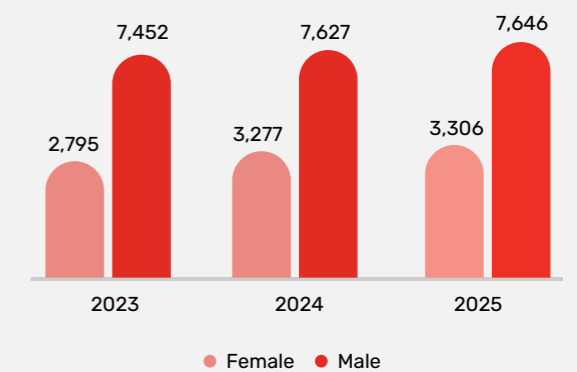


Women@Work Network

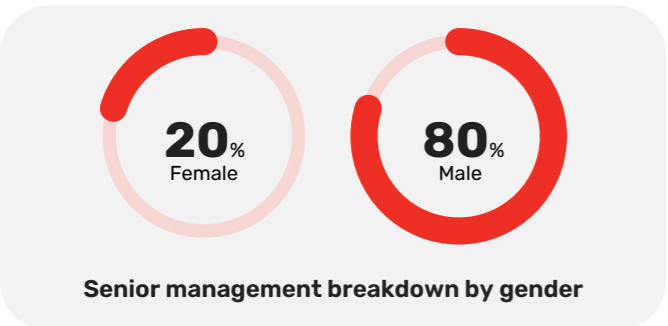
The Women@Ooredoo network provides a dedicated platform to support and advocate for women in the workplace, complemented by inclusive HR policies such as miscarriage leave, support for women-headed households, and workplace facilities including dedicated nursing rooms.

Ooredoo has set a formal target to increase female workforce representation by 10% by 2029 - a commitment that is being actively translated into OpCo-level action across all markets. Algeria has set its own target to increase female representation by 5% between 2024 and 2029, supported by a March 8th campaign spotlighting Algerian women entrepreneurs, internal digital inclusion campaigns, and the "Run for Inclusion" employee engagement event. Asiacell's CHRO scorecard includes a committed 1% annual increase in female employment. Kuwait's DEI policy enshrines equal pay, equal representation on leadership teams and boards, and equal access to training and career development for women. In the Maldives, gender diversity is actively encouraged in recruitment across all functions and job levels, supported by mentoring and structured training opportunities. Across the Group, female workforce representation ranges from 21% in Palestine to 37% in both Tunisia and the Maldives.

Workforce breakdown by gender



Female representation across the Group increased by approximately 4% in 2025, reflecting the impact of clear targets and targeted initiatives aimed at strengthening women's participation, progression, and leadership opportunities.



Female representation in senior management reached 20% in 2025, supported by targeted initiatives and structured development pathways aimed at advancing women into leadership roles.

Disability Inclusion and Accessibility

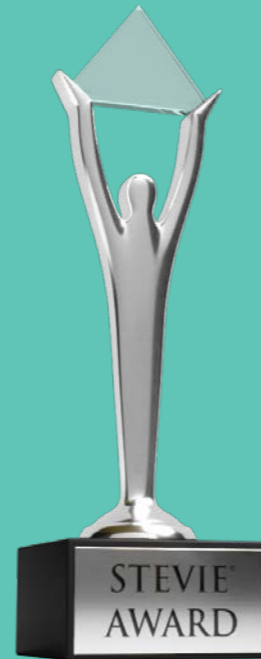
Inclusion of people with disabilities is an active and growing focus across the Group, with 15 employees with disabilities across our workforce and continued efforts to enhance accessibility across our markets.

In Oman, Ooredoo employs persons with disabilities within its Call Centre operations - providing specialized systems, tailored training programs, and tactile signage training to ensure full and effective workplace participation. Kuwait's DEI policy commits to wheelchair-accessible offices and facilities, aligned with Kuwait's Public Authority for the Disabled Act No. 8 (2016) and the State of Kuwait's commitment to the Convention on the Rights of Persons with Disabilities. Algeria's policy formally commits to workplace adjustments, adaptations, and disability awareness campaigns embedded within teams.

Recognition Across The Group

Recognition for Inclusion

Ooredoo Oman received the 2025 Silver Stevie® Award for Achievement in Diversity & Inclusion at the International Business Awards, recognizing its Hearing-Impaired Call Centre and tactile support initiatives that advance inclusive customer engagement.



Across the Group, recruitment is governed by merit-based, bias-free principles. Algeria's DEI policy mandate's objective and transparent processes, promotes balanced representation in technical and leadership roles, and requires diverse recruitment panels and anonymised screening. Tunisia applies structured interview

frameworks, diverse panels, and job description bias reviews as standard practice, with EDI goals embedded into the company scorecard. Kuwait's recruitment and selection practices are explicitly guided by merit without bias or discrimination, with all applicants guaranteed equal opportunity in employment and promotion. In the Maldives, HR policies ensuring equal employment opportunities regardless of race, gender, religion, disability, or age are communicated during onboarding and enforced consistently across all talent processes.

Post-recruitment, inclusion continues through structured development. Individual Development Plans, inclusive leadership programmes, the Harvard Leadership Development Programme, and internal mobility frameworks ensure that equal opportunity extends beyond the hiring decision and into the full arc of an employee's career.

ESG in Action

Run for Inclusion - Ooredoo Algeria

In 2025, **Ooredoo Algeria** brought its diversity and inclusion commitments to life through the "Run for Inclusion" employee engagement event - a physical activity initiative designed to foster solidarity, celebrate difference, and reinforce a shared culture of belonging. Complementing internal digital campaigns and a March 8th spotlight on Algerian women entrepreneurs, the event reflected Algeria's broader DEI strategy; that inclusion is not built through policy alone, but through shared experiences, visible commitment, and consistent action across every level of the organization.



Further information on our approach to women empowerment can be found [here](#).

PROTECTING OUR ENVIRONMENT

Growing connectivity should not come at our environment's expense. As we expand our digital networks, we are actively reducing emissions, improving energy efficiency, and managing resources responsibly to support a more sustainable, low-carbon future.

ALIGNMENT WITH THE UN SDGS:



PERFORMANCE HIGHLIGHTS:



Commenced scope 3 calculation across the group



%10

reduction target in energy consumption per unit of data (kWh/GB) by 2029



Commenced website emissions measurement across all operating markets

MATERIAL TOPICS:

- Climate and Energy
- Resource Management

ALIGNMENT WITH QATAR'S 3RD NATIONAL DEVELOPMENT STRATEGY:

- Environmental Sustainability
- Sustainable Economic Growth
- Quality of Life

CLIMATE AND ENERGY

As a leading digital infrastructure provider, Ooredoo recognizes that environmental responsibility is integral to sustainable growth. Across the Group, we focus on reducing energy intensity, improving network efficiency, and strengthening climate resilience all while meeting the growing demand for data and connectivity.



In 2025, Ooredoo continued to enhance its environmental performance by concentrating on areas where a telecom operator can make the greatest impact: optimizing energy use across networks and data centers, delivering sustainable digital services that support both our customers and the planet.

Read more about our approach to the Environment [here](#).

Energy Efficiency

Energy efficiency: reducing network and facility energy intensity

Energy use remains a material environmental consideration for the telecommunications sector, closely tied to operational emissions and network performance. Growing data traffic, ongoing network expansion, and the adoption of advanced technologies continue to shape energy demand across our operations. In response, OpCos are prioritising more efficient power solutions, including increased grid connectivity and renewable energy integration, to reduce diesel dependence, enhance energy efficiency, and support more reliable and resilient network operations. Across several OpCos, targeted efficiency upgrades and tighter operational controls helped stabilize energy consumption year-on-year despite network growth.

As part of this commitment, the Ooredoo Group has set a Group-wide target to reduce energy consumption per gigabyte of data transmitted (kWh/GB) by 10% by 2029. To support this ambition, OpCos are rolling out a range of measures aimed at improving network energy efficiency and increasing the share of renewable power across operations.



In the Maldives, Ooredoo is integrating renewable energy into its network, with a solar project launched in 2023 currently powering 10 cell sites, with ambitions to further expand. Alongside this, energy efficiency measures help maintain stable consumption and reduce reliance on grid electricity, supporting more efficient operations across the islands. Alongside renewable deployment, energy efficiency measures across administrative operations including LED retrofitting and the installation of energy-efficient appliances have helped maintain overall energy consumption broadly in line with 2023 levels. Operational planning reflects the Maldives' unique geographic constraints, with dispersed islands requiring careful management of energy use and logistics. While energy performance is actively managed through operational controls, reliance on grid electricity remains a key environmental impact area, reinforcing the importance of further renewable energy expansion to reduce Scope 2 exposure.



Ooredoo Tunisia is advancing a combined climate and circularity approach to reduce emissions, improve energy performance, and limit environmental impacts from operations. Energy efficiency initiatives have focused on integrating renewable energy and improving infrastructure performance across network sites, data centres, and buildings. Solar energy solutions have been deployed at greenfield radio sites to reduce reliance on grid electricity, alongside the installation of a solar farm in a remote area to supply renewable power to five data centres. At the headquarters, rooftop photovoltaic panels generate renewable energy for lighting while also shading rooftop heat pumps, reducing cooling demand during summer months. These measures, together with wider energy-efficiency upgrades and improved energy

management practices, have contributed to a reduction in energy intensity, with performance improving from 0.12 kWh/GB in 2024 to 0.10 kWh/GB in 2025 (Calculated based on Scope 1 and Scope 2 only). Additional actions include reducing fleet fuel consumption by 10%, improving building energy efficiency, and optimizing water consumption across facilities.



Energy efficiency initiatives at Ooredoo Algeria are embedded in operational practices and workplace design. Measures include optimizing air-conditioning through a shift from closed offices to open spaces, preventive maintenance of equipment, replacement of obsolete assets, transition to LED lighting, and the use of automatic controls and presence sensors. Flexible workspaces and occupancy-based energy management further support efficiency gains.



Ooredoo Qatar is actively reducing its environmental footprint by phasing out diesel generator-based power across its network. Several DG sites have already been removed, cutting fuel consumption, GHG emissions, and local air pollutants. A larger Clean Energy Phase is planned for 160 sites, which will integrate hybrid systems combining cleaner energy with conventional power to maintain network reliability. Energy management is embedded in Ooredoo Qatar's QHSE framework, guiding operational efficiency, responsible energy use, and continual improvement. While energy efficiency measures are integrated into operations, there is no standalone energy policy.



Energy-efficiency measures across Ooredoo Kuwait's network such as shared DG usage, DG-to-Grid conversions, energy-efficient radios, ODC shelters, AI-powered RAN power-saving features, fiber backbone expansion, and external content caching reduce operational energy demand while maintaining network reliability.

Ooredoo Kuwait is currently conducting a solar trial with three different vendors, covering both the planning and implementation phases. Based on the outcome of this initiative, the company aims to progress with the conversion of couple of sites from DG to solar-powered CDC solutions by this year. This effort reflects Ooredoo Kuwait's ongoing commitment to evaluating practical renewable energy opportunities, improving energy efficiency, and supporting more sustainable network operations.

Recognition Across The Group

Award-winning energy solutions

Ooredoo Group won first place in the Energy Efficiency category at the GCC Sustainability Hackathon 2025 for their Cool-LLM Solution, an AI-driven energy optimisation platform for data centres that has the potential to reduce energy consumption up to 20-30% lowers CO2 emissions, and cuts operational



Climate Change

Reducing energy consumption and greenhouse gas emissions is a key priority, embedded in our QHSE Management Systems Policy in line with ISO 14001. Several OpCos have implemented energy management systems and continue to advance efficiency measures by optimizing buildings, deploying energy-saving equipment, and fostering a culture of environmental responsibility.

Ooredoo Group and its operating companies are increasingly focusing on climate-related risks and their potential impact on operations, infrastructure, and the communities they serve. In line with this, the OpCos are preparing for IFRS S2-aligned reporting and setting emission reduction targets that reflect both Group-level ambitions and local regulatory requirements. These initiatives lay the foundation for a resilient, low-carbon approach, integrating energy efficiency, operational improvements, and strong governance into everyday decision-making.



In 2025, Ooredoo Group commenced the measurement and reporting of Scope 3 emissions across all operating companies, marking a significant milestone in advancing its climate strategy. A unified Group-wide methodology was developed and applied to ensure consistency, comparability, and alignment across markets, enabling a more comprehensive understanding of value chain emissions and supporting more informed decarbonization planning.

**Total Scope 1*
emissions
265,431 tCO₂e**

**Total Scope 2*
emissions
681,557 tCO₂e**

**Total Scope 3*
emissions
1,195,700 tCO₂e**

**Total GHG
emissions****

** In 2025, Ooredoo further enhanced the accuracy and completeness of its greenhouse gas inventory by expanding the Scope 1 and Scope 2 emissions boundary to include a broader range of facilities and operational assets across its markets. This reflects a continued effort to improve data quality, consistency, and alignment with evolving reporting best practices.*

*** The year-on-year increase in total reported emissions is primarily attributable to the inclusion of Scope 3 emissions for the first time, rather than a material increase in operational emissions. This expanded boundary provides a more comprehensive view of the Group's value chain footprint and strengthens the basis for future emissions reduction strategies.*



In the Maldives, Ooredoo's operations are shaped by a dispersed island geography that increases reliance on transport for network maintenance and service delivery. To manage fuel use and associated Scope 1 emissions, operational planning prioritises transport and logistics optimisation, including trip combining and the use of local transport networks where possible. These measures help reduce unnecessary travel, limit fuel consumption, and improve operational efficiency while maintaining service reliability across the islands. Ooredoo Maldives is strengthening its environmental performance through renewable energy expansion, energy-efficient upgrades, and operational optimization. Key initiatives include lithium-ion battery deployment, energy-efficient network and RAN enhancements, LED and appliance upgrades.



Ooredoo Tunisia partnered with local startup Bako Motors to integrate digital solutions into the electric Bako Bee vehicle. The initiative supports local entrepreneurship and showcases eco-friendly transport, helping reduce transport-related emissions. Ooredoo Tunisia began collecting Scope 3 emissions data in 2025, covering key categories including water consumption, fuel use, waste, capital goods, and business travel. Investments in energy-efficient network infrastructure and circular practices further reduce emissions and resource consumption, supporting both mitigation and operational efficiency objectives.





Ooredoo Qatar integrates climate considerations through ISO 14001, ISO 22301, and ISO 45001 certifications, strengthening resilience and risk management. Climate clauses in vendor contracts promote lower-carbon suppliers, ensuring climate risks are addressed across operations, governance, and procurement as part of the transition to a low-carbon economy.

In Qatar, Ooredoo is transitioning away from diesel generators toward renewable energy. The DG Swap Programme has already removed multiple diesel generators, and a Clean Energy Phase covering 160 sites is planned for 2026–2027.



Asiacell has a climate transition plan in place, aligned with the Paris Agreement and EU-aligned benchmarks, guiding emission reductions through energy-efficient technologies, renewable energy adoption, and network optimization. Climate risks are incorporated into strategic decision-making, operational planning, and Board-level oversight, ensuring resilience while supporting a low-carbon transition.

Asiacell is advancing climate action through a combination of energy efficiency, digitalization, and circular practices. Key mitigation initiatives include shared diesel generator (DG) usage, DG-to-Grid conversions, deployment of energy-efficient hardware, use of 8x8 radios in low-traffic areas, ODC shelters to reduce cooling loads, AI- and RAN-based power-saving features, fiber backbone deployment, and external content caching to lower energy consumption. Circular practices complement these efforts, with reuse and redeployment of rectifiers, batteries, telecom hardware, and IT assets, reducing electronic waste and associated carbon emissions. Moreover, as part of Asiacell's ESG strategy, 10% of new sites will be hybrid to reduce fuel consumption and associated carbon emissions.



Ooredoo Kuwait is advancing climate and operational efficiency through a combination of energy optimization, circular practices, and ESG governance. Key initiatives include redeploying telecom equipment such as Cisco MPLS routers to Ooredoo Palestine and MBSC6900 boards to Ooredoo Maldives, extending asset lifecycles and reducing electronic waste and emissions.

Furthermore, Ooredoo Kuwait plans to conduct a comprehensive climate resilience assessment across its network, data centers, and energy systems, focusing on local challenges such as extreme heat and high electricity demand. The assessment will leverage operational data, scenario-based analysis, and predictive monitoring tools to identify key vulnerabilities and inform targeted mitigation measures, including energy efficiency upgrades, renewable energy deployment, and operational planning adjustments. This initiative aims to strengthen network reliability, optimize energy use, and enhance preparedness for short-, medium-, and long-term climate risks, in line with the Group's ESG strategy and decarbonization ambitions.



Meanwhile, Ooredoo Oman addresses climate-related risks through enterprise risk management, operational reviews, and business continuity planning. Mitigation is driven by energy efficiency, regulatory compliance, and ongoing assessment to strengthen climate adaptation and decarbonization. It has also enhanced environmental management by acquiring ISO 14001 certification, reinforcing a structured and continuously improving ESG approach.

Ooredoo Oman cut its direct (Scope 1) GHG emissions by 22% in 2025, from 10,880 to 8,503 tonnes CO₂e, driven by a reduction in diesel consumption of nearly 870,000 litres.

ESG in Action

Ooredoo Websites Carbon Footprint – Ooredoo Group

In 2025, Ooredoo took a pioneering step in the measurement of its digital environmental impact by commissioning Indaru, an independent media consulting agency and owner of the EcoMetrics technology platform, to calculate and report the carbon emissions generated by its websites across all operating markets. This exercise marks the first time Ooredoo has included website eCO₂ emissions within its broader Scope 3 emissions reporting, reflecting the Group's recognition that digital activity carries a measurable environmental footprint that responsible organisations should account for and actively work to reduce.

Website emissions were analysed across three key components: server energy consumption, (the energy required for data storage and processing), network transmission energy (the energy associated with delivering data across mobile and fixed networks), and user device energy (the energy consumed by end users during web browsing). These components were calculated and aggregated to produce a total emissions figure for each market, providing a comprehensive view of Ooredoo's digital carbon footprint. Ooredoo provided Indaru with website navigation data sourced from GA4, covering the period from January to December 2025 for most markets, with Algeria, Palestine, Maldives, and the Ooredoo Group website incorporated from the point at which data became available during the year.

Across the nine markets analysed, Ooredoo's websites generated a combined total of **146.83 tonnes of eCO₂ in 2025**, establishing a baseline for future optimisation. Emissions were primarily driven by traffic volumes and emissions intensity per pageview, with Kuwait representing the largest contributor, followed by Qatar and Algeria. Other markets, including Tunisia, Palestine, Asiacell (Iraq), Maldives, and Oman, recorded comparatively lower levels of emissions, reflecting differences in website scale, structure, and usage patterns.

In 2026, Ooredoo will work closely with Indaru to reduce emissions per pageview through targeted optimisation measures. These will focus on improving page efficiency and reducing digital carbon intensity, including enhancements to page rendering and compression, reduction of HTTP requests, optimisation of hosting and content delivery configurations, and improvements to caching and third-party scripts.

Progress will be monitored through quarterly reviews, with 2026 performance benchmarked against the 2025 baseline to provide a clear and transparent view of progress over time.*



*Website emissions were not included in the consolidated scope 3 emissions data for 2025.

RESOURCE MANAGEMENT

We prioritize the responsible use of energy, water, materials, and land across our operations. Our OpCos implement a mix of ISO-certified systems and local regulatory practices, ensuring resource efficiency is embedded in both global strategy and local execution.

Resource efficiency:
Water and resources stewardship



Reducing Waste

At the Group level, Ooredoo is advancing its circular economy approach through Project Circular, an initiative that will begin implementation in 2026. The project aims to transition from a linear to a circular supply chain by reducing new equipment purchases, extending asset lifecycles through reuse and resale, and ensuring responsible recycling. By optimizing underutilized assets and embedding circularity across infrastructure, devices, and IT hardware, the initiative is expected to reduce Scope 3 emissions, minimize waste, and unlock financial value while strengthening long-term operational resilience.



In the Maldives, waste is managed through standard operational and asset disposal procedures, with ongoing efforts to improve segregation, track e-waste and batteries, and formalize hazardous waste handling over time.



Qatar embeds waste management within its ISO-certified QHSE framework, with structured procedures for paper, cardboard, and plastic recycling. Contracts with recycling vendors include sustainability clauses covering environmental compliance, waste reduction, and health and safety, reinforcing circular practices while mitigating operational and compliance risks. Ooredoo Qatar's approach to waste management extends into its supply chain through structured contracts with recyclable waste vendors. These partnerships ensure continuity of services, support local employment, and maintain efficient, compliant waste handling while mitigating environmental risks from improper

disposal. Updated contracts now include strengthened sustainability clauses covering environmental compliance and waste reduction.



Circularity at Ooredoo Kuwait is reinforced not only at the OpCos operation level but also at the value chain level, digitalizing procurement and vendor onboarding and green sourcing practices like optimized SIM packaging and paperless PR processes, reduce material waste, while supplier ESG governance, ISO 14001 certification, and targeted awareness campaigns enhance resilience and sustainability performance.



Ooredoo Tunisia promotes responsible waste management across its operations, supported by its ISO 14001 Environmental Management System. In 2025, a Facilities Waste Management and Upcycling Program was implemented to enhance segregation, traceability, and disposal practices.

Hazardous electrical waste is recycled in line with local regulations through authorized contractors, notably the National Agency for Waste Management (ANGED), with full traceability of waste streams.

As a result, 70% of recovered materials were recycled.

Waste mitigation measures include formal contracts with certified recycling contractors for both hazardous and non-hazardous waste. Hazardous waste is managed through a contractual arrangement under the supervision of the Ministry of Environment, supported by a monitoring register tracking waste type, weight, and disposal dates in line with local regulations. Non-hazardous waste reduction initiatives include paperless processes and reduced printing quotas to encourage responsible material use.

Ooredoo Tunisia has also strengthened environmental management through the implementation of a waste management system across buildings and participation in a circularity project with the Group and High Cloud Technologies, supporting pollution reduction and more efficient resource use.



Ooredoo Algeria manages waste-related risks through established procedures and partnerships with authorized recyclers. Pallets, plastics, and metals are systematically collected and processed through licensed recycling channels, supported by a contract with governmental recycling company, which regularly collects recyclable waste from warehouses. Selective waste sorting is embedded in the corporate culture, reinforcing responsible handling across operations.



70%

of recovered materials were recycled in Ooredoo Tunisia

Circular practices include the regeneration of end-of-life batteries, enabling their reuse at BTS sites and achieving a 60% recovery rate by weight. Environmental protection measures also extend to collective safety systems, such as fuel retention tanks for generators, preventing environmental contamination. Beyond operations, CSR initiatives support environmental protection through reforestation and clean-up campaigns, including participation in a national initiative to plant one million trees in 2025.

Ooredoo Algeria participated in a National Initiative to plant **1 Million trees** by 2025



ESG in Action

Save & Sustain Green Ambassador Programme – Ooredoo Oman

Ooredoo Oman’s Save & Sustain Green Ambassador programme engages schools to embed recycling and sustainability into students’ everyday lives. Through hands-on learning and the rollout of recycling containers across participating wilayat, students are encouraged to sort waste and adopt greener habits. By making recycling part of daily routines, the programme helps instil positive environmental behaviours beyond the classroom, supporting long-term culture change and contributing to Oman’s wider environmental objectives.



Saving Water

Water management is not a critical environmental topic for most Ooredoo OpCos, as operations primarily involve office and network infrastructure rather than water-intensive processes. Nevertheless, responsible water use and monitoring remain important to minimize local impacts and ensure compliance with regulations.

Ooredoo introduced a Group-wide initiative to reduce single-use plastic by discontinuing the provision of plastic water bottles across its offices. Water dispensers were installed on each floor, and employees were encouraged to adopt reusable alternatives through the distribution of refillable bottles, promoting more sustainable consumption practices.



While there is no formal freshwater or marine resources policy at Ooredoo Maldives, water use is managed through operational controls, and monitoring is expected to improve over time. Ooredoo Maldives harvests rainwater at its head quarter (2,000 L capacity) to reduce reliance on external water sources.



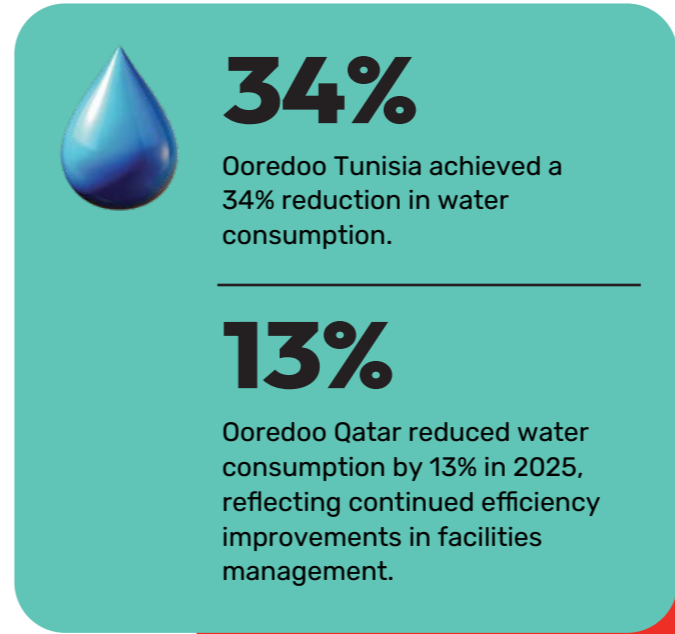
At Ooredoo Algeria in water saving actions include installing water-saving devices such as limited-flow taps and dual-flush systems, automatic irrigation, and preventive and corrective maintenance. These measures are reinforced by staff awareness and training.



Meanwhile in Palestine water-related impacts are actively managed, linking responsible water use with waste management practices to protect local ecosystems and communities. Measures include water-saving sensors, operational optimizations, and employee awareness initiatives to encourage sustainable usage.



This year, Ooredoo Tunisia implemented water efficiency measures across all its buildings by installing faucet aerators, optimizing the water flow rate, and strengthening awareness among cleaning staff on best practices for water conservation.



RESPONSIBLE GOVERNANCE

We uphold the highest standards of corporate governance across our operations, ensuring transparency, accountability, and responsible decision-making. Our commitment extends to protecting customer rights, promoting fair practices, and creating lasting value for stakeholders across the Group and all eight OpCos.

ALIGNMENT WITH THE UN SDGS:



PERFORMANCE HIGHLIGHTS:



ZERO

data breaches involving personal data were recorded in 2025



%30

certifications achieved across key markets



82.5

Customer satisfaction scores ranged from 73 to 82.5, with few exceeding the 80-point rate



%100

compliance with code of conduct

MATERIAL TOPICS:

- Creating Ethical Economic Opportunity
- Safeguarding Our Customers

ALIGNMENT WITH QATAR'S 3RD NATIONAL DEVELOPMENT STRATEGY:

- Sustainable Economic Growth
- Cohesive Society



CREATING ETHICAL ECONOMIC OPPORTUNITY



We are committed to creating ethical economic opportunity by embedding integrity, transparency, and accountability at every level of our operations. Guided by international standards and our Code of Ethics, endorsed across the Group, we promote fair competition and responsible business conduct that drives sustainable growth.



Corporate governance remains the foundation of trust, accountability, and long-term value creation at Ooredoo. In 2025, we strengthened this foundation through the implementation of a unified ESG Policy and ESG Charter across the Group and all Operating Companies, establishing a consistent framework for how sustainability is governed, integrated, and overseen at every level of the organization.

These instruments were introduced to formalize roles, responsibilities, and decision-making processes related to ESG, ensuring clear accountability between the Board, its committees, and executive management. They also provide a structured approach to embedding sustainability considerations into core business functions, including risk management, strategy development, and operational oversight, rather than treating ESG as a standalone activity.

The Policy and Charter are aligned with leading international frameworks and standards, including the International Financial Reporting Standards Foundation (IFRS S1 and S2), the Global Reporting Initiative, and relevant regional regulatory expectations. This alignment ensures that our governance approach supports transparent, decision-useful disclosures while enabling consistency across our markets.

Together, these enhancements strengthen our ability to manage ESG-related risks and opportunities in a structured and proactive manner, while reinforcing a culture of integrity, transparency, and responsible decision-making across the Group.

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

Ethical governance policies

Corporate governance Report

Corporate governance structure

Anti-corruption & anti-competitive policy

Upholding the Code of Ethics

Integrity, risk & accountability across all operations

At Ooredoo, ethical conduct is not a compliance checkbox - it is the foundation on which trust with employees, customers, suppliers, shareholders, and regulators is built. The Group's Code of Ethics and Code of Business Conduct set clear expectations for behavior at every level of the organization, covering anti-corruption, conflict of interest, fair competition, gifts and bribery, responsible use of company assets, confidentiality, and the integrity of financial records. Compliance is mandatory without exception, and violations are subject to disciplinary action regardless of seniority or role.

Across the Group, governance of ethical conduct operates through a layered framework of policies, oversight bodies, and accountability mechanisms. The Corporate Governance Department plays a central role in overseeing policy implementation and ensuring compliance across all OpCos. The Board of Directors, supported by the Audit and Risk Committee (ARC), conducts annual reviews of governance practices, risk management procedures, and adherence to the Code of Ethics. Employees across the Group undergo mandatory ethics training and an annual Code of Ethics review - reinforcing awareness of anti-corruption standards, workplace conduct, and anti-harassment obligations.

The Group's Speak-Up Policy provides employees with a clear, protected mechanism for raising concerns, with confidential reporting channels and non-retaliation assurances embedded across all markets. Anti-corruption and anti-bribery principles are further embedded in supplier engagement

100%
compliance with the code of ethics

Anti-corruption and anti-bribery

Ooredoo's approach to anti-corruption is both preventive and corrective. Across all markets, zero-tolerance policies prohibit bribery in any form - whether in dealings with government officials, suppliers, customers, or competitors. Risk-based due diligence, internal controls, and regular audits provide structured oversight, while disciplinary committees - independent of line management - investigate any suspected cases of fraud, bribery, or corruption without influence or bias.

Policy development is progressing actively across the Group. Tunisia has submitted its Anti-Corruption Policy for Board approval, Kuwait's anti-corruption and anti-bribery policy certification has been published since 2024 for staff and contractors. Asiacell's Anti-Bribery and Anti-Corruption policies are in the final approval process. Algeria and Palestine maintain established anti-corruption frameworks with zero incidents recorded in 2025.

Ooredoo Maldives has been a signatory to the United Nations Global Compact (UNGC) since 2012, with anti-corruption representing one of the four core pillars of its UNGC commitment. An Anti-Money Laundering Policy is also in place, ensuring robust controls for the identification, detection, prevention, and reporting of money laundering and financial crimes.

Conflict of Interest

Preventing conflicts of interest is a non-negotiable governance standard across all Ooredoo markets. Employees at every level are prohibited from engaging in any business activity that conflicts with their duties or creates a direct or indirect interest in company transactions. Disclosure obligations apply both at the time of appointment and on an ongoing basis - with annual declarations required across multiple markets including Palestine, Maldives, and Kuwait.

In Kuwait, the Board manages conflicts of interest through an integrated framework comprising a Conflict of Interest Policy, a Code of Conduct and Business Ethics Declaration, and a Related Party Transactions Policy - with all Board members and senior management required to sign declarations. In Oman, Board members report any instances of conflict of interest directly, with disclosures recorded and approved by the Board. In Maldives, a formally established Related Parties Transactions Policy governs all related party transactions, requiring prior written approval and Board-level oversight for transactions involving directors, key management personnel, or connected parties. In Tunisia, all suppliers are required to sign a non-conflict-of-interest declaration before contract creation within the procurement system, with public reporting of potential conflicts available directly through the company website.



ESG in Action

Whistleblowing across markets

Across Ooredoo's markets, whistleblowing mechanisms provide every employee - and in many cases external stakeholders including suppliers, customers, and contractors - with a secure, confidential, and protected channel to report suspected misconduct. In the Maldives, the Whistleblowing Policy was updated to strengthen confidentiality protections and anonymous reporting channels, with reports handled exclusively by the Chief Audit Executive and overseen by the Audit and Risk Management Committee.

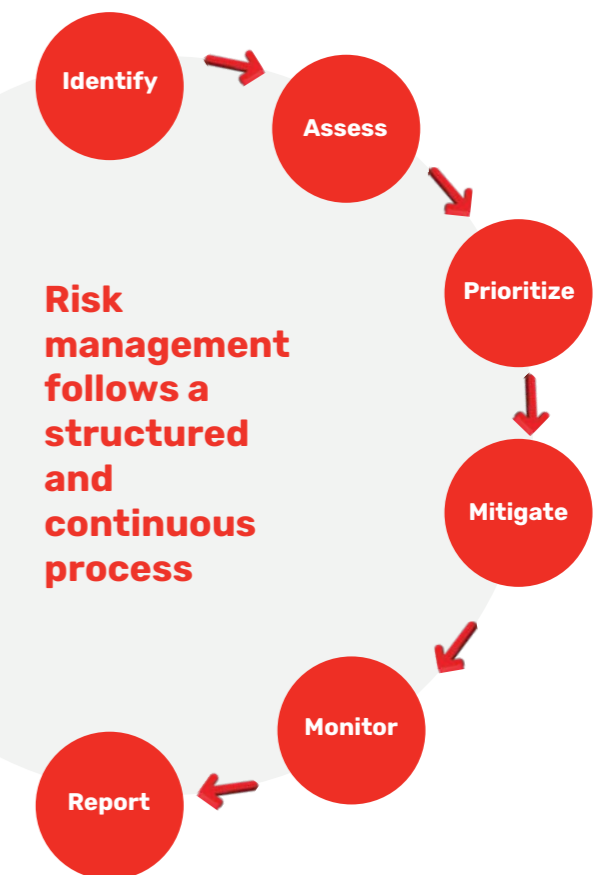
In Kuwait, a multi-channel whistleblowing system, accessible via email, hotline, and electronic reporting, is open to both internal employees and external parties, supported by periodic awareness campaigns. In Tunisia, the Chief Audit Executive is automatically alerted upon submission of any concern through the public reporting portal. In Asiacell, whistleblowing cases are handled by Internal Audit, with HR and Internal Audit coordinating on case classification and resolution. Across all markets, protection from retaliation is guaranteed and anonymous reports are treated with the same rigor as identified ones.



Risk Management

Ooredoo maintains an enterprise-wide risk management framework to identify, assess, and manage risks across its operations. Oversight is led by the Board of Directors, supported by the Audit and Risk Committee, executive management, and Internal Audit, ensuring that risk considerations are embedded in both strategic and operational decision-making.

To ensure the swift recovery of critical services in the event of disruptions, Ooredoo's Business Continuity Management Policy plays a key role across its operations. In 2025, this approach is further reinforced by the achievement of ISO 22301:2019 certification across several operating companies, including Qatar, Oman, Tunisia, and Asiacell, covering critical telecommunications services and core business functions. These certifications reflect the Group's continued focus on strengthening operational resilience and aligning with the best international practices, while efforts remain ongoing to expand certification coverage across additional markets.



Risk Governance



Board of Directors

Provides overall oversight of the risk management framework and its effectiveness

Audit & Risk Committee

Reviews key risks, mitigation plans, and risk reporting

Executive Management

Implements and monitors risks across operations

ERM Function

Coordinates risk management activities and consolidates reporting across the Group

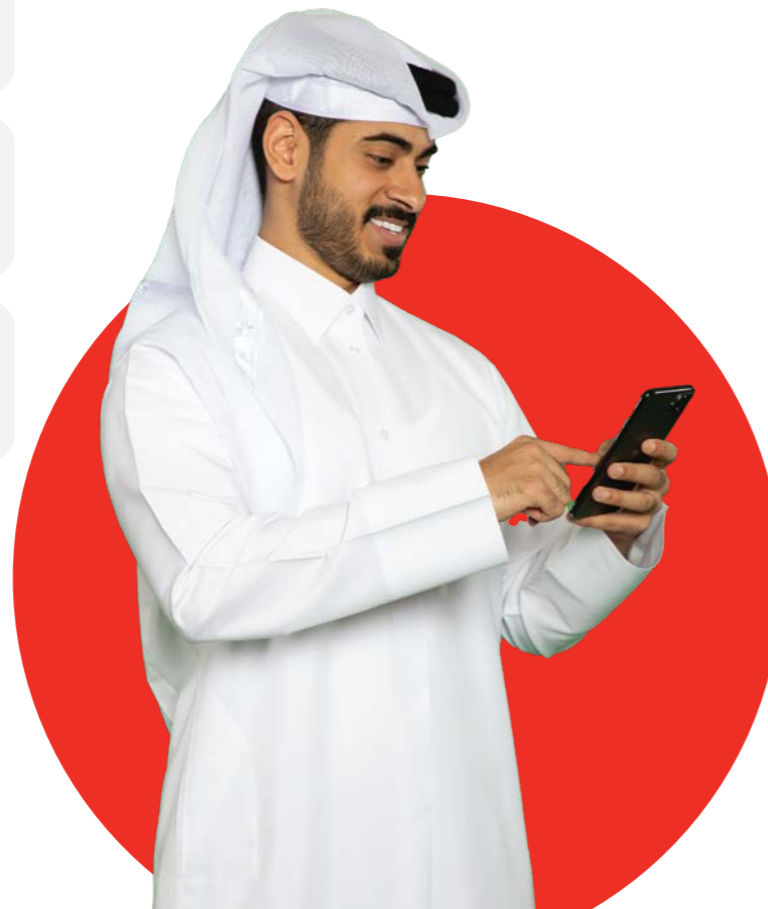
Internal Audit

Provides independent assurance on the effectiveness of risk management processes

Climate- and Sustainability-Related risks

Climate- and sustainability-related risks continue to be incorporated into Ooredoo's broader enterprise risk management approach, although maturity varies across the Group and integration remains at different stages across markets. During 2025, the Group supported this progression through IFRS S1 and S2 alignment efforts, including capacity-building sessions with OpCos. This work is helping build a more consistent foundation for identifying, assessing, and disclosing sustainability-related risks and opportunities across the Group.

At this stage, sustainability and climate considerations are generally addressed within broader enterprise risk management processes rather than through fully separate risk prioritization methodologies in most markets. In practice, this means that relevant issues such as cyber resilience, business interruption, regulatory change, physical climate exposure, transition risks, and longer-term operational resilience are increasingly being considered through existing risk governance structures, with more formal integration expected to develop over time. This reflects a progressing area of practice for the Group rather than a fully mature, standalone climate risk management framework.



Responsible Supply Chain

Responsible Procurement: responsible business conduct across the value chain

Ooredoo continues to strengthen responsible supply chain practices across the Group by embedding ethics, environmental and social expectations, and supplier accountability into procurement processes and contractual requirements. At Group level, suppliers are expected to meet clear standards on anti-corruption, environmental responsibility, health, safety, and child labour, with these requirements extending to subcontractors through due diligence, audit rights, and termination provisions where breaches occur. This creates a common baseline for responsible procurement across the Group and reinforces the role of supply chain governance in managing operational, ethical, and sustainability-related risks.



56%

of total procurement spending was directed towards local suppliers

Building on this foundation, OpCos continued to advance local implementation in 2025 through updated procurement policies, supplier integrity screening, stronger contractual safeguards, and more structured monitoring of supplier performance. Across markets, these efforts increasingly link procurement decisions not only to cost and quality, but also to supplier integrity, local economic contribution, and broader ESG performance.

ESG in Action

In-Country Value and Responsible Procurement

In 2025, **Ooredoo Qatar** embedded the national In-Country Value (ICV) programme into its procurement processes, aligning sourcing decisions with Qatar's national development priorities and reinforcing the Group's commitment to responsible local procurement. Every tender above QAR 200,000 now includes a 10% evaluation weighting for suppliers' ICV contribution, supported by updated tender templates, supplier submissions, internal awareness sessions, and formal reporting to the Ministry of Finance.

This marked a significant shift in procurement decision-making, introducing local economic contribution as a structured evaluation criterion alongside cost and technical quality. By year-end, Ooredoo Qatar had retained approximately 58% of procurement spend locally, with several major contracts awarded to suppliers demonstrating stronger local presence, local subcontracting, and local workforce commitments. The initiative also encouraged international suppliers to build local partnerships and expand their presence in Qatar, contributing to supplier development and longer-term capacity building.

ESG in Action

Strengthening Supplier Integrity at the Sourcing Stage

In **Palestine**, Ooredoo formally integrated the Third-Party Integrity Questionnaire (TPIQ) into relevant Request for Proposal processes in 2025, strengthening supplier screening at the sourcing stage and ensuring that ethics, integrity, and sustainability considerations are embedded before supplier selection. This was accompanied by the review and approval of an updated Procurement Policy and the continued implementation of a publicly available Supplier Code of Conduct. Supplier requirements are further supported through robust contractual clauses covering anti-corruption, child labor, audit rights, subcontractor obligations, and immediate suspension or termination in the event of non-compliance.



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.

At Group level, responsible supply chain management is further underpinned by contractual requirements addressing anti-corruption, environmental performance, health and safety, and child labour. Suppliers are expected to comply with applicable anti-corruption laws, maintain accurate records, support audits, and ensure that subcontractors are subject to equivalent obligations. Environmental and HSEC standards also require suppliers to promote safe working conditions, training and knowledge transfer, pollution prevention, waste management, and broader environmental stewardship.

The Group's contractual framework prohibits child labour and requires suppliers to conduct appropriate due diligence before engaging subcontractors. Where breaches arise, Ooredoo retains the right to investigate, suspend, or terminate agreements and seek remediation. This approach strengthens governance across the supply chain and reinforces supplier accountability throughout the value chain.

For further details on how Ooredoo embeds fairness, integrity, and responsible business practices across its supply chain, please refer to the guidelines available through this [link](#).

Advancing Responsible Procurement Across OpCos

Several OpCos continued to strengthen responsible procurement in ways that reflect their local market context and level of maturity.



In Tunisia, responsible supply chain management is increasingly being formalised through updates to the procurement policy and the integration of ESG requirements into supplier relationships. Ooredoo Tunisia also requires all new suppliers to sign a non-conflict of interest letter before account creation in the procurement system and is beginning to place greater emphasis on supplier ESG compliance and transparency as part of its ESG roadmap.



In Kuwait, responsible supply chain practices continue to be guided by an established Procurement Policy and Supplier Code of Conduct. Ooredoo Kuwait also highlighted supply chain resilience during the year through the embedding of ESG and HSE requirements into supplier contracts, supported by ISO 14001 certification, third-party integrity due diligence, and digital procurement and network management tools.



In Maldives, suppliers are required to complete and sign anti-bribery, anti-corruption, and third-party integrity documentation before participating in procurement processes. This provides an important minimum control point and supports supplier screening at onboarding.



At Asiacell, procurement is guided by a formal Procurement Policy, with a Supplier Code of Conduct under development. ESG considerations are being progressively embedded through ethical sourcing, anti-bribery measures, third-party integrity checks, and contractual ESG/HSE clauses, supported by ISO 14001 certification. ESG-related criteria are expected to be integrated into annual supplier evaluations, alongside digital procurement platforms (SAP Ariba), AI-driven tools (SON, CEM), and cross-functional coordination, strengthening supplier oversight and operational resilience.



In Oman, procurement performance is tracked through audits and KPIs, with reported progress including improved supplier compliance alongside broader operational improvements. During 2025, 76% of procurement spend was directed to local suppliers.



In Qatar, procurement is governed through a formal policy and e-procurement platform, with supplier performance closely linked to contractual KPIs and SLAs. All suppliers are required to comply with a comprehensive Supplier Code of Conduct covering ethical practices, labour standards, environmental responsibility, and anti-corruption. The market maintains a zero-tolerance approach to child and forced labour, supported by contractual clauses, supplier due diligence, and ongoing monitoring.



In Palestine, responsible procurement is reinforced through a formal Procurement Policy and a publicly available Supplier Code of Conduct.



In Algeria, supply chain practices were oriented toward improving resilience and efficiency, including supplier diversification, inventory optimization, and logistics adjustments to reduce unnecessary transport frequency. These efforts supported operational continuity while contributing to more efficient resource use.

The Group will continue embedding circularity and resource efficiency across its value chain through initiatives such as Project Circular, which aims to extend asset lifecycles through reuse and resale, while enabling responsible recycling and recovery of materials. These efforts support the reduction of Scope 3 emissions and improve value retention across operations.

SAFEGUARDING OUR CUSTOMERS

Privacy-by-design:

Embedding in new systems and digital initiatives



At Ooredoo Group, the privacy, security, and trust of our customers underpin everything we do. As a telecommunications provider operating across eight diverse markets, we handle significant volumes of personal data as part of delivering essential mobile, internet, and communication services. Protecting this data - and the people behind it - is not simply a compliance obligation. It is fundamental to our social license to operate, our customers' right to digital safety, and our long-term role in enabling confident, inclusive participation in the digital economy.



ISO-aligned security: Information security frameworks

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. Read more about our [Privacy Policy](#).

Data Privacy

Regulatory compliance: Alignment with local data protection laws

Across the Group, data privacy is governed through a combination of formal policies, national regulatory compliance, and internationally recognized standards. Every OpCo maintains a Privacy Policy publicly available to customers, with data collected and processed only for legitimate, lawful purposes - in line with applicable national data protection legislation and, where relevant, GDPR principles including data minimization, purpose limitation, and protection of data subject rights.



In Algeria, compliance is anchored in Law No. 18-07 on the Protection of Personal Data, with a dedicated Data Protection Officer (DPO), a published personal data protection policy, and mandatory privacy clauses embedded in all subcontractor contracts involving the processing of customer data. Customers may exercise their data rights at any time through a dedicated channel.



In Qatar, an ISO 27001:2022-certified Information Security Management System underpins the data privacy framework, with privacy-by-design principles embedded across all new services and technologies.



In Tunisia, ISO 27001:2022 certification was successfully renewed in 2025, and a dedicated Enterprise Security Entity was established to strengthen governance and oversight.



Kuwait aligns with CITRA (Communication and Information Technology Regulatory Authority) guidelines and ISO 27001, with a formally approved Corporate Security Controls Manual enforced across all employees, contractors, and third parties.



In Kuwait, a comprehensive security architecture integrates SOC monitoring via SIEM (LogRhythm), Zero Trust controls including Zscaler secure web gateway and MFA, DDoS protection, next-generation firewall and WAF modernization, and Data Leakage Prevention (DLP) across email, web, and endpoints. Risk Impact Rating (RIR) methodology is applied to prioritize threats, with 24/7 incident response playbooks ensuring rapid containment and recovery.



In Asiacell, a dedicated Chief Cyber Security Officer (CCSO) leads a specialised cybersecurity business unit, with Security-by-Design embedded in all project and procurement processes, quarterly vulnerability assessments for critical assets, and a Security Steering Committee meeting quarterly to assess cyber effectiveness



In Qatar, multi-layered technical controls, continuous network monitoring, and privacy impact assessments for new processing activities form the foundation of a resilient security posture, with third-party partners held to strict contractual data protection requirements.



Laila AI Chatbot: Secure Digital Service Transformation – Asiacell

Asiacell's Laila AI Chatbot transformed customer service operations - not only improving speed and accessibility, but doing so within a secure, privacy-compliant framework. By handling high volumes of routine enquiries across Arabic, Kurdish, and English, 24 hours a day, Laila reduced call centre pressure while delivering faster, more consistent customer experiences. Security-by-Design principles were embedded throughout its development, with the project serving as a foundation for a broader suite of AI assistants built by Asiacell's own team - including SIMSIM, Laith, Captain, MAIA, and RAIHANA. This resulted in a shift from volume-driven customer service to a value-focused, digitally resilient operation that protects customer data at every touchpoint.



ZERO

data breaches were recorded across the Group in 2025, with no incidents involving personally identifiable information (PII), no customers affected, no regulatory complaints or fines, and no cases of data leakage, theft, or loss, reflecting the strength and effectiveness of Ooredoo's data privacy and cybersecurity frameworks.

Cybersecurity Architecture & Risk Management

Ooredoo's approach to cybersecurity is proactive, layered, and continuously evolving. Across all markets, security controls are embedded from the design stage, with Security-by-Design principles ensuring that privacy and security requirements are assessed before any new system, service, or digital initiative goes live. This prevents vulnerabilities from being introduced at the outset rather than patched after the fact.



Security Training & Awareness

Human behavior remains one of the most significant vectors for cybersecurity risk - and Ooredoo addresses this systematically across all markets.



In the Maldives, a minimum of four data privacy and information security training sessions are delivered annually to all employees through the KnowBe4 Security Awareness platform.



In Algeria, mandatory training is delivered through the Kaspersky awareness platform, with a target of 94% employee participation, supplemented by audits and awareness sessions for third-party partners who process customer data.



In Kuwait, regular phishing simulations, security awareness refreshers, and role-based access controls ensure that all employees and contractors understand their obligations under the Corporate Security Controls Manual.



In Asiacell, security awareness is reinforced through weekly and monthly KPI dashboards, with Business Continuity Planning exercises conducted for all critical processes.

ESG in Action

ISO & Security Certifications

Ooredoo continues to enhance its information security, privacy, and resilience frameworks through the adoption of internationally recognized standards across its operations. ISO 27001:2022 certification has been achieved in Qatar and Algeria, with Tunisia successfully renewing its certification in 2025, while other OpCos - including Maldives, Kuwait, Oman, and Palestine - align their internal policies with the standard.

Across the Group, ISO 9001 certification has been maintained for quality management and complaints handling, while Kuwait has further strengthened its security posture through PCI DSS compliance and ISO 27017 alignment for cloud security. Business continuity remains a priority, with ISO 22301 certification established in Qatar.

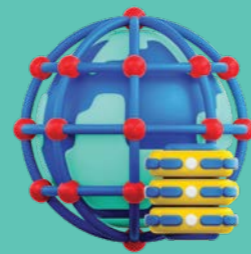
In parallel, a privacy-by-design approach is embedded into the development of new systems and services across key markets, including Algeria, Qatar, Tunisia, Kuwait, and Asiacell, ensuring data protection is integrated from the outset.



Recognition Across The Group

Recognition for digital leadership - Qatar

In 2025, Ooredoo Qatar's investments in secure, advanced digital infrastructure were recognized across multiple prestigious platforms. The company received the Silver Stevie® Award for Technology Excellence - recognizing the launch of Qatar's first sovereign AI Cloud in partnership with NVIDIA, world-leading 5G mobile internet speeds, and the introduction of Obot, a GPT-4-powered AI assistant. At the 11th Middle East AI & Analytics Summit, Ooredoo Qatar was recognized as Leader in Data Governance 2025, Best Use of Cutting-Edge AI Solution, and Best Data Governance Initiative 2025. The Ministry of Communications & IT awarded Ooredoo Qatar Best Digital Transformation - Corporate at the Qatar Digital Business Awards 2025, citing the world's first 50GPON fiber network and the Middle East's first sovereign AI Cloud.



Responsible Product Development and Marketing

Ooredoo aims to ensure that all products, services, and marketing practices are transparent, fair, and aligned with customer protection principles across its markets. Customers are provided with clear and accessible information on pricing, terms, and

conditions through multiple channels, enabling informed decision-making and responsible use of services. This is supported by structured processes for reviewing marketing materials, pre-launch testing of new offers, and ongoing monitoring to prevent misleading or unclear communications.

Responsible data use is embedded within product design and marketing activities. Customer data is not used beyond its intended purpose, and behavioral advertising is conducted only on the basis of prior user consent, using anonymized or pseudonymized data where applicable. This approach is reinforced through market-specific frameworks.



In Kuwait, an Ethical Advertising Policy approved by the Board of Directors governs all marketing activities, requiring clear, honest, and culturally appropriate communications, and mandating Data Protection Impact Assessments (DPIAs) for high-risk campaigns.

Ooredoo Kuwait and Algeria also monitor campaign effectiveness through analytics, customer feedback, and key performance indicators, adjusting campaigns in real time to improve clarity, engagement, and retention outcomes.



In Algeria and Tunisia, formal policies and procedures further support responsible marketing practices, including transparent communication, customer education, and continuous monitoring of campaign effectiveness.



Ooredoo Tunisia applies comprehensive controls, including legal reviews of marketing materials, accessibility checks, complaint handling mechanisms, and corrective communication processes, alongside stakeholder engagement to continuously improve transparency.



In Palestine, responsible marketing practices are embedded through internal guidelines, approval processes, and grievance mechanisms, with 100% of

significant services assessed for compliance with responsible communication procedures.

Marketing activities are also leveraged to support positive social and economic outcomes, including promoting digital inclusion, responsible consumption, and safe internet usage. At the same time, the Group acknowledges potential risks associated with marketing and product delivery, such as affordability challenges, data privacy risks, and unequal access to services, and continues to manage these through strong governance frameworks, customer protection measures, and ongoing stakeholder engagement.

Customer Satisfaction & Service Quality

Understanding customer experience is as critical as delivering it. Across the Group, Ooredoo continuously measures and refines service quality through structured feedback mechanisms, including Customer Satisfaction (CSAT) and Net Promoter Score (NPS), ensuring that customer insights directly inform service improvements, digital innovation, and complaint resolution processes. All operations maintain ISO 9001-certified complaint handling systems, enabling concerns to be addressed consistently, transparently, and in a timely manner. This approach is underpinned by the Group's Advertising Ethics Policy, which sets clear standards for transparency, customer protection, data privacy, and responsible marketing practices across all operations.

In 2025, customer satisfaction levels remained strong across Ooredoo's footprint, with scores ranging from 73 to 82.5. Leading markets, including Palestine, Asiacell, and Qatar, recorded results above the 80-point threshold, while others, including Algeria, Oman, and Tunisia, reported solid performance in the mid-to-high 70s. This reflects a sustained focus on service reliability, responsive customer care, and continuous enhancement of digital and in-person touchpoints.

While performance varies across markets, these results highlight a Group-wide commitment to maintaining high service standards, strengthening customer trust, and embedding a culture of continuous improvement driven by measurable customer feedback.

DETAILED DISCLOSURES

We uphold the highest ESG performance standards. This report is prepared in alignment with the Qatar Stock Exchange ESG Reporting Guidance, as well as applicable national regulations, including the Third Qatar National Development Strategy. It has also been developed in accordance with the GRI Standards and aligned with SASB Standards.

IN THIS SECTION

- Performance Data
- GRI Index



DETAILED DESCRIPTION OF IMPACTS

Category	Description	Actual/ Potential Impacts (Negative /Positive)	Topic names finalized for Ooredoo ESG Reporting	Category	Description	Actual/ Potential Impacts (Negative /Positive)	Topic names finalized for Ooredoo ESG Reporting
Environment	The acknowledgment, assessment, and management of the impacts associated with climate change, particularly focusing on greenhouse gas (GHG) emissions. This involves understanding Ooredoo's carbon footprint, taking measures to reduce emissions, and adapting strategies to cope with the effects of climate change.	Actual and potential positive impacts include efforts to reduce its carbon footprint through renewable energy adoption and energy-efficient infrastructure. Actual and potential negative impacts to consider, include the environmental impact of network operations and the reliance on energy-intensive infrastructure, which may contribute to resource depletion and pollution.	<ul style="list-style-type: none"> Climate Change & GHG Emissions Energy Management & Efficiency 			technologies, regulatory compliance complexities, and water scarcity risks in some regions.	
	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 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"> Climate Change & GHG Emissions Energy Management & Efficiency
	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	<ul style="list-style-type: none"> Water Management Energy Management & Efficiency 		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	



Category	Description	Actual/ Potential Impacts (Negative /Positive)	Topic names finalized for Ooredoo ESG Reporting
		investment in infrastructure and technology, logistical complexities in managing material flows, and regulatory compliance requirements.	
Social	Ensuring equal access to digital technologies and online resources for all individuals, regardless of their socioeconomic status, physical abilities, or geographic location. This involves designing digital platforms, services, and content in a way that is usable and accessible, as well as providing affordable access to technology and digital skills training to bridge the digital divide and promote social inclusion.	Positive impacts include increased access to education, healthcare, employment opportunities, and civic participation for marginalized communities, leading to greater social inclusion and empowerment. Additionally, improving accessibility of digital services can enhance customer satisfaction, loyalty, and brand reputation. However, potential negative impacts may include the need for investment in technology infrastructure and accessibility features, ensuring compliance with accessibility standards and regulations, and addressing digital literacy gaps among underserved populations.	<ul style="list-style-type: none"> Digital Inclusion & Accessibility Equal Opportunity, Diversity & Inclusion
	Commitment to ensuring a safe and healthy work environment for all employees. This involves implementing robust policies, procedures, measures and training programs to minimize workplace hazards, prevent accidents, and protect the well-being of workers.	Positive impacts of health and safety initiatives include reduced workplace injuries and illnesses, improved employee morale and productivity, and enhanced organizational reputation as a responsible employer. Potential negative may include the need for continuous monitoring and improvement of health and safety practices, ensuring compliance with health and safety regulations, and addressing emerging health and safety risks in the workplace.	<ul style="list-style-type: none"> Health & Safety Equal Opportunity, Diversity & Inclusion
	Cultivating a supportive work environment that embraces and celebrates the unique	Positive impacts of equal opportunity, diversity, and inclusion initiatives include	

Category	Description	Actual/ Potential Impacts (Negative /Positive)	Topic names finalized for Ooredoo ESG Reporting
	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.	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"> Equal Opportunity, Diversity & Inclusion Talent Attraction, Retention & Development Social Impact/ Community Development
	The commitment of creating and sustaining a motivated, engaged, and professionally fulfilled workforce, while striving to be an employer of choice. This involves ongoing communication with employees to understand their needs and aspirations, as well as implementing programs, trainings, and development sessions aimed at enhancing their skills and overall capabilities. This also requires being committed to fostering positive, transparent, and respectful relationships within the workplace while prioritizing employee well-being and job satisfaction.	Positive impacts of talent attraction, retention, and development initiatives include improved employee morale, productivity, and loyalty, as well as enhanced organizational performance and competitiveness. Potential negative impacts may include the need for investment in training and development programs, addressing skills gaps and talent shortages, and ensuring alignment between employee aspirations and organizational goals.	
	Policies, procedures, and interactions between an organization and its workforce, including employees, contractors, and other stakeholders. This encompasses fair employment practices, such as hiring, compensation, and promotion, as well as fostering positive relationships with unions and employee representatives.	Positive impacts of effective labor practices and relations include improved employee morale, satisfaction, and retention, as well as enhanced productivity and organizational stability. Negative impacts may include addressing labor disputes, ensuring compliance with labor laws and regulations, and balancing the needs and interests of various stakeholders.	<ul style="list-style-type: none"> Labor Practices & Relations Human Rights Social Impact/ Community Development

Category	Description	Actual/ Potential Impacts (Negative /Positive)	Topic names finalized 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"> Labor Practices & Relations Human Rights Responsible Use of Products and Services
	The ethical and sustainable utilization of goods and services throughout their lifecycle, considering both social and environmental benefits. This encompasses promoting the responsible consumption and production of products and services, including measures to minimize resource depletion, reduce pollution, and mitigate negative social impacts along the supply chain. Additionally, it involves maximizing the social and environmental benefits derived from products and services, such as enhancing community well-being, supporting fair labor practices, and fostering environmental conservation.	Positive impacts of responsible product and service usage include reduced environmental footprint, enhanced community well-being, and support for fair labor practices. Potential negative impacts may include addressing consumer behaviour patterns, ensuring transparency in the supply chain, and balancing economic considerations with social and environmental objectives.	
	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	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	<ul style="list-style-type: none"> Social Impact/ Community Development Customer Relations & Health

Category	Description	Actual/ Potential Impacts (Negative /Positive)	Topic names finalized for Ooredoo ESG Reporting
	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.	measuring the effectiveness of social impact initiatives.	
	The comprehensive management of interactions between Ooredoo and its customers, encompassing customer satisfaction, service quality, and considerations for customer health related to telecommunications technologies. This includes cultivating positive relationships with customers, addressing their needs and concerns, and promoting their well-being by ensuring the safe usage of telecommunication devices and infrastructure, including measures to minimize potential health risks associated with radiation exposure and electromagnetic fields.	Positive impacts of effective customer relations and health initiatives include enhanced customer loyalty, satisfaction, and trust, as well as improved brand reputation and customer retention. Negative impacts may include addressing concerns and misconceptions about health risks related to telecommunications technologies, ensuring compliance with health and safety regulations, and providing accurate and transparent information to customers.	
	Strengthening of the local job market and human capacities. This relates to the creation of occupation and development opportunities for the national population (e.g., scholarships, internships, etc.), providing perspectives for Nationals to stay in their home country and avoid the emigration of human capital.	Positive impacts of nationalization initiatives include enhanced economic development, reduced unemployment rates, and increased retention of local talent, thereby contributing to the overall growth and prosperity of the country. Negative impacts may include addressing skills gaps, promoting diversity and inclusion within the workforce, and ensuring equal opportunities for all individuals, regardless of nationality.	<ul style="list-style-type: none"> Nationalization
	The ethical and transparent promotion of products,	Positive impacts of responsible marketing and	<ul style="list-style-type: none"> Responsible Marketing &



Category	Description	Actual/ Potential Impacts (Negative /Positive)	Topic names finalized for Ooredoo ESG Reporting
	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.	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"> Communications Responsible Use of Products and Services
Governance	Ooredoo's dedication to transparent and ethical practices throughout its supply chain. This commitment includes supporting local suppliers, promoting local content, and implementing a traceability system to meticulously track the journey of raw materials and final products, ensuring responsible sourcing and minimizing environmental and social impact.	Positive impacts of effective supply chain management include enhanced supplier relationships, reduced environmental footprint, and improved social welfare in local communities. Negative Impacts may include ensuring compliance with ethical standards and regulations, addressing supply chain disruptions, and managing risks associated with global sourcing.	<ul style="list-style-type: none"> Supply Chain Management
	Protecting sensitive information and digital assets from unauthorized access and cyber threats. This involves ensuring compliance with privacy regulations, implementing encryption and access controls, and defending against malware and data breaches to maintain trust and confidentiality in digital interactions.	Positive impacts of robust data privacy and cybersecurity measures include safeguarding customer trust, protecting sensitive information, and preserving brand reputation. Negative impacts may include keeping pace with evolving cyber threats, addressing vulnerabilities in systems and networks, and ensuring awareness and compliance among employees and partners.	<ul style="list-style-type: none"> Data Privacy and Cybersecurity Digital innovation and transformation
	The strategic adoption and integration of digital technologies and processes to drive organizational growth, efficiency, and competitiveness. This involves	Positive impacts of digital innovation and transformation include improved customer experiences, enhanced operational efficiency, and increased agility and	

Category	Description	Actual/ Potential Impacts (Negative /Positive)	Topic names finalized for Ooredoo ESG Reporting
	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.	responsiveness to market changes. Negative impacts may include overcoming resistance to change, addressing skills gaps, and managing cybersecurity risks associated with digital transformation.	
	Ooredoo's commitment to establishing and maintaining a robust governance framework that ensures transparency, accountability, and adherence to the highest ethical standards. This involves implementing policies and procedures that guide decision-making, promote responsible business practices, and emphasize a culture of integrity.	Positive impacts of strong corporate governance and business ethics include building trust and credibility with stakeholders, enhancing investor confidence, and mitigating legal and reputational risks. Negative impacts may include addressing conflicts of interest, ensuring compliance with regulatory requirements, and promoting ethical decision-making at all levels of the organization.	<ul style="list-style-type: none"> Corporate Governance & Business Ethics
	Ooredoo's dedication to transparent and ethical practices throughout its supply chain. This commitment includes supporting local suppliers, promoting local content, and implementing a traceability system to meticulously track the journey of raw materials and final products, ensuring responsible sourcing and minimizing environmental and social impact.	Positive impacts of effective supply chain management include enhanced supplier relationships, reduced environmental footprint, and improved social welfare in local communities. Negative Impacts may include ensuring compliance with ethical standards and regulations, addressing supply chain disruptions, and managing risks associated with global sourcing.	
	Considerations should be given to not only financial aspects such as revenue generation and tax payments but also a commitment to achieving higher levels of economic productivity through diversification, technological upgrading, and innovation. This includes a focus on	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	<ul style="list-style-type: none"> Economic Performance

Category	Description	Actual/ Potential Impacts (Negative /Positive)	Topic names finalized for Ooredoo ESG Reporting
	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.	market competition, and managing financial risks associated with investment decisions.	<ul style="list-style-type: none"> Communications Responsible Use of Products and Services
	Ensuring the reliability, speed, and performance of telecommunications networks through strategic investments in infrastructure. This involves deploying state-of-the-art equipment, expanding coverage areas, and upgrading existing infrastructure to meet the increasing demands for connectivity and data transmission.	Positive impacts of network quality and infrastructure investments include improved customer satisfaction, enhanced user experience, and increased competitiveness in the telecommunications market. Negative impacts may include balancing investment costs with revenue generation, addressing technological obsolescence, and ensuring regulatory compliance.	<ul style="list-style-type: none"> Network Quality & Infrastructure Investments
	The systematic processes and strategies implemented to identify, assess, mitigate, and respond to potential threats and uncertainties that could impact its operations, objectives, and overall sustainability. This includes not only financial risks but also factors such as operational, strategic, reputational, environmental, and regulatory risks.	Positive impacts of effective risk management and business resilience include enhanced organizational agility, improved decision-making, and increased stakeholder confidence. Negative impacts may include balancing risk-taking with business objectives, addressing emerging risks, and ensuring alignment of risk management practices with business strategy.	<ul style="list-style-type: none"> Risk Management & Business Resilience

PERFORMANCE DATA

Ooredoo Group (OG)

Developing our People	Unit	2024	2025
Total number of employees (excluding trainees, students, and outsourced staff)	Number	237	268
Full-time employees	Number	237	268
Female full-time employees	Number	72	81
Male full-time employees	Number	165	187
Part-time employees	Number	0	0
Female part-time employees	Number	0	0
Male part-time employees	Number	0	0
Workers who are not employees	Number	0	0
Senior Management	Number	150	156
Male employees in senior management	Number	117	125
Female employees in senior management	Number	33	31
Middle Management	Number	72	92
Female employees in middle management	Number	28	38
Male employees in middle management	Number	44	54
New employee hires (males)	Number	15	42
New employee hires (females)	Number	37	17
Total number of new employees who joined the organization	Number	52	59
Parental leave (males)	Number	1	5
Parental leave (females)	Number	3	5
Total parental leaves	Number	4	10
Number of employees returned to work after parental leave (males)	Number	1	5
Number of employees returned to work after parental leave (females)	Number	3	5



Developing our People	Unit	2024	2025
Total number of employees returned to work after parental leave	Number	4	10
Workforce by age 18-30	Number	4	8
Workforce by age 31-40	Number	176	204
Workforce by age 41+	Number	57	56
Number of full-time national employees	Number	43	54
Female national employee	Number	21	27
Male national employees	Number	22	27
National full-time employees in senior management	Number	30	34
Nationalization rate of senior management	Percentage	29*	36
Nationalization rate among total workforce	Percentage	18.1	20
Number of employees of other nationalities	Number	194	214
Female employment rate	Percentage	30.4	30.2
Females in senior management	Number	33	31
Turnover rate	Percentage	29.2	8
Total number of employees who left the organization	Number	17	21
Total training provided for females	Hours	2442	3498
Total training provided for males	Hours	5005	6012
Total training provided for total workforce	Hours	7447	9510
Total training provided for senior management	Hours	n/a	6567
Total training provided for middle management	Hours	n/a	2283
Average hours of training per employee	Hours	30	35.8
Average hours of training per female employee	Hours	28	44.87
Average hours of training per male employee	Hours	31	32.15
Average hours of training per senior management employee	Hours	n/a	42.09
Average hours of training per middle management employee	Hours	n/a	26.25
Percentage of employees receiving regular performance and career development reviews	Percentage	100	100
Percentage of female employees	Percentage	100	100

Developing our People	Unit	2024	2025
Percentage of male employees	Percentage	1100	100
Percentage of senior management employees	Percentage	100	100
Percentage of middle management employees	Percentage	100	100
Number of grievances filed in the reporting period	Number	5	5
Number of this grievance addressed or resolved	Number	5	5
Number of grievances filed prior to the reporting period that were resolved during the reporting period	Number	0	0
Number of incidents of discrimination reported	Number	0	0
Number of incidents of discrimination reviewed	Number	0	0
Number of incidents of discrimination resolved	Number	0	0
Work hours (employees)	Hours	301,354	301,354
Work hours (contractors)	Hours	33,280	275,403
Total number of Board members	Number	10	10
Male members of the Board of Directors	Number	10	10
Female members of the Board of Directors	Number	0	0
Percentage of Board independence	Percentage	40	40
Total number of non-independent members	Number	6	6
Total number of executive members	Number	0	0
Total number of non-executive members	Number	10	10
Total number of training hours delivered to Board of Directors	Number	8	4
Average training hours delivered to Board members	Percentage	8	4
Total number of Sustainability/ESG related training hours delivered to Board of Directors	Hours	n/a	4

* Figures have been restated to reflect enhancements in reporting methodology and expanded data boundaries, improving overall accuracy and completeness

OUR OPERATING COMPANIES – AT A GLANCE

Qatar



Message from the CEO:

At Ooredoo Qatar, we remain steadfast in our commitment to being Digital by Design, Sustainable by Purpose. Building on the foundations laid in our previous ESG report, we have made significant strides in embedding sustainability across our operations, guided by the Qatar National Vision 2030 and the Qatar Stock Exchange’s sustainability reporting framework.

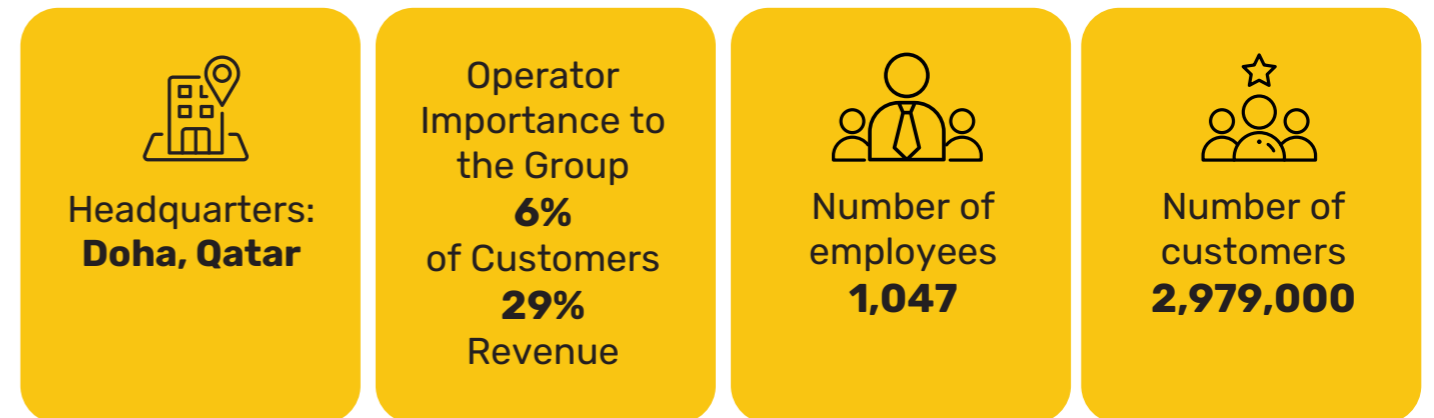
In 2024, we strengthened our focus on three key pillars: Sustainable Stewardship, Community Empowerment, and Ethical Excellence. This year, we are proud to report measurable progress in each area:

- **Environmental Stewardship:** We expanded our energy efficiency programs, reducing carbon intensity across our network infrastructure. We also accelerated adoption of renewable energy solutions, aligning with Qatar’s climate goals.
- **Social Impact:** Through our initiatives in education, and digital inclusion, alongside the internationally recognized Doha Marathon, we are empowering youth and SMEs to ensure digital transformation benefits all.
- **Governance Excellence:** We enhanced transparency and accountability by aligning our disclosures with international standards such as GRI, SASB, while reinforcing ethical business practices across our value chain.

Our journey is not only about compliance but about creating long-term value for our stakeholders and contributing meaningfully to Qatar’s sustainable future. Together, we will continue to enrich lives, empower communities, and uphold the highest standards of ethical excellence.

Sheikh Ali Bin Jabor Bin Mohammad Al Thani
Chief Executive Officer - Ooredoo Qatar

[Link](#)



- ### Awards:
- **Innovation Award in the AI for Customer Experience category at Teradata Possible 2025**
 - **Winner at the 9th Qatar Digital Business Awards 2025**
 - **Silver Stevie® Award for Technology Excellence 2025**

*2025 emissions factors have been updated using as Coefficient source the International Energy Agency (IEA), UK Government GHG conversion factors and US Environmental Protection agency (EPA) GHG hub.



Ooredoo Qatar Data Pack

	Unit	2023	2024	2025
Digital Enrichment				
Telecommunication network usage and subscriptions				
Number of wireless customers	Number	2,487,127	2,483,114	2,467,444
Number of wireline subscribers	Number	320,570	306,549	294,923
Number of broadband subscribers	Number	249,909	245,585	240,072
R&D and digital products				
Annual R&D budget as a percentage of total revenue	Percentage	n/a	n/a	n/a
Share of digital invoice payments from total payments	Percentage	65	86	86
Digitally offered products out of all products	Percentage	100	100	100
Percent of digitally acquired customer	Percentage	4.00	4.00	2.20
Community Care				
Local communities				
Amount of community investment	USD 000'	27,333	23,387	20,798
Total amount invested in the community as a percentage of revenues	Percentage	1.4	1.2	1.04
Number of CSR projects	Number	35	30	30
Total number of employees who volunteered	Number	50	750	1000
Total number of employee volunteering hours	Hours	160	200	500
Number of volunteering days	Days	60	80	1000
Direct economic value generated and distributed				
Revenues	USD 000'	1,966,500	1,957,035	1,987,911
Operating costs	USD 000'	809,917	812,853	835,539
Total employee wages and benefits	USD 000'	267,223	284,715	279,736
Payments to providers of capital	USD 000'	371,892	483,801	571,764
Amount of payments to the government	USD 000'	92,278	101,664	107,197

	Unit	2023	2024	2025
Developing our People				
Workforce overview				
Total number of employees (excluding workers who are not employees)	Number	1,175	1,148	1,047
Total number of full-time employees	Number	1,175	1,148	1,047
Female full-time employees	Number	299	290	267
Male full-time employees	Number	876	858	780
Total number of part-time employees	Number	0	0	0
Female part-time employees	Number	0	0	0
Male part-time employees	Number	0	0	0
Workers who are not employees	Number	0	0	0
Female workers who are not employees	Number	0	0	0
Male workers who are not employees	Number	0	0	0
Number of employees with disabilities	Number	3	3	4
Workforce by age				
Employees aged between 18-30 years	Number	109	88	73
Employees aged between 31-50 years	Number	380	343	751
Employees aged over 51+ years	Number	686	717	223
Percentage of employees under the age of 30	Percentage	9	8	7
Employment by category				
Total number of senior managers	Number	118	123	121
Female senior managers	Number	21	24	28
Male senior managers	Number	97	99	93
Total number of middle managers	Number	365	364	371
Female middle managers	Number	68	74	77
Male middle managers	Number	297	290	294
Total number of staff	Number	692	661	555
Female staff	Number	210	192	162
Male staff	Number	482	469	393



	Unit	2023	2024	2025
New hires and turnover				
Total number of employees that joined the company	Number	94	58	50
New employee hires (males)	Number	67	47	44
New employee hires (females)	Number	27	11	6
Hires under 30 years old	Number	n/a	n/a	9
Hires between 30-50 years	Number	n/a	n/a	35
Hires over 50 years old	Number	n/a	n/a	6
Total number of employees that left the company	Number	43	46	128
Turnover rate	Percentage	3.6	4.03	12
Parental leave				
Total number of employees that took parental leave	Number	42	46	39
Females that took parental leave	Number	13	22	12
Males that took paternal leave	Number	29	24	27
Females that returned to work after parental leave	Number	11	22	12
Males that returned to work after parental leave	Number	29	24	27
Total number of employees that returned to work after parental leave	Number	40	46	39
Return to work rate	Percentage	95	100	100
Nationalization				
Total number of national employees	Number	500	494	455
National female employees	Number	240	233	216
National male employees	Number	260	261	239
National full-time employees in senior management	Number	51	58	58
Number of employees of other nationalities	Number	675	654	592
Nationalization across the workforce	Percentage	42.6	43.02	43.5
Senior management nationalization rate	Percentage	43	47.15	44.0

	Unit	2023	2024	2025
Female representation				
Number of female employees	Number	299	290	267
Female employment rate	Percentage	25.4	25.2	25.0
Females in senior management	Number	21	24	26
Training and development				
Total number of training hours provided for full-time employees	Hours	10,611	13,329	13,187
Total number of training hours for females	Hours	2,410	3,703	4,077
Total number of training hours for males	Hours	8,201	9,626	9,110
Total number of training hours for senior management and above	Hours	2,316	4,413	3,525
Total number of training hours for middle management	Hours	4,021	4,682	5,804
Total number of training hours for staff	Hours	4,274	4,234	3,858
Average hours of training per full-time employee	Hours	9*	11.61	12
Average hours of training per female employee	Hours	8.1*	12.8	15
Average hours of training per male employee	Hours	9.4*	11.2	11
Average hours of training per senior management employee	Hours	20*	36*	29
Average hours of training per middle management employee	Hours	11*	7*	16
Average hours of training per staff employee	Hours	12.6	11.6	12.1
Privacy training sessions offered to employees	Number	2	1	2
Performance Review				
Percentage of employees receiving regular performance and career development reviews	Percentage	100	100	100
Total number of employees who received regular performance and career development reviews	Number	1,175	1,148	1,047



	Unit	2023	2024	2025
Percentage of female employees who received performance reviews	Percentage	100	100	100
Percentage of male employees who received performance reviews	Percentage	100	100	100
Percentage of senior management employees who received performance reviews	Percentage	100	100	100
Percentage of middle management employees who received performance reviews	Percentage	100	100	100
Number of senior management employees who received performance reviews	Number	118	123	123
Number of middle management employees who received performance reviews	Number	365	364	374
Ratio of the basic salary and remuneration of women to men				
Total employee wages and benefits	USD 000'	267,223	284,715	279,736
Ratio of basic salary of women to men	Percentage	109	114	115
Ratio of remuneration of women to men	Percentage	101	102	103
Percentage of employee engagement	Percentage	89	100	89
Senior management	Percentage	n/a	n/a	n/a
Middle management	Percentage	n/a	n/a	n/a
Staff	Percentage	n/a	n/a	n/a
Total	Percentage	n/a	n/a	n/a
Discrimination				
Incidents of discrimination reported	Number	0	0	0
Incidents of discrimination reviewed	Number	0	0	0
Incidents of discrimination resolved	Number	0	0	0
Grievances				
Number of grievances filed in the reporting period	Number	40	16	26
Number of these grievance addressed or resolved	Number	38	16	26
Number of grievances filed prior to the reporting period that were resolved during the reporting period	Number	0	0	0

	Unit	2023	2024	2025
Health and safety				
Fatalities as a result of work-related injury	Number	0	0	0
Work-related fatalities	Number	0	0	0
High-consequence work-related injuries (excluding fatalities)	Number	0	0	0
Recordable work-related injuries	Number	0	0	0
Total hours of H&S training provided to employees	Number	542	777	1,384
Average hours of H&S training per year per employee	Number	0.5	0.01	6.9
Total cost of HSE training	USD	3,078	5,890	8,658
Fatalities rate as a result of work-related injury	Percentage	0	0	0
Rate of work-related fatalities	Percentage	0	0	0
Rate of high-consequence work-related injuries (excluding fatalities)	Percentage	0	0	0
Recordable work-related injuries rate	Percentage			
Injury events relative to total workforce time	Percentage	0	0	0
Cases of recordable work-related ill health	Number	0	0	0
Total number of hours worked by all employees	Hours	2,481,600	2,424,576	3,704,448
Number of hours worked for workers who are not employees	Hours	2,691,685	2,697,911	5,029,022
Workforce represented in joint management-worker H&S committee	Percentage	100*	100*	100
Percentage of employees covered by an occupational health and safety management system that has been audited or certified by an external party	Percentage	100	100	100
Percentage of employees covered by an occupational health and safety management system	Percentage	100	100	100
Percentage of employees covered by an occupational health and safety management system that has been internally audited	Percentage	100	100	100



	Unit	2023	2024	2025
Collective bargaining				
Percentage of total employees covered by collective bargaining agreements	Percentage	n/a	n/a	n/a**
Emissions & Energy				
Direct energy consumption (Fuels, Petrol and Diesel)	Liters	14,185,866	12,901,833	18,966,472****
Indirect energy consumption (Electricity consumption)	Kwh	125,326,389	182,554,125	219,854,062****
Direct GHG emissions (Scope 1)	tCO2e	34,942	34,922	50,312
Scope 1: Fuel - Diesel	Litres	14,185,866	12,485,567	18,581,006
Scope 1: Fuel - Petrol	Litres	n/a	416,266	358,466
Scope 1: Fugitives gases	Kg	n/a	n/a	177,315
Scope 1: Fuels	Kg CO2e	n/a	n/a	50,311,620
Indirect GHG emissions (Scope 2) - Location based	tonnes CO2e	n/a	n/a	101,436
Indirect GHG emissions (Scope 2) - Market based	tonnes CO2e	117,102	98,305	101,354
Scope 2: Electricity	KWh	217,378,889	182,554,125	220,031,377
Scope 2: Electricity (Renewable)	KWh	156,668	170,833	177,315
Scope 2: Electricity (Location based)	Kg CO2e	n/a	n/a	101,435,932
Scope 2: Electricity (Market based)	Kg CO2e	n/a	n/a	101,354,188
Indirect GHG emissions (Scope 3) - Location based	tonnes CO2e	n/a	n/a	165,432
Indirect GHG emissions (Scope 3) - Market based	tonnes CO2e	n/a	n/a	165,416
Scope 3: Purchases Good & services	Kg CO2e	n/a	n/a	37,413,798
Scope 3: Purchases Good & services (Water)	Kg CO2e	n/a	n/a	12,987
Scope 3: Capital Goods	Kg CO2e	n/a	n/a	94,700,806
Scope 3: Fuel and Energy related activities (Electricity) - Location Based	Kg CO2e	n/a	n/a	19,316,184
Scope 3: Fuel and Energy related activities (Electricity) - Market Based	Kg CO2e	n/a	n/a	19,316,184
Scope 3: Fuel and Energy related activities (Fuels)	Kg CO2e	n/a	n/a	11,813,680
Scope 3: Waste generated in operations (Waste)	Kg CO2e	n/a	n/a	990,239

	Unit	2023	2024	2025
Scope 3: Waste generated in operations (Water)	Kg CO2e	n/a	n/a	11,601
Scope 3: Business travel	Kg CO2e	n/a	n/a	279,391
Scope 3: Employee Commuting	Kg CO2e	n/a	n/a	662,766
Scope 3: Use of sold products	Kg CO2e	n/a	n/a	214,581
Scope 3: End of life treatment of sold products	Kg CO2e	n/a	n/a	32
Total GHG emissions (Location Based)	tonnes CO2e	n/a	n/a	317,179
Total GHG emissions (Market Based)	tonnes CO2e	152,044	133,227	317,082
GHG emissions intensity (Location Based)	tonnes CO2e/ total employees	n/a	n/a	302.9
GHG emissions intensity (Market Based)	tonnes CO2e/ total employees	129.4	116.1	302.81

Climate Change and Energy				
Sites converted to commercial power	Number	56	106	70
Sites converted to hybrid model	Number	20	17	0
Number of sites converted from COWs to RDM	Number	30	27	27
Carbon Credits				
Total volume of carbon credits cancelled outside the value chain	Number	0.00	0.00	0
Planned volume of carbon credits to be cancelled outside the value chain	Percentage	0.00	0.00	0
Resource efficiency in product design				
Reductions in energy requirements of sold products and services achieved during the reporting period, in joules or multiples	Number	0.00	0.00	0
Resource Management				
Percentage of offices ISO 14001 certified	Percentage	100	100	100
Product end-of-life management				
Materials recovered through take back programs	Tonnes	n/a	n/a	n/a
Percentage of recovered materials that were reused	Percentage	n/a	n/a	n/a
Percentage if recoeved materials that were landfilled	Percentage	n/a	n/a	n/a



	Unit	2023	2024	2025
Percentage of recovered materials that were recycled	Percentage	n/a	n/a	n/a
Water				
Water supplied	Litres	95,337,000	78,433,000	67,887,300
Water discharged	Litres	95,337,000	78,433,000	67,887,300
Water supplied intensity	m3/total employees	81.3	68.3	64.8
Waste				
Total waste generated	Kg	173,000	200,259	2,057,260****
Total waste generated - Batteries	Kg	n/a	n/a	9,830
Total waste generated - Mineral Oil	Kg	n/a	n/a	22,130
Total waste generated - Household residual waste	Kg	n/a	n/a	1,991,000
Total waste generated - Paper and board	Kg	n/a	n/a	11,830
Total waste generated - Construction	Kg	n/a	n/a	22,130
Total waste generated - Plastics	Kg	n/a	n/a	320
Total waste generated - Metals	Kg	n/a	n/a	20
Ethical Economic Opportunity				
Board of directors***				
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
Independent Board members	Number	4	4	4
Non-independent Board members	Number	6	6	6
Percentage of independent Board member	Percentage	40	40	40
Total number of training hours delivered to board members	Hours	n/a	8	4
Number of sustainability/ESG training hours provided to the Board of Directors	Hours	n/a	n/a	4
Prevention of corruption				
Total number of operations assessed for risks related to corruption	Number	n/a	n/a	7

	Unit	2023	2024	2025
Percentage of operations assessed for risks related to corruption	Percentage	n/a	n/a	100
Total number of confirmed incidents of corruption	Number	n/a	n/a	0
Convictions for violation of anti-corruption and anti-bribery laws	Number	n/a	n/a	0
Total number of confirmed incidents of corruption in which employees were dismissed or disciplined for corruption	Number	n/a	n/a	0
Total number of confirmed incidents of corruption when contracts with business partners were terminated or not renewed due to violations related to corruption	Number	n/a	n/a	0
Total number of governance body members that received training on anti-corruption	Number	n/a	n/a	n/a
Total number of training on anti-corruption given to senior management and above	Number	n/a	n/a	n/a
Total number of employees that received training on anti-corruption	Number	n/a	n/a	20
Business ethics and conduct				
Total number of governance body members 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	100	100	100
Total number of critical concerns that were communicated to the highest governance body during the reporting period	Number	n/a	n/a	n/a
Data privacy				
Users/customers whose information is used for secondary purposes	Number	n/a	n/a	0
Number of attempted cyberattacks	Number	15,872,937	7,742,693	39,488,984
Number of actual cyberattacks	Number	0	0	0
Number of data breaches	Number	0	0	0



	Unit	2023	2024	2025
Annual total compensation ratio				
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	n/a	n/a	n/a
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	Percentage	n/a	n/a	n/a
Competitive behavior & open internet				
Average actual sustained download speed in megabits per second of non-associated content	Mbps	n/a	n/a	245
Average actual sustained download speed in megabits per second of owned and commercially-associated content	Mbps	n/a	n/a	n/a
Compliance with laws and regulations				
Number of significant instances of non-compliance where non-monetary sanctions were incurred	Number	0	0	0
Number of significant instances of non-compliance where monetary sanctions and fines were incurred	Number	0	0	0
Monetary value of fines for instances of non-compliance with laws and regulations in previous reporting periods	USD	0	0	0
Monetary value of fines for instances of non-compliance with laws and regulations in the current reporting period	USD	0	0	0
Monetary losses as a result of legal proceedings associated with anti-competitive behavior	USD	0	0	0
Number of legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of antitrust and monopoly legislation in which the organization has been identified as a participant	Number	0	0	0

	Unit	2023	2024	2025
Safeguarding Customers				
Customer satisfaction				
Customer satisfaction results	Percentage	82	82	81.9
Percentage of customers actively responding to the survey	Percentage	10	10	9.3
Customer complaints received through communication channels	Number	352,209	348,419	338,188
Percentage of customer complaints that were answered	Percentage	99.9	99.7	100
Resolved issues that were raised through the complaint channel	Percentage	99.9	99.9	99.96
Complaints received from outside parties and substantiated by the organization	Number	n/a	n/a	1
Complaints from regulatory bodies	Number	19	0	0
Total number of identified leaks, thefts or 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
Customer interruptions and service downtime				
System average interruption frequency	Number	n/a	n/a	0
System average interruption duration	Minute	n/a	n/a	1,789
Customer average interruption duration	Minute	n/a	n/a	155
Responsible marketing				
Percentage of significant product or service categories covered by and assessed for compliance with such procedures	Percentage	n/a	n/a	n/a
Data breaches involving personally identifiable information (PII)	Number	0	0	0
Users affected	Number	0	0	0
Account holders affected by data breaches	Number	0	0	0
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0



	Unit	2023	2024	2025
Law enforcement requests				
Number of law enforcement requests of user information and customer information	Number	0	0	0
Number of customers/users whose information was requested	Number	n/a	n/a	0
Supply Chain				
Total number of suppliers engaged	Number	716	740	690
Total number of local suppliers engaged	Number	462	506	460
Total procurement spending	USD 000'	986,555	861,831	911,451
Procurement spending on local suppliers	USD 000'	625,003	502,161	528,251
Percentage of spending on local suppliers	Percentage	63	58	58
Percentage of local suppliers	Percentage	63	68	67
Number of suppliers identified as having significant actual and potential negative environmental impacts	Number	0	0	n/a
Number of suppliers identified as having significant actual and potential negative social impacts	Number	0	0	n/a
Number of suppliers with which relationships were terminated as a result of audit	Number	0	0	0
Percentage of suppliers that were screened using social criteria	Percentage	n/a	n/a	n/a
Percentage of suppliers that were screened using environmental criteria	Percentage	n/a	n/a	n/a

* Figures have been restated to reflect enhancements in reporting methodology and expanded data boundaries, improving overall accuracy and completeness

**Collective bargaining is prohibited in Qatar

*** Ooredoo Qatar and Ooredoo Group share the same Board of Directors

****Fuel consumption increased year-on-year due to improved accuracy in recording fuel filling and refilling across all sites,

temporary COW deployments for ad-hoc events and the rollout of additional sites

***** Electricity consumption increased year-on-year, mainly driven by higher demand from data center operations

***** The increase in reported waste is mainly due to improved data accuracy and validation issues from manual data collection previous years

Palestine



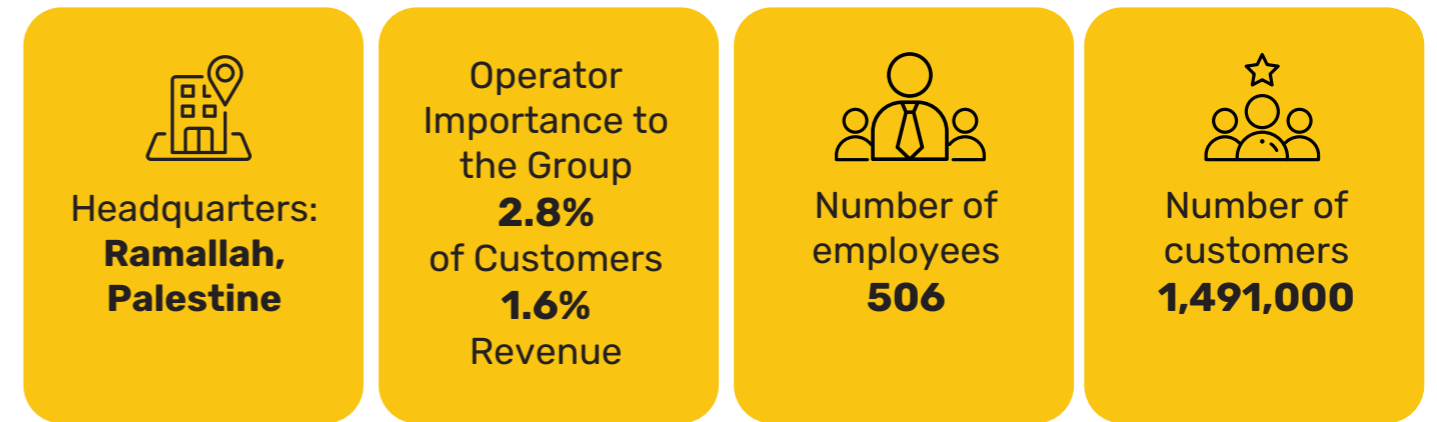
We view ESG as a fundamental part of our identity and national role. It guides our decisions, strengthens our resilience, and ensures that we continue to deliver sustainable and responsible growth while creating a positive and lasting impact for our society.

Dr. Samer Fares
Chief Executive Officer, Ooredoo Palestine

[Link](#)

Message from the CEO:

At Ooredoo Palestine, our commitment to ESG principles is embedded in the way we operate and create value. Throughout the year, we have advanced targeted initiatives across key areas including environmental responsibility, community development, education, healthcare, youth empowerment, and support for affected families.



Awards:

- Silver Stevie® Award for Employer of the Year - Telecommunications at the 2025 Stevie Awards for Great Employers.**



Ooredoo Palestine Data Pack

	Unit	2023	2024	2025
Digital Enrichment				
Telecommunication network usage and subscriptions				
Number of wireless customers	Number	1,438,541	1,552,901	1,491,456
Number of wireline subscribers	Number	n/a	n/a	n/a
Number of broadband subscribers	Number	n/a	n/a	340,986
R&D and digital products				
Annual R&D budget as a percentage of total revenue	Percentage	0.02	0.004	0.004
Share of digital invoice payments from total payments	Percentage	0	0	0
Digitally offered products out of all products	Percentage	100	100	100
Percent of digitally acquired customer	Percentage	0.05	0.07	0.35
Community Care				
Local communities				
Amount of community investment	USD 000'	634.2	240.2	198.2
Total amount invested in the community as a percentage of revenues	Percentage	0.58	0.22	0.19
Number of CSR projects	Number	18*	16*	23
Total number of employees who volunteered	Number	24	146	251
Total number of employee volunteering hours	Hours	144	876	1,275
Number of volunteering days	Days	5	5	5
Direct economic value generated and distributed				
Revenues	USD 000'	109,002	108,950	106,152
Operating costs	USD 000'	70,006	74,952	72,029
Total employee wages and benefits	USD 000'	18,013	19,546	20,217
Payments to providers of capital	USD 000'	n/a	n/a	n/a
Amount of payments to the government	USD 000'	5,695	5,896	51,685

	Unit	2023	2024	2025
Developing our People				
Workforce overview				
Total number of employees (excluding workers who are not employees)	Number	517	516	506
Total number of full-time employees	Number	517	516	506
Female full-time employees	Number	113	112	107
Male full-time employees	Number	404	404	399
Total number of part-time employees	Number	0	0	0
Female part-time employees	Number	0	0	0
Male part-time employees	Number	0	0	0
Workers who are not employees	Number	116	117	126
Female workers who are not employees	Number	94	86	94
Male workers who are not employees	Number	22	31	32
Number of employees with disabilities	Number	3	3	4
Workforce by age				
Employees aged between 18-30 years	Number	298	300	114
Employees aged between 31-50 years	Number	271	267	386
Employees aged over 51+ years	Number	64	66	6
Percentage of employees under the age of 30	Percentage	57.6	58.1	22.5
Employment by category				
Total number of senior managers	Number	9	9	12
Female senior managers	Number	1	1	1
Male senior managers	Number	8	8	11
Total number of middle managers	Number	41	44	42
Female middle managers	Number	6	6	6
Male middle managers	Number	35	38	36
Total number of staff	Number	467	463	452
Female staff	Number	106	105	100
Male staff	Number	361	358	352



	Unit	2023	2024	2025
New hires and turnover				
Total number of employees that joined the company	Number	67	47	32
New employee hires (males)	Number	44	36	25
New employee hires (females)	Number	23	11	7
Hires under 30 years old	Number	n/a	n/a	26
Hires between 30-50 years	Number	n/a	n/a	6
Hires over 50 years old	Number	n/a	n/a	0
Total number of employees that left the company	Number	43	21	24
Turnover rate	Percentage	8	4	5
Parental leave				
Total number of employees that took parental leave	Number	68	57	57
Females that took parental leave	Number	13	7	16
Males that took paternal leave	Number	55	50	41
Females that returned to work after parental leave	Number	13	7	15
Males that returned to work after parental leave	Number	55	50	41
Total number of employees that returned to work after parental leave	Number	68	57	56
Return to work rate	Percentage	100	100	98
Nationalization				
Total number of national employees	Number	517	516	506
National female employees	Number	113	112	107
National male employees	Number	404	404	399
National full-time employees in senior management	Number	9	9	12
Number of employees of other nationalities	Number	0	0	0
Nationalization across the workforce	Percentage	100	100	100
Senior management nationalization rate	Percentage	100	100	100

	Unit	2023	2024	2025
Female representation				
Number of female employees	Number	113	112	107
Female employment rate	Percentage	21.9	21.7	21.1
Females in senior management	Number	1	1	1
Training and development				
Total number of training hours provided for full-time employees	Hours	3,195	4,027	7,971
Total number of training hours for females	Hours	577	982	1,992
Total number of training hours for males	Hours	2,618	3,045	5,979
Total number of training hours for senior management and above	Hours	83	141	45
Total number of training hours for middle management	Hours	974	877	946
Total number of training hours for staff	Hours	2,138	3,009	6,980
Average hours of training per full-time employee	Hours	6	8	16
Average hours of training per female employee	Hours	5	9	19
Average hours of training per male employee	Hours	6	8	15
Average hours of training per senior management employee	Hours	9	16	4
Average hours of training per middle management employee	Hours	24	20	12
Average hours of training per staff employee	Hours	5	7	15
Privacy training sessions offered to employees	Number	n/a	n/a	3
Performance Review				
Percentage of employees receiving regular performance and career development reviews	Percentage	100	100	100
Total number of employees who received regular performance and career development reviews	Number	517	516	506



	Unit	2023	2024	2025
Percentage of female employees who received performance reviews	Percentage	100	100	100
Percentage of male employees who received performance reviews	Percentage	100	100	100
Percentage of senior management employees who received performance reviews	Percentage	100	100	100
Percentage of middle management employees who received performance reviews	Percentage	100	100	100
Number of senior management employees who received performance reviews	Number	100	100	100
Number of middle management employees who received performance reviews	Number	100	100	100
Ratio of the basic salary and remuneration of women to men				
Total employee wages and benefits	USD 000'	18,013	19,565	20,217
Ratio of basic salary of women to men	Percentage	28	28	28
Ratio of remuneration of women to men	Percentage	17	17	17
Percentage of employee engagement	Percentage	0	0	92
Senior management	Percentage	0.98	0.98	0.99
Middle management	Percentage	0.76	0.78	0.78
Staff	Percentage	0.83	0.87	0.93
Total	Percentage	0.74	0.75	0.80
Discrimination				
Incidents of discrimination reported	Number	0	0	0
Incidents of discrimination reviewed	Number	0	0	0
Incidents of discrimination resolved	Number	0	0	0
Grievances				
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

	Unit	2023	2024	2025
Health and safety				
Fatalities as a result of work-related injury	Number	0	0	0
Work-related fatalities	Number	0	0	0
High-consequence work-related injuries (excluding fatalities)	Number	0	0	0
Recordable work-related injuries	Number	0	0	2
Total hours of H&S training provided to employees	Number	0	312*	288
Average hours of H&S training per year per employee	Number	n/a	12*	12
Total cost of HSE training	USD	0	3,000	3,000
Fatalities rate as a result of work-related injury	Percentage	0	0	0
Rate of work-related fatalities	Percentage	0	0	0
Rate of high-consequence work-related injuries (excluding fatalities)	Percentage	0	0	0
Recordable work-related injuries rate	Percentage	0	0	0.33
Injury events relative to total workforce time	Percentage	0	0	0
Cases of recordable work-related ill health	Number	0	0	0
Total number of hours worked by all employees	Hours	1,079,496	1,027,872	1,203,328
Number of hours worked for workers who are not employees	Hours	242,840	223,104	0***
Workforce represented in joint management-worker H&S committee	Percentage	0	0	0
Percentage of employees covered by an occupational health and safety management system that has been audited or certified by an external party	Percentage	0	0	0
Percentage of employees covered by an occupational health and safety management system	Percentage	0	0	0
Percentage of employees covered by an occupational health and safety management system that has been internally audited	Percentage	0	0	0



	Unit	2023	2024	2025
Collective bargaining				
Percentage of total employees covered by collective bargaining agreements	Percentage	0	0	0
Emissions & Energy				
Direct energy consumption (Fuels, Petrol and Diesel)	Liters	219,545	181,193	1,066,420
Indirect energy consumption (Electricity consumption)	Kwh	19,679,054	17,716,179	18,652,338
Direct GHG emissions (Scope 1)	tCO2e	773**	472**	3,039
Scope 1: Fuel - Diesel	Litres	243,726	131,085	1,015,318
Scope 1: Fuel - Petrol	Litres	47,819	50,108	51,102
Scope 1: Fugitives gases	Kg	n/a	n/a	95.80
Scope 1: Fuels	Kg CO2e	n/a	n/a	2,822,911
Scope 1: Fugitives gases	Kg CO2e	n/a	n/a	216,077
Indirect GHG emissions (Scope 2) - Location based	tonnes CO2e	n/a	n/a	7,732
Indirect GHG emissions (Scope 2) - Market based	tonnes CO2e	13,874**	12,489**	7,731
Scope 2: Electricity	KWh	19,679,054	17,716,179	18,652,338
Scope 2: Electricity (Renewable)	KWh	0	1,454	692
Scope 2: Electricity (Location based)	Kg CO2e	n/a	n/a	7,731,705
Scope 2: Electricity (Market based)	Kg CO2e	n/a	n/a	7,731,418
Indirect GHG emissions (Scope 3) - Location based	tonnes CO2e	n/a	n/a	11,244
Indirect GHG emissions (Scope 3) - Market based	tonnes CO2e	n/a	n/a	11,244
Scope 3: Purchases Good & services	Kg CO2e	n/a	n/a	5,755,638
Scope 3: Purchases Good & services (Water)	Kg CO2e	n/a	n/a	705
Scope 3: Capital Goods	Kg CO2e	n/a	n/a	2,021,853
Scope 3: Fuel and Energy related activities (Electricity) - Location Based	Kg CO2e	n/a	n/a	2,352,979
Scope 3: Fuel and Energy related activities (Electricity) - Market Based	Kg CO2e	n/a	n/a	2,352,892
Scope 3: Fuel and Energy related activities (Fuels)	Kg CO2e	n/a	n/a	664,650

	Unit	2023	2024	2025
Scope 3: Waste generated in operations (Waste)	Kg CO2e	n/a	n/a	12
Scope 3: Waste generated in operations (Water)	Kg CO2e	n/a	n/a	629
Scope 3: Business travel	Kg CO2e	n/a	n/a	109,096
Scope 3: Employee Commuting	Kg CO2e	n/a	n/a	220,836
Scope 3: Use of sold products	Kg CO2e	n/a	n/a	117,876
Scope 3: End of life treatment of sold products	Kg CO2e	n/a	n/a	21
Total GHG emissions (Location Based)	tonnes CO2e	n/a	n/a	22,015
Total GHG emissions (Market Based)	tonnes CO2e	14,647	12,961	22,015
GHG emissions intensity (Location Based)	tonnes CO2e/ total employees	n/a	n/a	43.5
GHG emissions intensity (Market Based)	tonnes CO2e/ total employees	23.1	20.5	43.5
Climate Change and Energy				
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
Carbon Credits				
Total volume of carbon credits cancelled outside the value chain	Number	0	0	0
Planned volume of carbon credits to be cancelled outside the value chain	Percentage	0	0	0
Resource efficiency in product design				
Reductions in energy requirements of sold products and services achieved during the reporting period, in joules or multiples	Number	0	0	0
Resource Management				
Percentage of offices ISO 14001 certified	Percentage	0	0	0
Product end-of-life management				
Materials recovered through take back programs	Tonnes	n/a	n/a	n/a
Percentage of recovered materials that were reused	Percentage	n/a	n/a	n/a



	Unit	2023	2024	2025
Percentage if recovered materials that were landfilled	Percentage	n/a	n/a	n/a
Percentage of recovered materials that were recycled	Percentage	n/a	n/a	n/a
Water				
Water supplied	Litres	2,686,000	2,775,000	3,683,000
Water discharged	Litres	2,686,000	2,775,000	3,683,000
Water supplied intensity	m3/total employees	4.2	4.4	7.3
Waste				
Total waste generated	Kg	n/a	n/a	2,515
Total waste generated – Batteries	Kg	n/a	n/a	n/a
Total waste generated – Mineral Oil	Kg	n/a	n/a	n/a
Total waste generated – Household residual waste	Kg	n/a	n/a	n/a
Total waste generated – Paper and board	Kg	n/a	n/a	2,515
Total waste generated – Construction	Kg	n/a	n/a	n/a
Total waste generated – Plastics	Kg	n/a	n/a	n/a
Total waste generated – Metals	Kg	n/a	n/a	n/a
Ethical Economic Opportunity				
Board of directors***				
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
Independent Board members	Number	0	0	0
Non-independent Board members	Number	7	7	7
Percentage of independent Board member	Percentage	0	0	0
Total number of training hours delivered to board members	Hours	n/a	n/a	n/a
Number of sustainability/ESG training hours provided to the Board of Directors	Hours	n/a	n/a	4

	Unit	2023	2024	2025
Prevention of corruption				
Total number of operations assessed for risks related to corruption	Number	0	0	0
Percentage of operations assessed for risks related to corruption	Percentage	0	0	0
Total number of confirmed incidents of corruption	Number	0	0	0
Convictions for violation of anti-corruption and anti-bribery laws	Number	0	0	0
Total number of confirmed incidents of corruption in which employees were dismissed or disciplined for corruption	Number	0	0	0
Total number of confirmed incidents of corruption 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 received training on anti-corruption	Number	0	0	0
Total number of training on anti-corruption given to senior management and above	Number	0	0	0
Total number of employees that received training on anti-corruption	Number	0	0	0
Business ethics and conduct				
Total number of governance body members that the organization's anti-corruption policies have been communicated to	Number	0	0	7
Percentage of employees that the organization's anti-corruption policies have been communicated to	Percentage	0	0	100
Total number of critical concerns that were communicated to the highest governance body during the reporting period	Number	0	0	0
Data privacy				
Users/customers whose information is used for secondary purposes	Number	n/a	n/a	n/a
Number of attempted cyberattacks	Number	1,400,000	1,450,000	1,380,000
Number of actual cyberattacks	Number	72	0	1
Number of data breaches	Number	0	0	0



	Unit	2023	2024	2025
Annual total compensation ratio				
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	14.7	14.6	11
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	Percentage	1.5	1.4	1.33
Competitive behavior & open internet				
Average actual sustained download speed in megabits per second of non-associated content	Mbps	n/a	n/a	n/a
Average actual sustained download speed in megabits per second of owned and commercially-associated content	Mbps	n/a	n/a	n/a
Compliance with laws and regulations				
Number of significant instances of non-compliance where non-monetary sanctions were incurred	Number	0	0	0
Number of significant instances of non-compliance where monetary sanctions and fines were incurred	Number	0	0	0
Monetary value of fines for instances of non-compliance with laws and regulations in previous reporting periods	USD	0	0	0
Monetary value of fines for instances of non-compliance with laws and regulations in the current reporting period	USD	0	0	0
Monetary losses as a result of legal proceedings associated with anti-competitive behavior	USD	0	0	0
Number of legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of antitrust and monopoly legislation in which the organization has been identified as a participant	Number	0	0	0

	Unit	2023	2024	2025
Safeguarding Customers				
Customer satisfaction				
Customer satisfaction results	Percentage	83	81	82.5
Percentage of customers actively responding to the survey	Percentage	100	100	100
Customer complaints received through communication channels	Number	n/a	n/a	12,545
Percentage of customer complaints that were answered	Percentage	100	100	100
Resolved issues that were raised through the complaint channel	Percentage	n/a	n/a	100
Complaints received from outside parties and substantiated by the organization	Number	0	0	0
Complaints from regulatory bodies	Number	n/a	n/a	0
Total number of identified leaks, thefts or 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
Customer interruptions and service downtime				
System average interruption frequency	Number	2	1	2
System average interruption duration	Minute	38	20	29
Customer average interruption duration	Minute	38	20	29
Responsible marketing				
Percentage of significant product or service categories covered by and assessed for compliance with such procedures		n/a	n/a	100
Cybersecurity and data breaches				
Data breaches involving personally identifiable information (PII)	Number	n/a	n/a	1,299
Users affected	Number	0	0	1,299
Account holders affected by data breaches	Number	0	0	0.0
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0
Complaints from regulatory bodies	Number	n/a	n/a	0



	Unit	2023	2024	2025
Law enforcement requests				
Number of law enforcement requests of user information and customer information	Number	n/a	n/a	17,285
Number of customers/users whose information was requested	Number	n/a	n/a	5,296
Supply Chain				
Total number of suppliers engaged	Number	422	359	479
Total number of local suppliers engaged	Number	329	298	368
Total procurement spending	USD 000'	27.1	26.8	28.8
Procurement spending on local suppliers	USD 000'	8.1	12.6	15.8
Percentage of spending on local suppliers	Percentage	30	47	55
Percentage of local suppliers	Percentage	78	83	77
Number of suppliers identified as having significant actual and potential negative environmental impacts	Number	n/a	n/a	n/a
Number of suppliers identified as having significant actual and potential negative social impacts	Number	n/a	n/a	n/a
Number of suppliers with which relationships were terminated as a result of audit	Number	n/a	n/a	n/a
Percentage of suppliers that were screened using social criteria	Percentage	n/a	n/a	n/a
Percentage of suppliers that were screened using environmental criteria	Percentage	n/a	n/a	n/a

* Figures have been restated to reflect enhancements in reporting methodology and expanded data boundaries, improving overall accuracy and completeness

**Scope 1 and Scope 2: the figures for 2023 and 2024 didn't include consumption in Gaza since October 2023. The figures for 2025 include the consumption in Gaza.

Tunisia



Message from the CEO:

In 2025, Ooredoo Tunisia continued to advance in its sustainability journey while driving substantial progress in Digital connectivity, Community impact, People Empowerment and enhanced Governance.

In OT we enrich people’s digital lives by providing faster, more resilient and inclusive connectivity driven by 5G services launch in February 2025, international capacity enforcement, and fiber footprint expansion, while actively minimizing environmental impact and promoting responsible resource stewardship through energy efficiency programs for a more sustainable and resilient future.

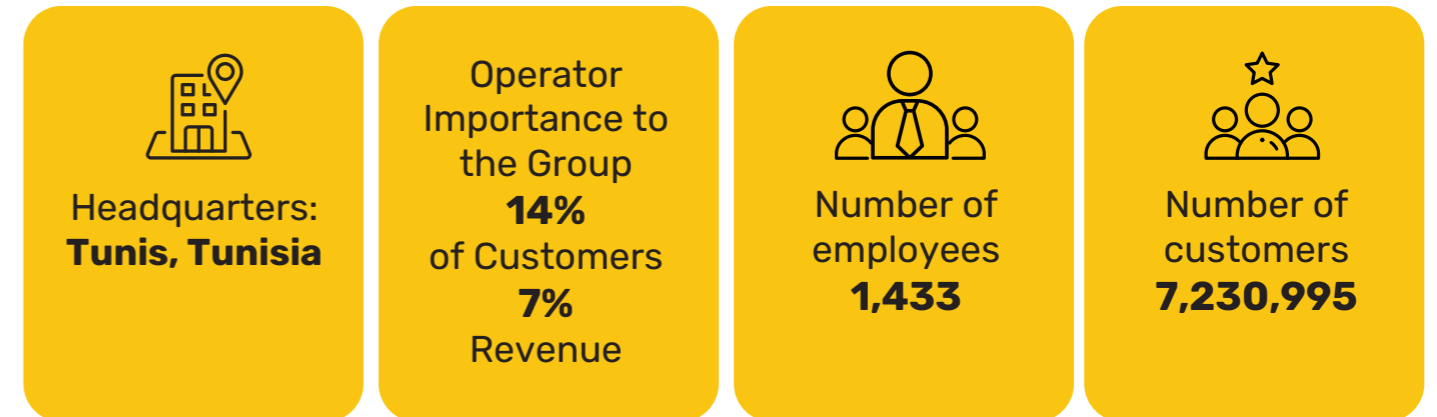
Throughout the year, We strengthened our commitment to safeguarding information by reinforcing data security as a key impact priority across our operations.

Through impactful initiatives under our social programs, we strive to create lasting value for the communities we serve, fostering inclusion and opportunity.

In OT we prioritize robust governance in everything we do, we uphold the highest standards of governance, ensuring that our operations are conducted with integrity, transparency and accountability. As we move forward, sustainability will remain a key driver of our long-term growth and to our contribution to a more connected and responsible future

Mansoor Rashid Al-Khater
Chief Executive Officer-Ooredoo Tunisia

[Link](#)



- ### Awards:
- **Best Customer Service for the 6th consecutive year**
 - **Best Product of the Year - Fixe Jdid**
 - **CEO of Ooredoo Tunisia, Mansoor Rashid Al-Khater, wins three awards at The 2025 Middle East & North Africa Stevie® Awards**



Ooredoo Tunisia Data Pack

	Unit	2023	2024	2025
Digital Enrichment				
Telecommunication network usage and subscriptions				
Number of wireless customers	Number	6,762,293	6,464,598	6,576,717
Number of wireline subscribers	Number	118,410	147,778	245,686
Number of broadband subscribers	Number	379,458	420,857	408,592
R&D and digital products				
Annual R&D budget as a percentage of total revenue	Percentage	n/a	n/a	n/a
Share of digital invoice payments from total payments	Percentage	5	7	12
Digitally offered products out of all products	Percentage	n/a	n/a	n/a
Percent of digitally acquired customer	Percentage	24	33	36
Community Care				
Local communities				
Amount of community investment	USD 000'	32.0	88.9	90.0
Total amount invested in the community as a percentage of revenues	Percentage	0.008	0.021	0.019
Number of CSR projects	Number	4	8	10
Total number of employees who volunteered	Number	70	25	50
Total number of employee volunteering hours	Hours	48	100	24
Number of volunteering days	Days	3	8	1
Direct economic value generated and distributed				
Revenues	USD 000'	403,769	423,510	472,424
Operating costs	USD 000'	203,621	186,251	211,417
Total employee wages and benefits	USD 000'	47,617	61,073	63,024
Payments to providers of capital	USD 000'	57,875	32,312	34,428
Amount of payments to the government	USD 000'	202,256	187,249	232,347

	Unit	2023	2024	2025
Developing our People				
Workforce overview				
Total number of employees (excluding workers who are not employees)	Number	1,348	1,291	1,433
Total number of full-time employees	Number	1,222	1,166	1,265
Female full-time employees	Number	414	412	403
Male full-time employees	Number	808	754	862
Total number of part-time employees	Number	126	125	168
Female part-time employees	Number	102	102	121
Male part-time employees	Number	24	23	47
Workers who are not employees	Number	97	95	00**
Female workers who are not employees	Number	28	31	0**
Male workers who are not employees	Number	69	64	0**
Number of employees with disabilities	Number	3	3	3
Workforce by age				
Employees aged between 18-30 years	Number	78*	72*	113
Employees aged between 31-50 years	Number	1,184*	1,104*	1,117
Employees aged over 51+ years	Number	86*	115*	203
Percentage of employees under the age of 30	Percentage	6	6	8
Employment by category				
Total number of senior managers	Number	135	134	134
Female senior managers	Number	24	25	27
Male senior managers	Number	111	109	107
Total number of middle managers	Number	179	175	160
Female middle managers	Number	66	70	62
Male middle managers	Number	113	105	98
Total number of staff	Number	1,034	922	1,139
Female staff	Number	426	419	435
Male staff	Number	608	503	704



	Unit	2023	2024	2025
New hires and turnover				
Total number of employees that joined the company	Number	51	45	356
New employee hires (males)	Number	26	23	257
New employee hires (females)	Number	25	22	99
Hires under 30 years old	Number	17	21	94
Hires between 30-50 years	Number	33	24	199
Hires over 50 years old	Number	1	0	63
Total number of employees that left the company	Number	92	103	214
Turnover rate	Percentage	7	8	15
Parental leave				
Total number of employees that took parental leave	Number	13	33	37
Females that took parental leave	Number	13	6	10
Males that took paternal leave	Number	0	27	27
Females that returned to work after parental leave	Number	13	3	10
Males that returned to work after parental leave	Number	0	26	27
Total number of employees that returned to work after parental leave	Number	13	29	37
Return to work rate	Percentage	100	88	100
Nationalization				
Total number of national employees	Number	1,343	1,284	1,426
National female employees	Number	516	514	524
National male employees	Number	827	770	902
National full-time employees in senior management	Number	129	127	127
Number of employees of other nationalities	Number	6	7	7
Nationalization across the workforce	Percentage	99.6	99.5	99.5
Senior management nationalization rate	Percentage	96*	95*	95

	Unit	2023	2024	2025
Female representation				
Number of female employees	Number	516	514	524
Female employment rate	Percentage	38	40	37
Females in senior management	Number	24	25	27
Training and development				
Total number of training hours provided for full-time employees	Hours	29,475	37,527	32,512
Total number of training hours for females	Hours	10,742	15,524	11,944
Total number of training hours for males	Hours	18,733	22,003	20,568
Total number of training hours for senior management and above	Hours	3,370	4,421	3,553
Total number of training hours for middle management	Hours	5,745	6,717	9,735
Total number of training hours for staff	Hours	20,360	26,389	19,225
Average hours of training per full-time employee	Hours	24	32	26
Average hours of training per female employee	Hours	26	38	30
Average hours of training per male employee	Hours	23	29	24
Average hours of training per senior management employee	Hours	25	33	27
Average hours of training per middle management employee	Hours	32	38	61
Average hours of training per staff employee	Hours	20	29	17
Privacy training sessions offered to employees	Number	0	0	0
Performance Review				
Percentage of employees receiving regular performance and career development reviews	Percentage	91	93	100
Total number of employees who received regular performance and career development reviews	Number	1,222	1,200	1,433



	Unit	2023	2024	2025
Percentage of female employees who received performance reviews	Percentage	100	92	100
Percentage of male employees who received performance reviews	Percentage	100	93	100
Percentage of senior management employees who received performance reviews	Percentage	100	100	100
Percentage of middle management employees who received performance reviews	Percentage	100	100	100
Number of senior management employees who received performance reviews	Number	135	134	134
Number of middle management employees who received performance reviews	Number	179	175	160
Ratio of the basic salary and remuneration of women to men				
Total employee wages and benefits	USD 000'	47,617	61,073	63,024
Ratio of basic salary of women to men	Percentage	78*	77*	84
Ratio of remuneration of women to men	Percentage	76*	74*	85
Percentage of employee engagement	Percentage	81	92	90
Senior management	Percentage	n/a	n/a	n/a
Middle management	Percentage	n/a	n/a	n/a
Staff	Percentage	n/a	n/a	n/a
Total	Percentage	n/a	n/a	n/a
Discrimination				
Incidents of discrimination reported	Number	0	0	0
Incidents of discrimination reviewed	Number	0	0	0
Incidents of discrimination resolved	Number	0	0	0
Grievances				
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

	Unit	2023	2024	2025
Health and safety				
Fatalities as a result of work-related injury	Number	0	0	0
Work-related fatalities	Number	0	0	0
High-consequence work-related injuries (excluding fatalities)	Number	0	0	0
Recordable work-related injuries	Number	0	0	1
Total hours of H&S training provided to employees	Number	286	374	714
Average hours of H&S training per year per employee	Number	0.2	0.3	0.5
Total cost of HSE training	USD	227	724	8,024
Fatalities rate as a result of work-related injury	Percentage	0	0	0
Rate of work-related fatalities	Percentage	0	0	0
Rate of high-consequence work-related injuries (excluding fatalities)	Percentage	0	0	0
Recordable work-related injuries rate	Percentage	0	0	0.06
Injury events relative to total workforce time	Percentage	0	0	0.06
Cases of recordable work-related ill health	Number	n/a	n/a	n/a
Total number of hours worked by all employees	Hours	3,083,520	2,643,696	2,898,720
Number of hours worked for workers who are not employees	Hours	200,640	220,176	106,480
Workforce represented in joint management-worker H&S committee	Percentage	100	100	100
Percentage of employees covered by an occupational health and safety management system that has been audited or certified by an external party	Percentage	100	100	100
Percentage of employees covered by an occupational health and safety management system	Percentage	100	100	100
Percentage of employees covered by an occupational health and safety management system that has been internally audited	Percentage	100	100	100



	Unit	2023	2024	2025
Collective bargaining				
Percentage of total employees covered by collective bargaining agreements	Percentage	100	100	100
Emissions & Energy				
Direct energy consumption (Fuels, Petrol and Diesel)	Liters	778,867	841,224	814,989
Indirect energy consumption (Electricity consumption)	Kwh	92,677,417	99,343,737	110,619,980
Direct GHG emissions (Scope 1)	tCO2e	2,027	2,177	6,736
Scope 1: Fuel - Diesel	Litres	556,792	571,655	563,004
Scope 1: Fuel - Petrol	Litres	222,075	269,569	251,985
Scope 1: Fugitives gases	Kg	n/a	n/a	2,275
Scope 1: Fuels	Kg CO2e	n/a	n/a	2,088,667
Scope 1: Fugitives gases	Kg CO2e	n/a	n/a	4,647,285
Indirect GHG emissions (Scope 2) - Location based	tonnes CO2e	n/a	n/a	44,448
Indirect GHG emissions (Scope 2) - Market based	tonnes CO2e	51,306	54,997	44,343
Scope 2: Electricity	KWh	92,677,417	99,343,737	110,619,980
Scope 2: Electricity (Renewable)	KWh	288,611	264,550	261,000
Scope 2: Electricity (Location based)	Kg CO2e	n/a	n/a	44,447,845
Scope 2: Electricity (Market based)	Kg CO2e	n/a	n/a	44,342,974
Indirect GHG emissions (Scope 3) - Location based	tonnes CO2e	n/a	n/a	101,797
Indirect GHG emissions (Scope 3) - Market based	tonnes CO2e	n/a	n/a	101,761
Scope 3: Purchases Good & services	Kg CO2e	n/a	n/a	9,894,727
Scope 3: Purchases Good & services (Water)	Kg CO2e	n/a	n/a	2,183
Scope 3: Capital Goods	Kg CO2e	n/a	n/a	50,845,197
Scope 3: Fuel and Energy related activities (Electricity) - Location Based	Kg CO2e	n/a	n/a	15,189,967
Scope 3: Fuel and Energy related activities (Electricity) - Market Based	Kg CO2e	n/a	n/a	15,154,127
Scope 3: Fuel and Energy related activities (Fuels)	Kg CO2e	n/a	n/a	504,229

	Unit	2023	2024	2025
Scope 3: Waste generated in operations (Waste)	Kg CO2e	n/a	n/a	41,082
Scope 3: Waste generated in operations (Water)	Kg CO2e	n/a	n/a	1,950
Scope 3: Business travel	Kg CO2e	n/a	n/a	234,601
Scope 3: Employee Commuting	Kg CO2e	n/a	n/a	501,661
Scope 3: Use of sold products	Kg CO2e	n/a	n/a	24,580,035
Scope 3: End of life treatment of sold products	Kg CO2e	n/a	n/a	1,151
Total GHG emissions (Location Based)	tonnes CO2e	n/a	n/a	152,981
Total GHG emissions (Market Based)	tonnes CO2e	53,333	57,173	152,840
GHG emissions intensity (Location Based)	tonnes CO2e/ total employees	n/a	n/a	106.75
GHG emissions intensity (Market Based)	tonnes CO2e/ total employees	39.5	44.2	106.6
Climate Change and Energy				
Sites converted to commercial power	Number	3	2	0
Sites converted to hybrid model	Number	0	0	0
Number of sites converted from COWs to RDM	Number	0	0	1
Carbon Credits				
Total volume of carbon credits cancelled outside the value chain	Number	0	0	0
Planned volume of carbon credits to be cancelled outside the value chain	Percentage	0	0	0
Resource efficiency in product design				
Reductions in energy requirements of sold products and services achieved during the reporting period, in joules or multiples	Number	0	0	0
Resource Management				
Percentage of offices ISO 14001 certified	Percentage	100	100	100
Product end-of-life management				
Materials recovered through take back programs	Tonnes	n/a	n/a	n/a
Percentage of recovered materials that were reused	Percentage		n/a	n/a



	Unit	2023	2024	2025
Percentage of recovered materials that were landfilled	Percentage	n/a	n/a	20
Percentage of recovered materials that were recycled	Percentage	n/a	n/a	80
Water				
Water supplied	Litres	n/a	17,414,000	11,410,880
Water discharged	Litres	2,686,000	17,414,000	11,410,880
Water supplied intensity	m3/total employees	n/a	13.4	7.9
Waste				
Total waste generated	Kg	n/a	59,016	224,306***
Total waste generated – Batteries	Kg	n/a	n/a	107,999
Total waste generated – Paper and board	Kg	n/a	n/a	7,989
Total waste generated – Plastic	Kg	n/a	n/a	842
Total waste generated – Household residual waste	Kg	n/a	n/a	57,485
Total waste generated – WEEE Mixed	Kg	n/a	n/a	50,000
Ethical Economic Opportunity				
Board of directors***				
Total number of Board members	Number	8	8	8
Male members of the Board of Directors	Number	8	8	7
Female members of the Board of Directors	Number	0	0	1
Independent Board members	Number	1	1	1
Non-independent Board members	Number	7	7	7
Percentage of independent Board member	Percentage	13	13	13
Total number of training hours delivered to board members	Hours	n/a	n/a	n/a
Number of sustainability/ESG training hours provided to the Board of Directors	Hours	n/a	n/a	4
Prevention of corruption				
Total number of operations assessed for risks related to corruption	Number	0	0	0

	Unit	2023	2024	2025
Percentage of operations assessed for risks related to corruption	Percentage	n/a	n/a	n/a
Total number of confirmed incidents of corruption	Number	n/a	n/a	n/a
Convictions for violation of anti-corruption and anti-bribery laws	Number	n/a	n/a	n/a
Total number of confirmed incidents of corruption in which employees were dismissed or disciplined for corruption	Number	n/a	n/a	n/a
Total number of confirmed incidents of corruption 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 received training on anti-corruption	Number	n/a	n/a	n/a
Total number of training on anti-corruption given to senior management and above	Number	n/a	n/a	n/a
Total number of employees that received training on anti-corruption	Number	n/a	n/a	n/a
Business ethics and conduct				
Total number of governance body members 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
Total number of critical concerns that were communicated to the highest governance body during the reporting period	Number	n/a	n/a	n/a
Data privacy				
Users/customers whose information is used for secondary purposes	Number	0	0	0
Number of attempted cyberattacks	Number	78,569	62,355	123,913
Number of actual cyberattacks	Number	0	0	0
Number of data breaches	Number	0	0	0



	Unit	2023	2024	2025
Annual total compensation ratio				
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	n/a	n/a	n/a
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	Percentage	n/a	n/a	n/a
Competitive behavior & open internet				
Average actual sustained download speed in megabits per second of non-associated content	Mbps	n/a	n/a	n/a
Average actual sustained download speed in megabits per second of owned and commercially-associated content	Mbps	n/a	n/a	n/a
Compliance with laws and regulations				
Number of significant instances of non-compliance where non-monetary sanctions were incurred	Number	0	0	0
Number of significant instances of non-compliance where monetary sanctions and fines were incurred	Number	0	0	0
Monetary value of fines for instances of non-compliance with laws and regulations in previous reporting periods	USD	0	0	0
Monetary value of fines for instances of non-compliance with laws and regulations in the current reporting period	USD	0	0	0
Monetary losses as a result of legal proceedings associated with anti-competitive behavior	USD	0	0	0
Number of legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of antitrust and monopoly legislation in which the organization has been identified as a participant	Number	2	2	2

	Unit	2023	2024	2025
Safeguarding Customers				
Customer satisfaction				
Customer satisfaction results	Percentage	73	74	73
Percentage of customers actively responding to the survey	Percentage	n/a	100	100
Customer complaints received through communication channels	Number	335,830	392,104	406,141
Percentage of customer complaints that were answered	Percentage	8	9	9
Resolved issues that were raised through the complaint channel	Percentage	98	94	91
Complaints received from outside parties and substantiated by the organization	Number	0	0	0
Complaints from regulatory bodies	Number	0	0	0
Total number of identified leaks, thefts or 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
Customer interruptions and service downtime				
System average interruption frequency	Number	n/a	1	2
System average interruption duration	Minute	n/a	20	29
Customer average interruption duration	Minute	n/a	20	29
Responsible marketing				
Percentage of significant product or service categories covered by and assessed for compliance with such procedures	Percentage	n/a	n/a	100
Cybersecurity and data breaches				
Data breaches involving personally identifiable information (PII)	Number	0	0	0
Users affected	Number	0	0	0
Account holders affected by data breaches	Number	0	0	0
Law enforcement requests				
Number of law enforcement requests of user information and customer information	Number	0	0	0



	Unit	2023	2024	2025
Number of customers/users whose information was requested	Number	0	0	0
Supply Chain				
Total number of suppliers engaged	Number	647	646	643
Total number of local suppliers engaged	Number	531	548	538
Total procurement spending	USD 000'	178,007	188,262	201,440
Procurement spending on local suppliers	USD 000'	114,831	90,042	119,359
Percentage of spending on local suppliers	Percentage	65	48	59
Percentage of local suppliers	Percentage	82	85	84
Number of suppliers identified as having significant actual and potential negative environmental impacts	Number	n/a	n/a	n/a
Number of suppliers identified as having significant actual and potential negative social impacts	Number	n/a	n/a	n/a
Number of suppliers with which relationships were terminated as a result of audit	Number	n/a	n/a	n/a
Percentage of suppliers that were screened using social criteria	Percentage	n/a	n/a	n/a
Percentage of suppliers that were screened using environmental criteria	Percentage	n/a	n/a	n/a

* Figures have been restated to reflect enhancements in reporting methodology and expanded data boundaries, improving overall accuracy and completeness

** The increase in full-time employees reflects the integration of subcontracted workers into Ooredoo Tunisia's workforce following changes in local labor law.

***Increase in waste in 2025 is due to reporting of non technology waste compared to only technology waste in 2024

Asiacell



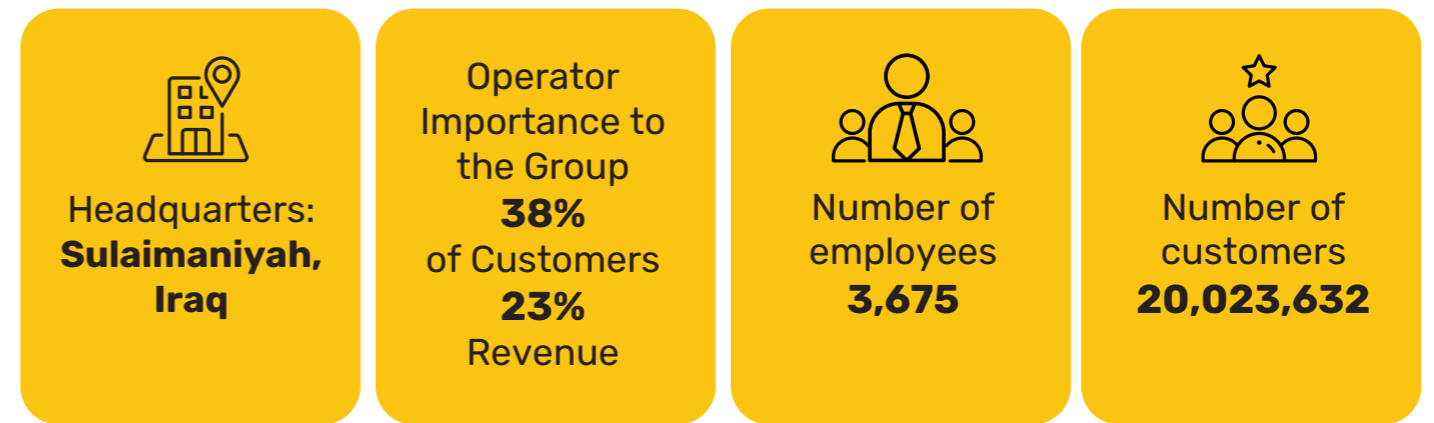
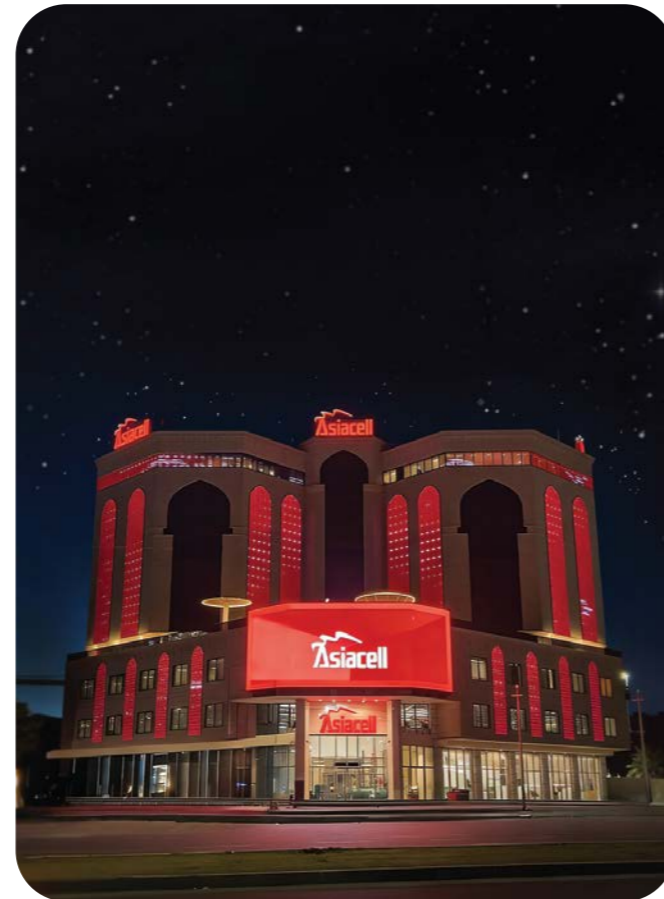
Through these efforts, we remain committed to enabling inclusive digital access, supporting national development priorities, and driving progress toward a more sustainable and connected future.

Amer Al Sunna
Chief Executive Officer-Asiacell

Link

Message from the CEO:

In 2025, Asiacell continued to deliver strong, sustainable growth by expanding high-speed connectivity, advancing 5G readiness, and scaling AI-powered solutions that support Iraq's digital transformation. Our focused investments in innovation, efficient operations, and responsible business practices contributed to improved financial performance while creating long-term social and economic value.



- ### Awards:
- **Silver Stevie® Award – Telecom Company of the Year**
 - **Bronze Stevie® Award – Best New AI Service, awarded for LAILA**
 - **Bronze Stevie® Award – Technical Innovation of the Year**
 - **Asiacell was proudly awarded the Guinness World Record for the world's largest colored thread and pin art installation, featuring the Asiacell logo**



Asiacell Data Pack

	Unit	2023	2024	2025
Digital Enrichment				
Telecommunication network usage and subscriptions				
Number of wireless customers	Number	17,693,516	19,127,156	20,023,632
Number of wireline subscribers	Number	n/a	n/a	n/a
Number of broadband subscribers	Number	239,543	244,940	295,419
R&D and digital products				
Annual R&D budget as a percentage of total revenue	Percentage	n/a	n/a	n/a
Share of digital invoice payments from total payments	Percentage	0	0	2
Digitally offered products out of all products	Percentage	n/a	n/a	95
Percent of digitally acquired customer	Percentage	n/a	n/a	25
Community Care				
Local communities				
Amount of community investment	USD 000'	2,200,290	2,495,455	3,736,304
Total amount invested in the community as a percentage of revenues	Percentage	0.138	0.176	0.244
Number of CSR projects	Number	86*	102*	88
Total number of employees who volunteered	Number	0	0	0
Total number of employee volunteering hours	Hours	0	0	0
Number of volunteering days	Days	0	0	0
Direct economic value generated and distributed				
Revenues	USD 000'	1,202,439	1,417,985	1,533,043
Operating costs	USD 000'	582,293	670,373	723,411
Total employee wages and benefits	USD 000'	94,045	96,204	76,710
Payments to providers of capital	USD 000'	224,638	234,848	352,273
Amount of payments to the government	USD 000'	463,997	523,062	495,667

	Unit	2023	2024	2025
Developing our People				
Workforce overview				
Total number of employees (excluding workers who are not employees)	Number	2,935	3,487	3,675
Total number of full-time employees	Number	2,885	2,783	2,973
Female full-time employees	Number	538	558	593
Male full-time employees	Number	2,347	2,225	2,380
Total number of part-time employees	Number	50	704	702
Female part-time employees	Number	7	417	444
Male part-time employees	Number	43	287	258
Workers who are not employees	Number	491	56	2
Female workers who are not employees	Number	n/a	n/a	0
Male workers who are not employees	Number	n/a	n/a	2
Number of employees with disabilities	Number	0	0	0
Workforce by age				
Employees aged between 18-30 years	Number	490	1,388	1,524
Employees aged between 31-50 years	Number	2,045*	1,858*	1,872
Employees aged over 51+ years	Number	400*	243*	279
Percentage of employees under the age of 30	Percentage	17	40	38
Employment by category				
Total number of senior managers	Number	48	49	48
Female senior managers	Number	9	9	8
Male senior managers	Number	39	40	40
Total number of middle managers	Number	316	323	322
Female middle managers	Number	42	41	41
Male middle managers	Number	274	282	281
Total number of staff	Number	2,571	3,115	3,305
Female staff	Number	494	925	988
Male staff	Number	2,077	2,190	2,317



	Unit	2023	2024	2025
New hires and turnover				
Total number of employees that joined the company	Number	186	262	165
New employee hires (males)	Number	140	209	131
New employee hires (females)	Number	46	53	34
Hires under 30 years old	Number	n/a	n/a	107
Hires between 30-50 years	Number	n/a	n/a	52
Hires over 50 years old	Number	n/a	n/a	6
Total number of employees that left the company	Number	167	774	158
Turnover rate	Percentage	6	22	4
Parental leave				
Total number of employees that took parental leave	Number	168	155	145
Females that took parental leave	Number	68	66	58
Males that took paternal leave	Number	100	89	87
Females that returned to work after parental leave	Number	100	51	42
Males that returned to work after parental leave	Number	142	89	87
Total number of employees that returned to work after parental leave	Number	142	140	129
Return to work rate	Percentage	85	90	89
Nationalization				
Total number of national employees	Number	2,792	2,637	2,827
National female employees	Number	535	556	590
National male employees	Number	2,257	2,081	2,237
National full-time employees in senior management	Number	n/a	n/a	31
Number of employees of other nationalities	Number	143	147	147
Nationalization across the workforce	Percentage	96	95	96
Senior management nationalization rate	Percentage	63	67	65

	Unit	2023	2024	2025
Female representation				
Number of female employees	Number	538	558	593
Female employment rate	Percentage	18	20	21
Females in senior management	Number	9	9	8
Training and development				
Total number of training hours provided for full-time employees	Hours	32,284	23,427	43,013
Total number of training hours for females	Hours	5,595	6,643	8,140
Total number of training hours for males	Hours	26,689	16,784	34,874
Total number of training hours for senior management and above	Hours	368	179	760
Total number of training hours for middle management	Hours	5,372	4,189	10,012
Total number of training hours for staff	Hours	26,544	19,059	32,241
Average hours of training per full-time employee	Hours	11	8	14
Average hours of training per female employee	Hours	10	12	14
Average hours of training per male employee	Hours	11	8	15
Average hours of training per senior management employee	Hours	8	4	16
Average hours of training per middle management employee	Hours	17	13	31
Average hours of training per staff employee	Hours	10	6	10
Privacy training sessions offered to employees	Number	0	0	0
Performance Review				
Percentage of employees receiving regular performance and career development reviews	Percentage	99	100	94
Total number of employees who received regular performance and career development reviews	Number	2,906	3,452	3,250



	Unit	2023	2024	2025
Percentage of female employees who received performance reviews	Percentage	18	21	26
Percentage of male employees who received performance reviews	Percentage	81	79	74
Percentage of senior management employees who received performance reviews	Percentage	n/a	n/a	99.9
Percentage of middle management employees who received performance reviews	Percentage	n/a	n/a	n/a
Number of senior management employees who received performance reviews	Number	n/a	n/a	47
Number of middle management employees who received performance reviews	Number	n/a	n/a	327
Ratio of the basic salary and remuneration of women to men				
Total employee wages and benefits	USD 000'	94,045	96,204	76,710
Ratio of basic salary of women to men	Percentage	n/a	n/a	79
Ratio of remuneration of women to men	Percentage	n/a	n/a	81
Percentage of employee engagement	Percentage	n/a	n/a	90
Senior management	Percentage	n/a	n/a	63.9
Middle management	Percentage	n/a	n/a	87.8
Staff	Percentage	n/a	n/a	83.4
Total	Percentage	n/a	n/a	79
Discrimination				
Incidents of discrimination reported	Number	0	0	0
Incidents of discrimination reviewed	Number	0	0	0
Incidents of discrimination resolved	Number	0	0	0
Grievances				
Number of grievances filed in the reporting period	Number	101	53	54
Number of these grievance addressed or resolved	Number	62	39	37
Number of grievances filed prior to the reporting period that were resolved during the reporting period	Number	39	15	38

	Unit	2023	2024	2025
Health and safety				
Fatalities as a result of work-related injury	Number	0	0	0
Work-related fatalities	Number	0	0	0
High-consequence work-related injuries (excluding fatalities)	Number	1	1	2
Recordable work-related injuries	Number	8	7	7
Total hours of H&S training provided to employees	Number	1,270	1,150	1,671
Average hours of H&S training per year per employee	Number	0.43*	0.36*	0.45
Total cost of HSE training	USD	0	0	23,333
Fatalities rate as a result of work-related injury	Percentage	0	0	0
Rate of work-related fatalities	Percentage	0	0	0
Rate of high-consequence work-related injuries (excluding fatalities)	Percentage	0.27	0	0.25
Recordable work-related injuries rate	Percentage	0	0	0.9
Injury events relative to total workforce time	Percentage	0	0	0.9
Cases of recordable work-related ill health	Number	0	0	0
Total number of hours worked by all employees	Hours	6,852,000	6,179,712	6,496,256
Number of hours worked for workers who are not employees	Hours	n/a	n/a	n/a
Workforce represented in joint management-worker H&S committee	Percentage	n/a	n/a	n/a
Percentage of employees covered by an occupational health and safety management system that has been audited or certified by an external party	Percentage	n/a	n/a	n/a
Percentage of employees covered by an occupational health and safety management system	Percentage	n/a	n/a	n/a
Percentage of employees covered by an occupational health and safety management system that has been internally audited	Percentage	n/a	n/a	n/a



	Unit	2023	2024	2025
Collective bargaining				
Percentage of total employees covered by collective bargaining agreements	Percentage	0	0	0
Emissions & Energy				
Direct energy consumption (Fuels, Petrol and Diesel)	Liters	49,009,902	51,790,089	58,384,433
Indirect energy consumption (Electricity consumption)	Kwh	152,366,716	134,058,539	113,719,922
Direct GHG emissions (Scope 1)	tCO2e	132,673	140,061	156,139
Scope 1: Fuel - Diesel	Litres	47,800.888	50,173,183	56,064,518
Scope 1: Fuel - Petrol	Litres	1,209,014	1,616,906	2,319, 915
Scope 1: Fugitives gases	Kg	n/a	n/a	637
Scope 1: Fuels	Kg CO2e	n/a	n/a	154,702,272
Scope 1: Fugitives gases	Kg CO2e	n/a	n/a	1,436,754
Indirect GHG emissions (Scope 2) - Location based	tonnes CO2e	n/a	n/a	77,571
Indirect GHG emissions (Scope 2) - Market based	tonnes CO2e	103,457	91,026	77,494
Scope 2: Electricity	KWh	152,366,716	134,058,539	113,719,922
Scope 2: Electricity (Renewable)	KWh	n/a	89,556*	112,698
Scope 2: Electricity (Location based)	Kg CO2e	n/a	n/a	77,570,634
Scope 2: Electricity (Market based)	Kg CO2e	n/a	n/a	77,493,760
Indirect GHG emissions (Scope 3) - Location based	tonnes CO2e	n/a	n/a	408,089
Indirect GHG emissions (Scope 3) - Market based	tonnes CO2e	n/a	n/a	408,023
Scope 3: Purchases Good & services	Kg CO2e	n/a	n/a	79,707,396
Scope 3: Purchases Good & services (Water)	Kg CO2e	n/a	n/a	3,415
Scope 3: Capital Goods	Kg CO2e	n/a	n/a	210,140,044
Scope 3: Fuel and Energy related activities (Electricity) - Location Based	Kg CO2e	n/a	n/a	66,547,683
Scope 3: Fuel and Energy related activities (Electricity) - Market Based	Kg CO2e	n/a	n/a	66,481,533
Scope 3: Fuel and Energy related activities (Fuels)	Kg CO2e	n/a	n/a	36,396,462

	Unit	2023	2024	2025
Scope 3: Waste generated in operations (Waste)	Kg CO2e	n/a	n/a	1,603
Scope 3: Waste generated in operations (Water)	Kg CO2e	n/a	n/a	3,050
Scope 3: Business travel	Kg CO2e	n/a	n/a	554,449
Scope 3: Employee Commuting	Kg CO2e	n/a	n/a	1,461,014
Scope 3: Use of sold products	Kg CO2e	n/a	n/a	13,273,974
Scope 3: End of life treatment of sold products	Kg CO2e	n/a	n/a	112
Total GHG emissions (Location Based)	tonnes CO2e	n/a	n/a	641,799
Total GHG emissions (Market Based)	tonnes CO2e	236,130	231,087	641,655
GHG emissions intensity (Location Based)	tonnes CO2e/ total employees	n/a	n/a	174.6
GHG emissions intensity (Market Based)	tonnes CO2e/ total employees	80.4	66.2	174.6
Climate Change and Energy				
Sites converted to commercial power	Number	248	442	994
Sites converted to hybrid model	Number	701	0	0
Number of sites converted from COWs to RDM	Number	n/a	35	17
Carbon Credits				
Total volume of carbon credits cancelled outside the value chain	Number	0	0	0
Planned volume of carbon credits to be cancelled outside the value chain	Percentage	0	0	0
Resource efficiency in product design				
Reductions in energy requirements of sold products and services achieved during the reporting period, in joules or multiples	Number	0	0	0
Resource Management				
Percentage of offices ISO 14001 certified	Percentage	0	0	0
Product end-of-life management				
Materials recovered through take back programs	Tonnes	n/a	n/a	0



	Unit	2023	2024	2025
Percentage of recovered materials that were reused	Percentage	n/a	n/a	0
Percentage if recovered materials that were landfilled	Percentage	n/a	n/a	0
Percentage of recovered materials that were recycled	Percentage	n/a	n/a	0
Water				
Water supplied	Litres	n/a	38,944,000	17,851,000**
Water discharged	Litres	2,686,000	38,944,000	17,851,000
Water supplied intensity	m3/total employees	n/a	12.2	4.8
Waste				
Total waste generated	Kg	n/a	n/a	1,590,000
Total waste generated – Construction	Kg	n/a	n/a	1,590,000
Total waste generated – Paper and board	Kg	n/a	n/a	n/a
Total waste generated – Plastic	Kg	n/a	n/a	n/a
Total waste generated – Household residual waste	Kg	n/a	n/a	n/a
Total waste generated – Household and residual waste	Number	n/a	n/a	n/a
Total waste generated – batteries	Number	n/a	n/a	n/a
Total waste generated – WEEE mixed	Number	n/a	n/a	n/a
Ethical Economic Opportunity				
Board of directors				
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
Independent Board members	Number	1	1	1
Non-independent Board members	Number	8	8	8
Percentage of independent Board member	Percentage	11	11	11
Total number of training hours delivered to board members	Hours	0	0	0

	Unit	2023	2024	2025
Number of sustainability/ESG training hours provided to the Board of Directors	Hours	n/a	n/a	4
Prevention of corruption				
Total number of operations assessed for risks related to corruption	Number	0	0	0
Percentage of operations assessed for risks related to corruption	Percentage	0	0	0
Total number of confirmed incidents of corruption	Number	0	0	0
Convictions for violation of anti-corruption and anti-bribery laws	Number	0	0	0
Total number of confirmed incidents of corruption in which employees were dismissed or disciplined for corruption	Number	0	0	0
Total number of confirmed incidents of corruption 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 received training on anti-corruption	Number	0	0	0
Total number of training on anti-corruption given to senior management and above	Number	0	0	0
Total number of employees that received training on anti-corruption	Number	0	0	0
Business ethics and conduct				
Total number of governance body members that the organization's anti-corruption policies have been communicated to	Number	27	27	27
Percentage of employees that the organization's anti-corruption policies have been communicated to	Percentage	100	100	100
Total number of critical concerns that were communicated to the highest governance body during the reporting period	Number	0	0	1
Data privacy				
Users/customers whose information is used for secondary purposes	Number	0	0	0
Number of attempted cyberattacks	Number	535,669,562	345,272,521	2,431,293,141



	Unit	2023	2024	2025
Number of actual cyberattacks	Number	0	0	0
Number of data breaches	Number	0	0	0
Annual total compensation ratio				
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	5.6	3.2	3.3
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	Percentage	3.6	3.7	3.9
Competitive behavior & open internet				
Average actual sustained download speed in megabits per second of non-associated content	Mbps	n/a	n/a	n/a
Average actual sustained download speed in megabits per second of owned and commercially-associated content	Mbps	n/a	n/a	n/a
Compliance with laws and regulations				
Number of significant instances of non-compliance where non-monetary sanctions were incurred	Number	n/a	n/a	0
Number of significant instances of non-compliance where monetary sanctions and fines were incurred	Number	n/a	n/a	8
Monetary value of fines for instances of non-compliance with laws and regulations in previous reporting periods	USD	n/a	n/a	0
Monetary value of fines for instances of non-compliance with laws and regulations in the current reporting period	USD	n/a	n/a	2,785,842
Monetary losses as a result of legal proceedings associated with anti-competitive behavior	USD	n/a	n/a	0
Number of legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of antitrust and monopoly legislation in which the organization has been identified as a participant	Number	n/a	n/a	0

	Unit	2023	2024	2025
Safeguarding Customers				
Customer satisfaction				
Customer satisfaction results	Percentage	78	82	82
Percentage of customers actively responding to the survey	Percentage	n/a	n/a	31
Customer complaints received through communication channels	Number	232,085	323,094	406,982
Percentage of customer complaints that were answered	Percentage	100	100	100
Resolved issues that were raised through the complaint channel	Percentage	100	100	100
Complaints received from outside parties and substantiated by the organization	Number	0	0	0
Complaints from regulatory bodies	Number	11,474	13,162	9,556
Total number of identified leaks, thefts or 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
Customer interruptions and service downtime				
System average interruption frequency	Number	n/a	n/a	n/a
System average interruption duration	Number	n/a	n/a	n/a
Customer average interruption duration	Number	n/a	n/a	n/a
Responsible marketing				
Percentage of significant product or service categories covered by and assessed for compliance with such procedures	Percentage	n/a	n/a	n/a
Cybersecurity and data breaches				
Data breaches involving personally identifiable information (PII)	Number	0	0	0
Users affected	Number	0	0	0
Account holders affected by data breaches	Number	0	0	0
Law enforcement requests				
Number of law enforcement requests of user information and customer information	Number	n/a	n/a	52,186



	Unit	2023	2024	2025
Number of customers/users whose information was requested	Number	n/a	n/a	52,186
Supply Chain				
Total number of suppliers engaged	Number	120	111	121
Total number of local suppliers engaged	Number	84	84	85
Total procurement spending	USD 000'	315,506	488,157	669,109
Procurement spending on local suppliers	USD 000'	184,795	248,511	297,067
Percentage of spending on local suppliers	Percentage	59	51	44
Percentage of local suppliers	Percentage	70	76	70
Number of suppliers identified as having significant actual and potential negative environmental impacts	Number	n/a	n/a	n/a
Number of suppliers identified as having significant actual and potential negative social impacts	Number	n/a	n/a	n/a
Number of suppliers with which relationships were terminated as a result of audit	Number	n/a	n/a	n/a
Percentage of suppliers that were screened using social criteria	Percentage	n/a	n/a	n/a
Percentage of suppliers that were screened using environmental criteria	Percentage	n/a	n/a	n/a

* Figures have been restated to reflect enhancements in reporting methodology and expanded data boundaries, improving overall accuracy and completeness
 **Reduction in the water consumption in 2025 is due to change in approach from estimated in 2024 to the actuals in 2025

Algeria



Message from the CEO:

At Ooredoo Algeria, Upgrade Your World is more than our promise, it is our responsibility. Guided by ESG principles, we are committed to empowering people, preserving resources, and fostering trust.

This conviction drives the way we innovate, operate, and grow. By placing sustainability and inclusivity at the core of our strategy, we ensure that our digital transformation journey creates long-term value for our customers, our communities, and our country.

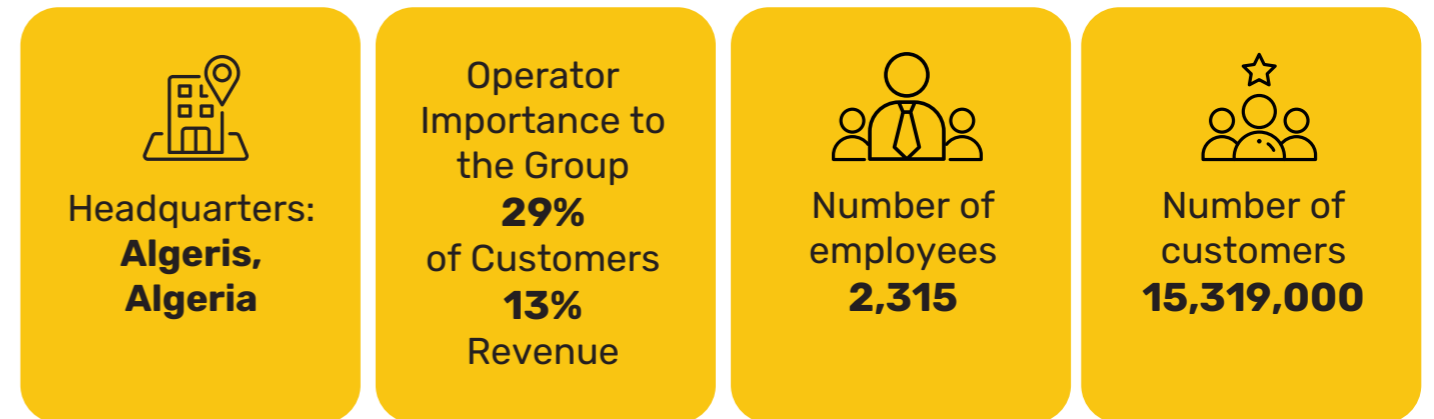
As we look to the future, our ambition remains clear: to lead with purpose, to act with responsibility, and to shape a digital ecosystem where progress and sustainability go hand in hand.

I thank our employees, partners, and stakeholders for sharing this vision and for making it a reality every day.

Together, we are building a more inclusive and sustainable digital future for Algeria.

Roni Tohme
Chief Executive Officer-Ooredoo Algeria

Link



- ### Awards:
- Patron of Donations Award by the Ness El Khir Foundation, for CSR leadership and support for civil society
 - Excellence Award for Mobile Operator in Corporate Social Responsibility at the Dz Hadina Tech Awards
 - Award for Commitment to Volunteering and Charity at Arab Volunteer Day 2025 hosted by the Arab Federation for Voluntary Activity



Ooredoo Algeria Data Pack

	Unit	2023	2024	2025
Digital Enrichment				
Telecommunication network usage and subscriptions				
Number of wireless customers	Number	13,371,448	14,733,630	15,318,747
Number of wireline subscribers	Number	37,135	47,602	n/a
Number of broadband subscribers	Number	9,072	47,602	14,289,239
R&D and digital products				
Annual R&D budget as a percentage of total revenue	Percentage	n/a	n/a	0.12
Share of digital invoice payments from total payments	Percentage	n/a	n/a	11
Digitally offered products out of all products	Percentage	13	75	78
Percent of digitally acquired customer	Percentage	75	89	79
Community Care				
Local communities				
Amount of community investment	USD 000'	248,500	382,177	386,667
Total amount invested in the community as a percentage of revenues	Percentage	0.045	0.041	0.043
Number of CSR projects	Number	44	32	33
Total number of employees who volunteered	Number	247.00	344	472
Total number of employee volunteering hours	Hours	933.00	472	1,676
Number of volunteering days	Days	25	7	37
Direct economic value generated and distributed				
Revenues	USD 000'	547,681	779,710	906,486
Operating costs	USD 000'	288,489	331,174	360,611
Total employee wages and benefits	USD 000'	60,044	75,147	71,921
Payments to providers of capital	USD 000'	n/a	n/a	n/a
Amount of payments to the government	USD 000'	n/a	n/a	n/a

	Unit	2023	2024	2025
Developing our People				
Workforce overview				
Total number of employees (excluding workers who are not employees)	Number	3,916	3,838	2,315
Total number of full-time employees	Number	2,410	2,372	2,314
Female full-time employees	Number	728	730	744
Male full-time employees	Number	1,682	1,642	1,570
Total number of part-time employees	Number	19	15	1
Female part-time employees	Number	11	9	1
Male part-time employees	Number	8	6	0
Workers who are not employees	Number	1,487	1,451	1,267
Female workers who are not employees	Number	n/a	n/a	252
Male workers who are not employees	Number	n/a	n/a	1,015
Number of employees with disabilities	Number	n/a	n/a	n/a
Workforce by age				
Employees aged between 18-30 years	Number	375	247	147
Employees aged between 31-50 years	Number	1,172	1,047	1,928
Employees aged over 51+ years	Number	882	1,093	213
Percentage of employees under the age of 30	Percentage	15	10	6
Employment by category				
Total number of senior managers	Number	73	82	40
Female senior managers	Number	15	23	8
Male senior managers	Number	58	59	32
Total number of middle managers	Number	236	262	369
Female middle managers	Number	62	65	96
Male middle managers	Number	174	197	273
Total number of staff	Number	2,085	2,001	1,906
Female staff	Number	657	643	641
Male staff	Number	1,428	1,358	1,265



	Unit	2023	2024	2025
New hires and turnover				
Total number of employees that joined the company	Number	164	136	89
New employee hires (males)	Number	107	89	41
New employee hires (females)	Number	57	47	48
Hires under 30 years old	Number	115	104	44
Hires between 30-50 years	Number	89	77	43
Hires over 50 years old	Number	2	0	2
Total number of employees that left the company	Number	352	345	175
Turnover rate	Percentage	9	9	8
Parental leave				
Total number of employees that took parental leave	Number	167	148	195
Females that took parental leave	Number	121	108	57
Males that took paternal leave	Number	46	40	138
Females that returned to work after parental leave	Number	64	40	57
Males that returned to work after parental leave	Number	121	108	138
Total number of employees that returned to work after parental leave	Number	167	148	195
Return to work rate	Percentage	100	100	100
Nationalization				
Total number of national employees	Number	2,402	2,364	2,309
National female employees	Number	727	729	744
National male employees	Number	1,675	1,635	1,565
National full-time employees in senior management	Number	73	82	40
Number of employees of other nationalities	Number	8	7	6
Nationalization across the workforce	Percentage	98.9	99.7	99.7
Senior management nationalization rate	Percentage	100	100	100

	Unit	2023	2024	2025
Female representation				
Number of female employees	Number	728	730	744
Female employment rate	Percentage	30	31	32
Females in senior management	Number	15	23	8
Training and development				
Total number of training hours provided for full-time employees	Hours	79,870	37,319	41,154
Total number of training hours for females	Hours	25,404	14,333	27,312
Total number of training hours for males	Hours	54,466	22,986	13,842
Total number of training hours for senior management and above	Hours	3,910	1,522	2,154
Total number of training hours for middle management	Hours	11,410	4,089	9,096
Total number of training hours for staff	Hours	64,550	31,708	29,904
Average hours of training per full-time employee	Hours	33	16	18
Average hours of training per female employee	Hours	35	20	37
Average hours of training per male employee	Hours	32	14	9
Average hours of training per senior management employee	Hours	54	19	54
Average hours of training per middle management employee	Hours	48	16	25
Average hours of training per staff employee	Hours	25	10	16
Privacy training sessions offered to employees	Number	1	4	0
Performance Review				
Percentage of employees receiving regular performance and career development reviews	Percentage	99.9	99.9	99.7
Total number of employees who received regular performance and career development reviews	Number	2,312	2,268	2,236



	Unit	2023	2024	2025
Percentage of female employees who received performance reviews	Percentage	100	99.9	99.8
Percentage of male employees who received performance reviews	Percentage	99.9	100	99.7
Percentage of senior management employees who received performance reviews	Percentage	100	100	99.2
Percentage of middle management employees who received performance reviews	Percentage	100	100	100
Number of senior management employees who received performance reviews	Number	73	82	133
Number of middle management employees who received performance reviews	Number	234	261	257
Ratio of the basic salary and remuneration of women to men				
Total employee wages and benefits	USD 000'	60,044	75,147	71,921
Ratio of basic salary of women to men	Percentage	0.37	0.35	0.37
Ratio of remuneration of women to men	Percentage	0.35	0.35	0.36
Percentage of employee engagement	Percentage	89	87	92
Senior management	Percentage	4.38	4.61	4.80
Middle management	Percentage	23.33	26.08	28.33
Staff	Percentage	77.30	69.31	66.86
Total	Percentage	100	100	100
Discrimination				
Incidents of discrimination reported	Number	0	0	0
Incidents of discrimination reviewed	Number	0	0	0
Incidents of discrimination resolved	Number	0	0	0
Grievances				
Number of grievances filed in the reporting period	Number	28	35	27
Number of these grievance addressed or resolved	Number	28	35	27
Number of grievances filed prior to the reporting period that were resolved during the reporting period	Number	0	0	0

	Unit	2023	2024	2025
Health and safety				
Fatalities as a result of work-related injury	Number	0	0	0
Work-related fatalities	Number	0	0	0
High-consequence work-related injuries (excluding fatalities)	Number	0	0	0
Recordable work-related injuries	Number	0	0	21
Total hours of H&S training provided to employees	Number	4,692	1,710	1,956
Average hours of H&S training per year per employee	Number	16	13	17
Total cost of HSE training	USD 000'	19,154	19,154	14,070
Fatalities rate as a result of work-related injury	Percentage	0	0	0
Rate of work-related fatalities	Percentage	0	0	0
Rate of high-consequence work-related injuries (excluding fatalities)	Percentage	0	0	0
Recordable work-related injuries rate	Percentage	0	0	0
Injury events relative to total workforce time	Percentage	0	0	0
Cases of recordable work-related ill health	Number	0	0	0
Total number of hours worked by all employees	Hours	5,098,369	7,968,576	4,856,800
Number of hours worked for workers who are not employees	Hours	n/a	n/a	n/a
Workforce represented in joint management-worker H&S committee	Percentage	50	50	50
Percentage of employees covered by an occupational health and safety management system that has been audited or certified by an external party	Percentage	n/a	n/a	n/a
Percentage of employees covered by an occupational health and safety management system	Percentage	100	100	100
Percentage of employees covered by an occupational health and safety management system that has been internally audited	Percentage	n/a	n/a	n/a



	Unit	2023	2024	2025
Collective bargaining				
Percentage of total employees covered by collective bargaining agreements	Percentage	100	100	100
Emissions & Energy				
Direct energy consumption (Fuels, Petrol and Diesel)	Liters	2,579,104	2,579,104	3,243,326
Indirect energy consumption (Electricity consumption)	Kwh	185,752,922	185,752,922	610,289,228**
Direct GHG emissions (Scope 1)	tCO2e	4,037	6,872*	12,166
Scope 1: Fuel - Diesel	Litres	2,346,121	2,346,121	2,270,647
Scope 1: Fuel - Petrol	Litres	214,983	214,983	972,679**
Scope 1: Fugitives gases	Kg	n/a	n/a	2,101
Scope 1: Fuels	Kg CO2e	n/a	n/a	7,449,180**
Scope 1: Fugitives gases	Kg CO2e	n/a	n/a	4,716,998
Indirect GHG emissions (Scope 2) - Location based	tonnes CO2e	n/a	n/a	305,578
Indirect GHG emissions (Scope 2) - Market based	tonnes CO2e	118,139	118,139	305,578
Scope 2: Electricity	KWh	185,752,922	185,752,922	610,289,228**
Scope 2: Electricity (Renewable)	KWh	n/a	n/a	n/a
Scope 2: Electricity (Location based)	Kg CO2e	n/a	n/a	305,577,919
Scope 2: Electricity (Market based)	Kg CO2e	n/a	n/a	305,577,919
Indirect GHG emissions (Scope 3) - Location based	tonnes CO2e	n/a	n/a	261,670
Indirect GHG emissions (Scope 3) - Market based	tonnes CO2e	n/a	n/a	261,670
Scope 3: Purchases Good & services	Kg CO2e	n/a	n/a	39,125,486
Scope 3: Purchases Good & services (Water)	Kg CO2e	n/a	n/a	97,602
Scope 3: Capital Goods	Kg CO2e	n/a	n/a	133,282,565
Scope 3: Fuel and Energy related activities (Electricity) - Location Based	Kg CO2e	n/a	n/a	82,827,915
Scope 3: Fuel and Energy related activities (Electricity) - Market Based	Kg CO2e	n/a	n/a	82,827,915
Scope 3: Fuel and Energy related activities (Fuels)	Kg CO2e	n/a	n/a	1,780,863

	Unit	2023	2024	2025
Scope 3: Waste generated in operations (Waste)	Kg CO2e	n/a	n/a	678,343
Scope 3: Waste generated in operations (Water)	Kg CO2e	n/a	n/a	87,183
Scope 3: Business travel	Kg CO2e	n/a	n/a	1,056,690
Scope 3: Employee Commuting	Kg CO2e	n/a	n/a	2,368,126
Scope 3: Use of sold products	Kg CO2e	n/a	n/a	39,125,486
Scope 3: End of life treatment of sold products	Kg CO2e	n/a	n/a	97,602
Total GHG emissions (Location Based)	tonnes CO2e	n/a	n/a	579,414
Total GHG emissions (Market Based)	tonnes CO2e	106,585	125,011	579,414
GHG emissions intensity (Location Based)	tonnes CO2e/ total employees	n/a	n/a	250.2
GHG emissions intensity (Market Based)	tonnes CO2e/ total employees	43.9	52.4	250.2
Climate Change and Energy				
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
Carbon Credits				
Total volume of carbon credits cancelled outside the value chain	Number	0	0	0
Planned volume of carbon credits to be cancelled outside the value chain	Percentage	0	0	0
Resource efficiency in product design				
Reductions in energy requirements of sold products and services achieved during the reporting period, in joules or multiples	Number	0	0	0
Resource Management				
Percentage of offices ISO 14001 certified	Percentage	0	0	0
Product end-of-life management				
Materials recovered through take back programs	Tonnes	n/a	n/a	1



	Unit	2023	2024	2025
Percentage of recovered materials that were reused	Percentage	n/a	n/a	60
Percentage if recovered materials that were landfilled	Percentage	n/a	n/a	0
Percentage of recovered materials that were recycled	Percentage	n/a	n/a	60
Water				
Water supplied	Litres	n/a	96,249,000	510,178,890
Water discharged	Litres	n/a	96,249,000	510,178,890
Water supplied intensity	m3/total employees	n/a	40.3	220.3
Waste				
Total waste generated	Kg	1,136,000	1,129,500	1,376,030
Total waste generated – Construction	Kg	n/a	n/a	n/a
Total waste generated – Paper and board	Kg	n/a	n/a	n/a
Total waste generated – Plastic	Kg	n/a	n/a	n/a
Total waste generated – Household residual waste	Kg	n/a	n/a	1,364,000
Total waste generated – Batteries	Number	n/a	n/a	11,136
Total waste generated - Mineral oil	Number	n/a	n/a	894
Ethical Economic Opportunity				
Board of directors				
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
Independent Board members	Number	6	6	6
Non-independent Board members	Number	0	0	0
Percentage of independent Board member	Percentage	100%	100%	100%
Total number of training hours delivered to board members	Hours	n/a	n/a	n/a

	Unit	2023	2024	2025
Number of sustainability/ESG training hours provided to the Board of Directors	Hours	n/a	n/a	4
Prevention of corruption				
Total number of operations assessed for risks related to corruption	Number	0	0	0
Percentage of operations assessed for risks related to corruption	Percentage	0	0	0
Total number of confirmed incidents of corruption	Number	0	0	0
Convictions for violation of anti-corruption and anti-bribery laws	Number	0	0	0
Total number of confirmed incidents of corruption in which employees were dismissed or disciplined for corruption	Number	0	0	0
Total number of confirmed incidents of corruption 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 received training on anti-corruption	Number	0	0	0
Total number of training on anti-corruption given to senior management and above	Number	0	0	0
Total number of employees that received training on anti-corruption	Number	0	0	0
Business ethics and conduct				
Total number of governance body members that the organization's anti-corruption policies have been communicated to	Number	0	0	0
Percentage of employees that the organization's anti-corruption policies have been communicated to	Percentage	0	0	0
Total number of critical concerns that were communicated to the highest governance body during the reporting period	Number	0	0	0
Data privacy				
Users/customers whose information is used for secondary purposes	Number	n/a	n/a	n/a
Number of attempted cyberattacks	Number	2,363	2,370	1,765



	Unit	2023	2024	2025
Number of actual cyberattacks	Number	2,223	2,223	1,436
Number of data breaches	Number	0	1	0
Annual total compensation ratio				
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	n/a	n/a	n/a
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	Percentage	n/a	n/a	n/a
Competitive behavior & open internet				
Average actual sustained download speed in megabits per second of non-associated content	Mbps	n/a	n/a	n/a
Average actual sustained download speed in megabits per second of owned and commercially-associated content	Mbps	n/a	n/a	n/a
Compliance with laws and regulations				
Number of significant instances of non-compliance where non-monetary sanctions were incurred	Number	0	0	0
Number of significant instances of non-compliance where monetary sanctions and fines were incurred	Number	0	0	0
Monetary value of fines for instances of non-compliance with laws and regulations in previous reporting periods	USD	0	0	0
Monetary value of fines for instances of non-compliance with laws and regulations in the current reporting period	USD	0	0	0
Monetary losses as a result of legal proceedings associated with anti-competitive behavior	USD	0	0	0
Number of legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of antitrust and monopoly legislation in which the organization has been identified as a participant	Number	0	0	0

	Unit	2023	2024	2025
Safeguarding Customers				
Customer satisfaction				
Customer satisfaction results	Percentage	80.8	79.2	76.9
Percentage of customers actively responding to the survey	Percentage	1.38	1.57	1.21
Customer complaints received through communication channels	Number	1,216,796	1,149,767	813,668
Percentage of customer complaints that were answered	Percentage	100	33	26
Resolved issues that were raised through the complaint channel	Percentage	95.28	96.35	95.08
Complaints received from outside parties and substantiated by the organization	Number	0	2	0
Complaints from regulatory bodies	Number	0	0	0
Total number of identified leaks, thefts or losses of customer data	Number	0	1	1
Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	Number	0	0	0
Customer interruptions and service downtime				
System average interruption frequency	Number	n/a	n/a	15
System average interruption duration	Number	n/a	n/a	15,840
Customer average interruption duration	Number	n/a	n/a	15,840
Responsible marketing				
Percentage of significant product or service categories covered by and assessed for compliance with such procedures	Percentage	n/a	n/a	n/a
Cybersecurity and data breaches				
Data breaches involving personally identifiable information (PII)	Number	n/a	n/a	0
Users affected	Number	0	0	0
Account holders affected by data breaches	Number	0	0	0
Law enforcement requests				
Number of law enforcement requests of user information and customer information	Number	n/a	n/a	n/a



	Unit	2023	2024	2025
Number of customers/users whose information was requested	Number	n/a	n/a	n/a
Supply Chain				
Total number of suppliers engaged	Number	347	328	331
Total number of local suppliers engaged	Number	271	245	253
Total procurement spending	USD 000'	259,511	272,498	438,723
Procurement spending on local suppliers	USD 000'	150,179	162,241	212,076
Percentage of spending on local suppliers	Percentage	58	60	48
Percentage of local suppliers	Percentage	78	75	78
Number of suppliers identified as having significant actual and potential negative environmental impacts	Number	0	0	0
Number of suppliers identified as having significant actual and potential negative social impacts	Number	0	0	0
Number of suppliers with which relationships were terminated as a result of audit	Number	0	0	0
Percentage of suppliers that were screened using social criteria	Percentage	n/a	n/a	n/a
Percentage of suppliers that were screened using environmental criteria	Percentage	n/a	n/a	n/a

*Scope 1 emissions for 2024 have been updated following the reclassification of figures previously reported as Scope 3 during 2024.

**The higher values reported for 2025 vs historical values for fuel, electricity, water and waste are a result of more complete and accurate data collection, thanks to the transition to a new digital reporting solution that requires more detailed and comprehensive reporting

Kuwait



Message from the CEO:

2025 marked a pivotal year for Ooredoo Kuwait. We strengthened governance through a clear and actionable ESG strategy, while advancing our environmental performance by enhancing network energy efficiency and embedding circular practices across our operations.

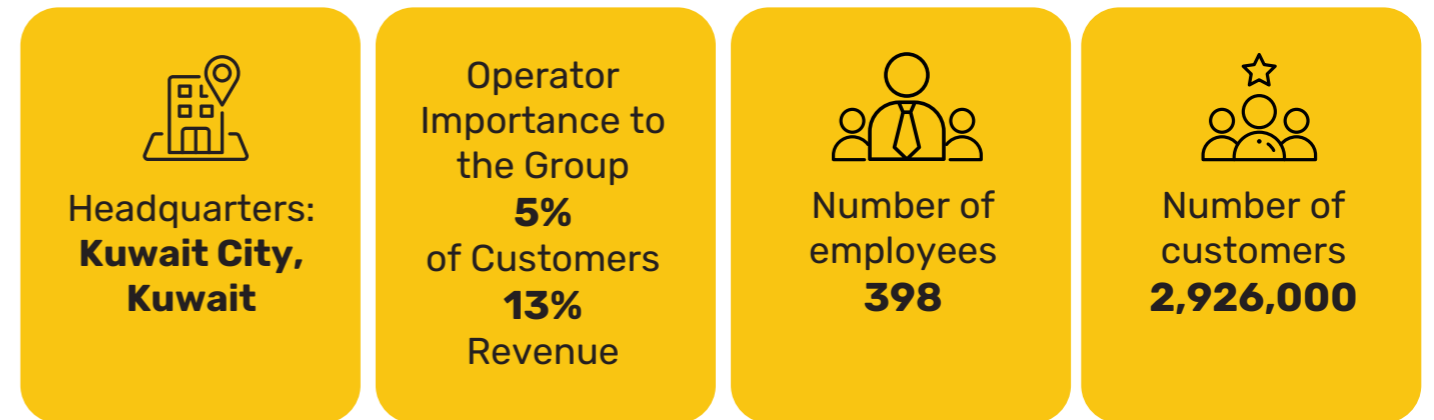
We continued to invest in our people by building advanced digital and AI capabilities and elevating employee well-being. At the same time, we delivered meaningful community impact initiatives that reflect our purpose beyond connectivity.

Together, these achievements reaffirm our commitment to sustainable growth, responsible innovation, and long-term value creation for our customers, employees, and society.

As we look ahead to 2026, we will further sharpen our climate risk assessment and strengthen our governance frameworks to ensure continued sustainable growth and lasting value for all stakeholders.

Abdulaziz Yacoub Al-Babtain
Chief Executive Officer-Ooredoo Kuwait

[Link](#)



- ### Awards:
- **Gold Stevie® Award - Company of the Year in Information Technology Telecommunications**
 - **Bronze Stevie® Award - Technical Innovation of the Year**
 - **Bronze Stevie® Award - Company of the Year in Communication Technology**



Ooredoo Kuwait Data Pack

	Unit	2023	2024	2025
Digital Enrichment				
Telecommunication network usage and subscriptions				
Number of wireless customers	Number	2,846,590	2,897,922	2,926,221
Number of wireline subscribers	Number	0	0	0
Number of broadband subscribers	Number	0	0	0
R&D and digital products				
Annual R&D budget as a percentage of total revenue	Percentage	0	0	0
Share of digital invoice payments from total payments	Percentage	70	78	82
Digitally offered products out of all products	Percentage	85	93	95
Percent of digitally acquired customer	Percentage	18	14	8
Community Care				
Local communities				
Amount of community investment	USD 000'	264.0	185.8	136.9
Total amount invested in the community as a percentage of revenues	Percentage	0.033	0.022	0.016
Number of CSR projects	Number	n/a	n/a	21
Total number of employees who volunteered	Number	0	0	0
Total number of employee volunteering hours	Hours	0	0	0
Number of volunteering days	Days	0	0	0
Direct economic value generated and distributed				
Revenues	USD 000'	801,809	860,563	839,074
Operating costs	USD 000'	476,971	566,810	511,475
Total employee wages and benefits	USD 000'	55,613	61,241	49,086
Payments to providers of capital	USD 000'	114,365	228,730	147,041
Amount of payments to the government	USD 000'	99,787	106,558	109,075

	Unit	2023	2024	2025
Developing our People				
Workforce overview				
Total number of employees (excluding workers who are not employees)	Number	399	390	398
Total number of full-time employees	Number	398	389	397
Female full-time employees	Number	107	107	114
Male full-time employees	Number	291	282	283
Total number of part-time employees	Number	1	1	1
Female part-time employees	Number	0	0	0
Male part-time employees	Number	1	1	1
Workers who are not employees	Number	372	334	277
Female workers who are not employees	Number	n/a	n/a	n/a
Male workers who are not employees	Number	n/a	n/a	n/a
Number of employees with disabilities	Number	1	1	1
Workforce by age				
Employees aged between 18-30 years	Number	53	60	48
Employees aged between 31-50 years	Number	167	148	295
Employees aged over 51+ years	Number	179	182	55
Percentage of employees under the age of 30	Percentage	13	15	12
Employment by category				
Total number of senior managers	Number	20	13	20
Female senior managers	Number	1	1	2
Male senior managers	Number	19	12	18
Total number of middle managers	Number	80	74	76
Female middle managers	Number	20	21	20
Male middle managers	Number	60	53	56
Total number of staff	Number	299	303	302
Female staff	Number	86	85	92
Male staff	Number	213	218	210



	Unit	2023	2024	2025
New hires and turnover				
Total number of employees that joined the company	Number	49	63	48
New employee hires (males)	Number	27	34	28
New employee hires (females)	Number	22	29	20
Hires under 30 years old	Number	n/a	n/a	24
Hires between 30-50 years	Number	n/a	n/a	22
Hires over 50 years old	Number	n/a	n/a	2
Total number of employees that left the company	Number	70	74	37
Turnover rate	Percentage	18	18	9
Parental leave				
Total number of employees that took parental leave	Number	20	19	9
Females that took parental leave	Number	4	5	2
Males that took paternal leave	Number	16	14	7
Females that returned to work after parental leave	Number	4	5	2
Males that returned to work after parental leave	Number	16	14	7
Total number of employees that returned to work after parental leave	Number	20	19	9
Return to work rate	Percentage	100	100	100
Nationalization				
Total number of national employees	Number	205	203	218
National female employees	Number	65	68	71
National male employees	Number	140	135	147
National full-time employees in senior management	Number	8	4	8
Number of employees of other nationalities	Number	193	177	180
Nationalization across the workforce	Percentage	51	52	55
Senior management nationalization rate	Percentage	40	31	40

	Unit	2023	2024	2025
Female representation				
Number of female employees	Number	107	107	114
Female employment rate	Percentage	27	28	29
Females in senior management	Number	1	1	2
Training and development				
Total number of training hours provided for full-time employees	Hours	3,258	3,012	2,446
Total number of training hours for females	Hours	756	821	774
Total number of training hours for males	Hours	2,502	2,191	1,672
Total number of training hours for senior management and above	Hours	404	581	124
Total number of training hours for middle management	Hours	1,334	862	482
Total number of training hours for staff	Hours	1,520	1,569	1,840
Average hours of training per full-time employee	Hours	8	8	6
Average hours of training per female employee	Hours	23	20	7
Average hours of training per male employee	Hours	3	3	6
Average hours of training per senior management employee	Hours	20	45	6
Average hours of training per middle management employee	Hours	17	8	6
Average hours of training per staff employee	Hours	5	5	6
Privacy training sessions offered to employees	Number	4	3	4
Performance Review				
Percentage of employees receiving regular performance and career development reviews	Percentage	100	100	100
Total number of employees who received regular performance and career development reviews	Number	399	390	398



	Unit	2023	2024	2025
Percentage of female employees who received performance reviews	Percentage	100	100	100
Percentage of male employees who received performance reviews	Percentage	100	100	100
Percentage of senior management employees who received performance reviews	Percentage	100	100	100
Percentage of middle management employees who received performance reviews	Percentage	100	100	100
Number of senior management employees who received performance reviews	Number	20*	13*	20
Number of middle management employees who received performance reviews	Number	80*	74*	76
Ratio of the basic salary and remuneration of women to men				
Total employee wages and benefits	USD 000'	55,613	61,241	49,086
Ratio of basic salary of women to men	Percentage	0.75	0.79	0.77
Ratio of remuneration of women to men	Percentage	0.77	0.80	0.78
Percentage of employee engagement	Percentage	89	94	90
Senior management	Percentage	0.59	0.61	0.67
Middle management	Percentage	1.08	1.11	0.89
Staff	Percentage	0.87	0.87	0.86
Total	Percentage	2.54	2.59	2.42
Discrimination				
Incidents of discrimination reported	Number	0	0	17
Incidents of discrimination reviewed	Number	0	0	17
Incidents of discrimination resolved	Number	0	0	17
Grievances				
Number of grievances filed in the reporting period	Number	10	28	14
Number of these grievance addressed or resolved	Number	10	28	14
Number of grievances filed prior to the reporting period that were resolved during the reporting period	Number	0	0	0

	Unit	2023	2024	2025
Health and safety				
Fatalities as a result of work-related injury	Number	0	0	0
Work-related fatalities	Number	0	0	0
High-consequence work-related injuries (excluding fatalities)	Number	0	0	0
Recordable work-related injuries	Number	0	0	0
Total hours of H&S training provided to employees	Number	0	0	15
Average hours of H&S training per year per employee	Number	0	0	1
Total cost of HSE training	USD	0	0	0
Fatalities rate as a result of work-related injury	Percentage	0	0	0
Rate of work-related fatalities	Percentage	0	0	0
Rate of high-consequence work-related injuries (excluding fatalities)	Percentage	0	0	0
Recordable work-related injuries rate	Percentage	0	0	0
Injury events relative to total workforce time	Percentage	0	0	0
Cases of recordable work-related ill health	Number	0	0	0
Total number of hours worked by all employees	Hours	778,848	776,880	787,648
Number of hours worked for workers who are not employees	Hours	0	0	0
Workforce represented in joint management-worker H&S committee	Percentage	n/a	n/a	70
Percentage of employees covered by an occupational health and safety management system that has been audited or certified by an external party	Percentage	n/a	n/a	41
Percentage of employees covered by an occupational health and safety management system	Percentage	n/a	n/a	41
Percentage of employees covered by an occupational health and safety management system that has been internally audited	Percentage	n/a	n/a	41



	Unit	2023	2024	2025
Collective bargaining				
Percentage of total employees covered by collective bargaining agreements	Percentage	52	46	41
Emissions & Energy				
Direct energy consumption (Fuels, Petrol and Diesel)	Liters	9,000,000	9,688,376	10,036,554
Indirect energy consumption (Electricity consumption)	Kwh	125,327,392	204,618,678	169,058,027
Direct GHG emissions (Scope 1)	tCO2e	24,453	26,226	26,615
Scope 1: Fuel - Diesel	Litres	9,000,000	9,444,996	9,704,874
Scope 1: Fuel - Petrol	Litres	n/a	243,380	331,680
Scope 1: Fugitives gases	Kg	n/a	n/a	n/a
Scope 1: Fuels	Kg CO2e	n/a	n/a	26,615,817
Scope 1: Fugitives gases	Kg CO2e	n/a	n/a	n/a
Indirect GHG emissions (Scope 2) - Location based	tonnes CO2e	n/a	n/a	97,633
Indirect GHG emissions (Scope 2) - Market based	tonnes CO2e	110,820	159,603***	97,557
Scope 2: Electricity	KWh	125,327,392	204,618,678	169,058,027
Scope 2: Electricity (Renewable)	KWh	n/a	376,788	132,192
Scope 2: Electricity (Location based)	Kg CO2e	n/a	n/a	97,633,265
Scope 2: Electricity (Market based)	Kg CO2e	n/a	n/a	97,556,922
Indirect GHG emissions (Scope 3) - Location based	tonnes CO2e	n/a	n/a	126,752
Indirect GHG emissions (Scope 3) - Market based	tonnes CO2e	n/a	n/a	126,732
Scope 3: Purchases Good & services	Kg CO2e	n/a	n/a	31,861,726
Scope 3: Purchases Good & services (Water)	Kg CO2e	n/a	n/a	2,483
Scope 3: Capital Goods	Kg CO2e	n/a	n/a	48,621,364
Scope 3: Fuel and Energy related activities (Electricity) - Location Based	Kg CO2e	n/a	n/a	25,985,099
Scope 3: Fuel and Energy related activities (Electricity) - Market Based	Kg CO2e	n/a	n/a	25,964,780
Scope 3: Fuel and Energy related activities (Fuels)	Kg CO2e	n/a	n/a	6,257,925

	Unit	2023	2024	2025
Scope 3: Waste generated in operations (Waste)	Kg CO2e	n/a	n/a	3,362
Scope 3: Waste generated in operations (Water)	Kg CO2e	n/a	n/a	2,218
Scope 3: Business travel	Kg CO2e	n/a	n/a	210,656
Scope 3: Employee Commuting	Kg CO2e	n/a	n/a	290,306
Scope 3: Use of sold products	Kg CO2e	n/a	n/a	13,516,536
Scope 3: End of life treatment of sold products	Kg CO2e	n/a	n/a	639
Total GHG emissions (Location Based)	tonnes CO2e	n/a	n/a	251,001
Total GHG emissions (Market Based)	tonnes CO2e	135,273	185,829	250,904
GHG emissions intensity (Location Based)	tonnes CO2e/ total employees	n/a	n/a	630.6
GHG emissions intensity (Market Based)	tonnes CO2e/ total employees	339	476	630.4
Climate Change and Energy				
Sites converted to commercial power	Number	8	27*	18
Sites converted to hybrid model	Number	6	0	1
Number of sites converted from COWs to RDM	Number	4	0	0
Carbon Credits				
Total volume of carbon credits cancelled outside the value chain	Number	0	0	0
Planned volume of carbon credits to be cancelled outside the value chain	Percentage	0	0	0
Resource efficiency in product design				
Reductions in energy requirements of sold products and services achieved during the reporting period, in joules or multiples	Number	0	0	0
Resource Management				
Percentage of offices ISO 14001 certified	Percentage	n/a	n/a	n/a
Product end-of-life management				
Materials recovered through take back programs	Tonnes	n/a	n/a	n/a



	Unit	2023	2024	2025
Percentage of recovered materials that were reused	Percentage	n/a	n/a	n/a
Percentage if recovered materials that were landfilled	Percentage	n/a	n/a	n/a
Percentage of recovered materials that were recycled	Percentage	n/a	n/a	n/a
Water				
Water supplied	Litres	20,120,000	22,356,000	12,981,348
Water discharged	Litres	20,120,000	22,356,000	12,981,348
Water supplied intensity	m3/total employees	20.17	20.93	32.6
Waste				
Total waste generated	Kg	10,021	6,860	22,805
Total waste generated – Construction	Kg	n/a	n/a	n/a
Total waste generated – Paper and board	Kg	n/a	n/a	1,512
Total waste generated – Plastic	Kg	n/a	n/a	n/a
Total waste generated – Organic: food and drink waste	Kg	n/a	n/a	1,008
Total waste generated – Organic: garden waste	Number	n/a	n/a	1,680
Total waste generated – WEEE mixed	Number	n/a	n/a	17,465
Total waste generated – Paper and board: Paper	Number	n/a	n/a	1,140
Ethical Economic Opportunity				
Board of directors				
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
Independent Board members	Number	3	3	3
Non-independent Board members	Number	4	4	4
Percentage of independent Board member	Percentage	43	43	43
Total number of training hours delivered to board members	Hours	4	3	4

	Unit	2023	2024	2025
Number of sustainability/ESG training hours provided to the Board of Directors	Hours	n/a	n/a	4
Prevention of corruption				
Total number of operations assessed for risks related to corruption	Number	0	0	0
Percentage of operations assessed for risks related to corruption	Percentage	0	0	0
Total number of confirmed incidents of corruption	Number	0	0	0
Convictions for violation of anti-corruption and anti-bribery laws	Number	0	0	0
Total number of confirmed incidents of corruption in which employees were dismissed or disciplined for corruption	Number	0	0	0
Total number of confirmed incidents of corruption 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 received training on anti-corruption	Number	0	0	0
Total number of training on anti-corruption given to senior management and above	Number	0	0	0
Total number of employees that received training on anti-corruption	Number	0	0	0
Business ethics and conduct				
Total number of governance body members that the organization's anti-corruption policies have been communicated to	Number	0	0	0
Percentage of employees that the organization's anti-corruption policies have been communicated to	Percentage	0	0	0
Total number of critical concerns that were communicated to the highest governance body during the reporting period	Number	0	0	0
Data privacy				
Users/customers whose information is used for secondary purposes	Number	0	0	0
Number of attempted cyberattacks	Number	0	489	470



	Unit	2023	2024	2025
Number of actual cyberattacks	Number	0	0	0
Number of data breaches	Number	0	0	0
Annual total compensation ratio				
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	n/a	n/a	n/a
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	Percentage	n/a	n/a	n/a
Competitive behavior & open internet				
Average actual sustained download speed in megabits per second of non-associated content	Mbps	n/a	n/a	n/a
Average actual sustained download speed in megabits per second of owned and commercially-associated content	Mbps	n/a	n/a	n/a
Compliance with laws and regulations				
Number of significant instances of non-compliance where non-monetary sanctions were incurred	Number	0	0	0
Number of significant instances of non-compliance where monetary sanctions and fines were incurred	Number	0	0	0
Monetary value of fines for instances of non-compliance with laws and regulations in previous reporting periods	USD	0	0	0
Monetary value of fines for instances of non-compliance with laws and regulations in the current reporting period	USD	0	0	0
Monetary losses as a result of legal proceedings associated with anti-competitive behavior	USD	0	0	0
Number of legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of antitrust and monopoly legislation in which the organization has been identified as a participant	Number	0	0	0

	Unit	2023	2024	2025
Safeguarding Customers				
Customer satisfaction				
Customer satisfaction results	Percentage	84	85	84
Percentage of customers actively responding to the survey	Percentage	100	100	100
Customer complaints received through communication channels	Number	153,038	124,308	159,038
Percentage of customer complaints that were answered	Percentage	100	100	100
Resolved issues that were raised through the complaint channel	Percentage	100	99	98
Complaints received from outside parties and substantiated by the organization	Number	0	0	0
Complaints from regulatory bodies	Number	0	0	0
Total number of identified leaks, thefts or 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
Customer interruptions and service downtime				
System average interruption frequency	Number	n/a	n/a	n/a
System average interruption duration	Number	n/a	n/a	n/a
Customer average interruption duration	Number	n/a	n/a	n/a
Responsible marketing				
Percentage of significant product or service categories covered by and assessed for compliance with such procedures	Percentage	n/a	n/a	n/a
Cybersecurity and data breaches				
Data breaches involving personally identifiable information (PII)	Number	0	0	0
Users affected	Number	0	0	0
Account holders affected by data breaches	Number	0	0	0
Law enforcement requests				
Number of law enforcement requests of user information and customer information	Number	n/a	n/a	n/a



Unit	2023	2024	2025
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Number of customers/users whose information was requested

Supply Chain				
Total number of suppliers engaged	Number	283	262	267
Total number of local suppliers engaged	Number	183	174	173
Total procurement spending	USD 000'	158,656	142,277	179,218
Procurement spending on local suppliers	USD 000'	140,199	123,175	162,208
Percentage of spending on local suppliers	Percentage	88	87	91
Percentage of local suppliers	Percentage	65	66	65
Number of suppliers identified as having significant actual and potential negative environmental impacts	Number	0	0	0
Number of suppliers identified as having significant actual and potential negative social impacts	Number	0	0	0
Number of suppliers with which relationships were terminated as a result of audit	Number	0	0	0
Percentage of suppliers that were screened using social criteria	Percentage	0	0	0
Percentage of suppliers that were screened using environmental criteria	Percentage	0	0	0

* Figures have been restated to reflect enhancements in reporting methodology and expanded data boundaries, improving overall accuracy and completeness

** The increase in full-time employees reflects the integration of subcontracted workers into Ooredoo Tunisia's workforce following changes in local labor law.

***Scope 2 emissions for 2024 have been updated following the reclassification of figures previously reported as Scope 3 during 2024.

Oman



Message from the CEO:

As we present Ooredoo Oman's 2025 ESG Report, I would like to thank our employees, partners, and stakeholders for their continued trust and support. Together, we are building a more sustainable future, aligned with Ooredoo Group's direction and Oman Vision 2040.

In 2025, we focused on improving how we deliver impact. We strengthened the quality of our ESG data and reporting, enhanced governance and accountability, and continued to support our people, communities, and responsible business practices. This approach supports both our sustainability goals and our overall business performance.

We continued to invest in digital solutions that improve connectivity and inclusion, while contributing to Oman's digital growth and national priorities.

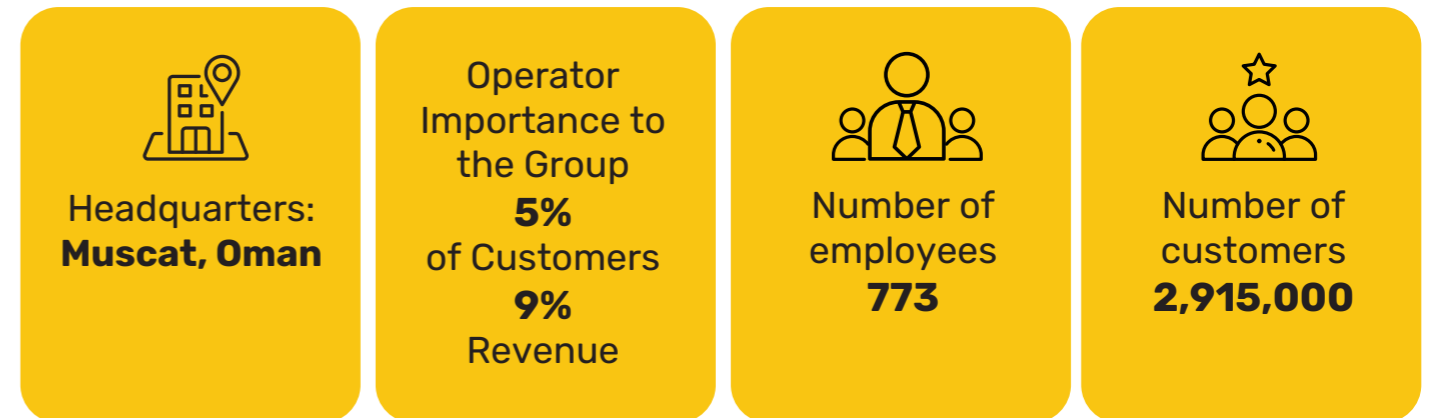
Internally, we remained focused on our people supporting wellbeing, development, and equal opportunity, while reinforcing a culture of integrity and respect. We also strengthened our governance and compliance practices to ensure transparency and long-term resilience.

Our ambition is clear: to grow responsibly while creating long-term value. Sustainability is a shared responsibility, and I thank all our stakeholders for their continued collaboration.

Together, we will continue to build a stronger Ooredoo Oman and contribute to a more sustainable future.

Saoud Al-Riyami
Chief Executive Officer-Ooredoo Oman

[Link](#)



- ### Awards:
- **Business Leader of the Year - Telecom (CEO) at the Times of Oman Business Leadership Summit Awards 2025**
 - **Most Outstanding Telecommunications Company of the Year - Oman at the Global 100 EMG Awards 2025**
 - **Silver Award for Achievement in Diversity and Inclusion - Telecoms at the Stevie International Business Awards 2025**



Ooredoo Oman Data Pack

	Unit	2023	2024	2025
Digital Enrichment				
Telecommunication network usage and subscriptions				
Number of wireless customers	Number	2,926,000	2,624,031	2,760,470
Number of wireline subscribers	Number	n/a	n/a	56,892
Number of broadband subscribers	Number	160,000	157,672	154,975
R&D and digital products				
Annual R&D budget as a percentage of total revenue	Percentage	n/a	n/a	0.062
Share of digital invoice payments from total payments	Percentage	83	90	75
Digitally offered products out of all products	Percentage	95	97	100
Percent of digitally acquired customer	Percentage	22	25	40
Community Care				
Local communities				
Amount of community investment	USD 000'	1,173.0	1,214.0	593.8
Total amount invested in the community as a percentage of revenues	Percentage	0.169	0.186	0.091
Number of CSR projects	Number	10	20	22
Total number of employees who volunteered	Number	150	200	50
Total number of employee volunteering hours	Hours	1,000	1,000	100
Number of volunteering days	Days	190	200	100
Direct economic value generated and distributed				
Revenues	USD 000'	672,849	653,056	628,561
Operating costs	USD 000'	125,489	302,103	131,610
Total employee wages and benefits	USD 000'	78,810	89,935	128,347
Payments to providers of capital	USD 000'	33,807	24,848	19,489
Amount of payments to the government	USD 000'	22,786	22,907	23,306

	Unit	2023	2024	2025
Developing our People				
Workforce overview				
Total number of employees (excluding workers who are not employees)	Number	935	932	773
Total number of full-time employees	Number	935	932	773
Female full-time employees	Number	299	296	250
Male full-time employees	Number	636	636	523
Total number of part-time employees	Number	0	0	0
Female part-time employees	Number	0	0	0
Male part-time employees	Number	0	0	0
Workers who are not employees	Number	0	0	141
Female workers who are not employees	Number	0	0	73
Male workers who are not employees	Number	0	0	68
Number of employees with disabilities	Number	3	3	3
Workforce by age				
Employees aged between 18-30 years	Number	72	59	28
Employees aged between 31-50 years	Number	485	442	721
Employees aged over 51+ years	Number	378	431	24
Percentage of employees under the age of 30	Percentage	8	6	4
Employment by category				
Total number of senior managers	Number	30	35	26
Female senior managers	Number	3	3	2
Male senior managers	Number	27	32	24
Total number of middle managers	Number	122	122	95
Female middle managers	Number	17	14	12
Male middle managers	Number	105	108	83
Total number of staff	Number	783	775	652
Female staff	Number	299	296	236
Male staff	Number	636	636	416



	Unit	2023	2024	2025
New hires and turnover				
Total number of employees that joined the company	Number	25	39	12
New employee hires (males)	Number	22	30	4
New employee hires (females)	Number	3	9	8
Hires under 30 years old	Number	8	10	5
Hires between 30-50 years	Number	39	27	6
Hires over 50 years old	Number	0	2	1
Total number of employees that left the company	Number	47	38	165
Turnover rate	Percentage	5	4	21
Parental leave				
Total number of employees that took parental leave	Number	78	76	71
Females that took parental leave	Number	22	19	24
Males that took paternal leave	Number	56	57	47
Females that returned to work after parental leave	Number	22	19	24
Males that returned to work after parental leave	Number	56	57	47
Total number of employees that returned to work after parental leave	Number	78	76	71
Return to work rate	Percentage	100	100	100
Nationalization				
Total number of national employees	Number	873	867	707
National female employees	Number	294	293	247
National male employees	Number	579	574	460
National full-time employees in senior management	Number	n/a	21	21
Number of employees of other nationalities	Number	62	65	66
Nationalization across the workforce	Percentage	93	93	91
Senior management nationalization rate	Percentage	80	60	81

	Unit	2023	2024	2025
Female representation				
Number of female employees	Number	299	296	250
Female employment rate	Percentage	32	32	32
Females in senior management	Number	3	3	2
Training and development				
Total number of training hours provided for full-time employees	Hours	16,829	23,683	18,965
Total number of training hours for females	Hours	6,103	7,923	5,765
Total number of training hours for males	Hours	10,726	15,760	13,200
Total number of training hours for senior management and above	Hours	184	1,380	364
Total number of training hours for middle management	Hours	110	14,577	3,661
Total number of training hours for staff	Hours	16,535	7,726	14,940
Average hours of training per full-time employee	Hours	18	25	25
Average hours of training per female employee	Hours	20	27	23
Average hours of training per male employee	Hours	17	25	25
Average hours of training per senior management employee	Hours	6	39	14
Average hours of training per middle management employee	Hours	1	119	39
Average hours of training per staff employee	Hours	55	26	23
Privacy training sessions offered to employees	Number	12*	12*	14
Performance Review				
Percentage of employees receiving regular performance and career development reviews	Percentage	100	100	100
Total number of employees who received regular performance and career development reviews	Number	935	932	773



	Unit	2023	2024	2025
Percentage of female employees who received performance reviews	Percentage	100	100	100
Percentage of male employees who received performance reviews	Percentage	100	100	100
Percentage of senior management employees who received performance reviews	Percentage	100	100	100
Percentage of middle management employees who received performance reviews	Percentage	100	100	100
Number of senior management employees who received performance reviews	Number	30	35	26
Number of middle management employees who received performance reviews	Number	122	122	95
Ratio of the basic salary and remuneration of women to men				
Total employee wages and benefits	USD 000'	78,810	89,935	128,347
Ratio of basic salary of women to men	Percentage	24	23	24
Ratio of remuneration of women to men	Percentage	24	23	24
Percentage of employee engagement	Percentage	75	78	79
Senior management	Percentage	0.09	0.07	0.71
Middle management	Percentage	0.18	0.14	0.11
Staff	Percentage	0.41	0.30	0.48
Total	Percentage	0.31	0.29	0.31
Discrimination				
Incidents of discrimination reported	Number	0	0	0
Incidents of discrimination reviewed	Number	0	0	0
Incidents of discrimination resolved	Number	0	0	0
Grievances				
Number of grievances filed in the reporting period	Number	8	16	10
Number of these grievance addressed or resolved	Number	8	16	10
Number of grievances filed prior to the reporting period that were resolved during the reporting period	Number	8	16	10

	Unit	2023	2024	2025
Health and safety				
Fatalities as a result of work-related injury	Number	0	0	0
Work-related fatalities	Number	0	0	0
High-consequence work-related injuries (excluding fatalities)	Number	0	0	0
Recordable work-related injuries	Number	0	0	0
Total hours of H&S training provided to employees	Number	1,123	568	6,466
Average hours of H&S training per year per employee	Number	1.19	1.69	8.36
Total cost of HSE training	USD 000'	12,480	15,006	3,240
Fatalities rate as a result of work-related injury	Percentage	0	0	0
Rate of work-related fatalities	Percentage	0	0	0
Rate of high-consequence work-related injuries (excluding fatalities)	Percentage	0	0	0
Recordable work-related injuries rate	Percentage	0	0	0
Injury events relative to total workforce time	Percentage	0	0	0
Cases of recordable work-related ill health	Number	0	0	0
Total number of hours worked by all employees	Hours	1,281,735	1,747,200	1,607,840
Number of hours worked for workers who are not employees	Hours	2000	291,840	309,920
Workforce represented in joint management-worker H&S committee	Percentage	0	0	0
Percentage of employees covered by an occupational health and safety management system that has been audited or certified by an external party	Percentage	0	0	0
Percentage of employees covered by an occupational health and safety management system	Percentage	100	100	100
Percentage of employees covered by an occupational health and safety management system that has been internally audited	Percentage	100	100	100



	Unit	2023	2024	2025
Collective bargaining				
Percentage of total employees covered by collective bargaining agreements	Percentage	n/a	n/a	n/a
Emissions & Energy				
Direct energy consumption (Fuels, Petrol and Diesel)	Liters	3,362,352	4,054,479	3,241,086
Indirect energy consumption (Electricity consumption)	Kwh	121,610,335	126,212,295	109,517,135
Direct GHG emissions (Scope 1)	tCO2e	9,136	10,880	8,503
Scope 1: Fuel - Diesel	Litres	3,098,382	3,716,338	2,848,056
Scope 1: Fuel - Petrol	Litres	263,970	338,141	393,030
Scope 1: Fugitives gases	Kg	n/a	n/a	n/a
Scope 1: Fuels	Kg CO2e	n/a	n/a	8,502,771
Scope 1: Fugitives gases	Kg CO2e	n/a	n/a	n/a
Indirect GHG emissions (Scope 2) - Location based	tonnes CO2e	n/a	n/a	42,745
Indirect GHG emissions (Scope 2) - Market based	tonnes CO2e	82,548	85,690	42,739
Scope 2: Electricity	KWh	121,610,335	126,212,295	109,517,135
Scope 2: Electricity (Renewable)	KWh	37,222	12,326	14,976
Scope 2: Electricity (Location based)	Kg CO2e	n/a	n/a	42,745,268
Scope 2: Electricity (Market based)	Kg CO2e	n/a	n/a	42,739,423
Indirect GHG emissions (Scope 3) - Location based	tonnes CO2e	n/a	n/a	103,731
Indirect GHG emissions (Scope 3) - Market based	tonnes CO2e	n/a	n/a	103,730
Scope 3: Purchases Good & services	Kg CO2e	n/a	n/a	27,626,498
Scope 3: Purchases Good & services (Water)	Kg CO2e	n/a	n/a	2,597
Scope 3: Capital Goods	Kg CO2e	n/a	n/a	63,631,825
Scope 3: Fuel and Energy related activities (Electricity) - Location Based	Kg CO2e	n/a	n/a	9,068,668
Scope 3: Fuel and Energy related activities (Electricity) - Market Based	Kg CO2e	n/a	n/a	9,067,428
Scope 3: Fuel and Energy related activities (Fuels)	Kg CO2e	n/a	n/a	2,015,871

	Unit	2023	2024	2025
Scope 3: Waste generated in operations (Waste)	Kg CO2e	n/a	n/a	16,254
Scope 3: Waste generated in operations (Water)	Kg CO2e	n/a	n/a	2,320
Scope 3: Business travel	Kg CO2e	n/a	n/a	772,746
Scope 3: Employee Commuting	Kg CO2e	n/a	n/a	594,239
Scope 3: Use of sold products	Kg CO2e	n/a	n/a	n/a
Scope 3: End of life treatment of sold products	Kg CO2e	n/a	n/a	n/a
Total GHG emissions (Location Based)	tonnes CO2e	n/a	n/a	154,979
Total GHG emissions (Market Based)	tonnes CO2e	91,684	96,570	154,972
GHG emissions intensity (Location Based)	tonnes CO2e/ total employees	n/a	n/a	200.4
GHG emissions intensity (Market Based)	tonnes CO2e/ total employees	98.1	103.6	200.4
Climate Change and Energy				
Sites converted to commercial power	Number	90	70	66
Sites converted to hybrid model	Number	0	5	105
Number of sites converted from COWs to RDM	Number	8	4	10
Carbon Credits				
Total volume of carbon credits cancelled outside the value chain	Number	0	0	0
Planned volume of carbon credits to be cancelled outside the value chain	Percentage	0	0	0
Resource efficiency in product design				
Reductions in energy requirements of sold products and services achieved during the reporting period, in joules or multiples	Number	0	0	0
Resource Management				
Percentage of offices ISO 14001 certified	Percentage	n/a	n/a	100
Product end-of-life management				
Materials recovered through take back programs	Tonnes	n/a	n/a	0



	Unit	2023	2024	2025
Percentage of recovered materials that were reused	Percentage	n/a	n/a	n/a
Percentage if recovered materials that were landfilled	Percentage	n/a	n/a	n/a
Percentage of recovered materials that were recycled	Percentage	n/a	n/a	n/a
Water				
Water supplied	Litres	24,000,000	21,169,000	13,577,000
Water discharged	Litres	24,000,000	21,169,000	13,577,000
Water supplied intensity	m3/total employees	25.7	22.7	17.5
Waste				
Total waste generated	Kg	214,060	235,220	45,900
Total waste generated – batteries	Kg	n/a	n/a	10,000
Total waste generated – Commercial and industrial waste	Kg	n/a	n/a	33,900
Total waste generated – Scrap Metal	Kg	n/a	n/a	974
Total waste generated – Plastic: HDPE (Incl. forming)	Kg	n/a	n/a	797
Total waste generated – Paper and board: mixed	Number	n/a	n/a	50
Total waste generated – WEEE - small	Number	n/a	n/a	179
Total waste generated – WEEE mixed	Number	n/a	n/a	n/a
Ethical Economic Opportunity				
Board of directors				
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
Independent Board members	Number	3	3	4
Non-independent Board members	Number	6	6	5
Percentage of independent Board member	Percentage	33	33	44
Total number of training hours delivered to board members	Hours	3	0	7

	Unit	2023	2024	2025
Number of sustainability/ESG training hours provided to the Board of Directors	Hours	n/a	n/a	4
Prevention of corruption				
Total number of operations assessed for risks related to corruption	Number	0	0	0
Percentage of operations assessed for risks related to corruption	Percentage	0	0	0
Total number of confirmed incidents of corruption	Number	0	0	1
Convictions for violation of anti-corruption and anti-bribery laws	Number	0	0	1
Total number of confirmed incidents of corruption in which employees were dismissed or disciplined for corruption	Number	0	0	1
Total number of confirmed incidents of corruption 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 received training on anti-corruption	Number	0	0	2
Total number of training on anti-corruption given to senior management and above	Number	0	0	0
Total number of employees that received training on anti-corruption	Number	0	0	0
Business ethics and conduct				
Total number of governance body members that the organization's anti-corruption policies have been communicated to	Number	0	0	0
Percentage of employees that the organization's anti-corruption policies have been communicated to	Percentage	0	0	0
Total number of critical concerns that were communicated to the highest governance body during the reporting period	Number	0	0	0
Data privacy				
Users/customers whose information is used for secondary purposes	Number	0	0	0
Number of attempted cyberattacks	Number	16,586,402,71	17,541,203,359	19,788,143,756



	Unit	2023	2024	2025
Number of actual cyberattacks	Number	0	0	0
Number of data breaches	Number	0	0	0
Annual total compensation ratio				
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	n/a	n/a	12.2
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	Percentage	n/a	n/a	0.03
Competitive behavior & open internet				
Average actual sustained download speed in megabits per second of non-associated content	Mbps	n/a	n/a	11.8
Average actual sustained download speed in megabits per second of owned and commercially-associated content	Mbps	n/a	n/a	n/a
Compliance with laws and regulations				
Number of significant instances of non-compliance where non-monetary sanctions were incurred	Number	n/a	n/a	1
Number of significant instances of non-compliance where monetary sanctions and fines were incurred	Number	2	5	0
Monetary value of fines for instances of non-compliance with laws and regulations in previous reporting periods	USD	194,300	288,860	0
Monetary value of fines for instances of non-compliance with laws and regulations in the current reporting period	USD	n/a	n/a	n/a
Monetary losses as a result of legal proceedings associated with anti-competitive behavior	USD	n/a	n/a	n/a
Number of legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of antitrust and monopoly legislation in which the organization has been identified as a participant	Number	n/a	n/a	n/a

	Unit	2023	2024	2025
Safeguarding Customers				
Customer satisfaction				
Customer satisfaction results	Percentage	73	75	75
Percentage of customers actively responding to the survey	Percentage	n/a	n/a	n/a
Customer complaints received through communication channels	Number	152,849	121,364	116,431
Percentage of customer complaints that were answered	Percentage	100	100	100
Resolved issues that were raised through the complaint channel	Percentage	99.99	100	100
Complaints received from outside parties and substantiated by the organization	Number	0	0	0
Complaints from regulatory bodies	Number	n/a	n/a	18
Total number of identified leaks, thefts or 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
Customer interruptions and service downtime				
System average interruption frequency	Number	n/a	n/a	0
System average interruption duration	Number	n/a	n/a	n/a
Customer average interruption duration	Number	n/a	n/a	n/a
Responsible marketing				
Percentage of significant product or service categories covered by and assessed for compliance with such procedures	Percentage	0	0	0
Cybersecurity and data breaches				
Data breaches involving personally identifiable information (PII)	Number	0	0	0
Users affected	Number	0	0	0
Account holders affected by data breaches	Number	0	0	0
Law enforcement requests				
Number of law enforcement requests of user information and customer information	Number	n/a	n/a	n/a



	Unit	2023	2024	2025
Number of customers/users whose information was requested	Number	n/a	n/a	n/a
Supply Chain				
Total number of suppliers engaged	Number	465	519	2,767
Total number of local suppliers engaged	Number	320	384	2,204
Total procurement spending	USD 000'	n/a	n/a	266,514
Procurement spending on local suppliers	USD 000'	n/a	n/a	202,111
Percentage of spending on local suppliers	Percentage	n/a	n/a	76
Percentage of local suppliers	Percentage	69	74	80
Number of suppliers identified as having significant actual and potential negative environmental impacts	Number	0	0	0
Number of suppliers identified as having significant actual and potential negative social impacts	Number	0	0	0
Number of suppliers with which relationships were terminated as a result of audit	Number	0	0	0
Percentage of suppliers that were screened using social criteria	Percentage	n/a	n/a	n/a
Percentage of suppliers that were screened using environmental criteria	Percentage	n/a	n/a	n/a

* Figures have been restated to reflect enhancements in reporting methodology and expanded data boundaries, improving overall accuracy and completeness

Maldives



Message from the CEO:

2025 marked our 20th anniversary - a milestone year defined by innovation, national recognition, and bold progress. We expanded our 5G network to cover over 80% of the country, positioning Ooredoo's 5G network as the largest in the Maldives.

This achievement was further complemented by the launch of eSIM wearable connectivity for Apple and Samsung devices, another first in the Maldives.

The year concluded on a high note, with Ooredoo being honored with the National Award of Recognition for Business and Economic Development, reaffirming its continued contribution to the nation's growth.

Shadi Qawasmi
Chief Executive Officer-Ooredoo Maldives

[Link](#)



<p>Headquarters: Male, Maldives</p>	<p>Operator Importance to the Group 0.8% of Customers 2.1% Revenue</p>	<p>Number of employees 537</p>	<p>Number of customers 537,000</p>
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Awards:

- **Gold Stevie® Award for Leading Company in the Maldives Telecom Landscape at the Asia-Pacific Stevie Awards**
- **Silver Stevie® Award for Innovative Achievement in Corporate Social Responsibility-Air Ambulance at the Asia-Pacific Stevie Awards**
- **Bronze Stevie® Award for Employer of the Year-Telecommunications at the Asia-Pacific Stevie Awards**



Ooredoo Maldives Data Pack

	Unit	2023	2024	2025
Digital Enrichment				
Telecommunication network usage and subscriptions				
Number of wireless customers	Number	345,617*	357,177*	376,420
Number of wireline subscribers	Number	34,555*	37,078*	38,836
Number of broadband subscribers	Number	11,391*	10,636*	10,613
R&D and digital products				
Annual R&D budget as a percentage of total revenue	Percentage	0	0	0
Share of digital invoice payments from total payments	Percentage	93	92	87
Digitally offered products out of all products	Percentage	69.70	69.50	100
Percent of digitally acquired customer	Percentage	8	20	35
Community Care				
Local communities				
Amount of community investment	USD 000'	471.1	2,181.9	189.4
Total amount invested in the community as a percentage of revenues	Percentage	0.35	1.52	0.13
Number of CSR projects	Number	86	103	12
Total number of employees who volunteered	Number	30	30	53
Total number of employee volunteering hours	Hours	30	30	101
Number of volunteering days	Days	n/a	n/a	n/a
Direct economic value generated and distributed				
Revenues	USD 000'	135,979	142,858	143,697
Operating costs	USD 000'	65,660	71,182	67,732
Total employee wages and benefits	USD 000'	15,045	16,337	16,884
Payments to providers of capital	USD 000'	21,340	30,839	32,876
Amount of payments to the government	USD 000'	14,067	15,736	19,138

	Unit	2023	2024	2025
Developing our People				
Workforce overview				
Total number of employees (excluding workers who are not employees)	Number	519*	525*	537
Total number of full-time employees	Number	380	384*	374
Female full-time employees	Number	102	100	102
Male full-time employees	Number	278	284*	272
Total number of part-time employees	Number	139	141	163
Female part-time employees	Number	75	73*	79
Male part-time employees	Number	64*	68*	84
Workers who are not employees	Number	0	0	0
Female workers who are not employees	Number	0	0	0
Male workers who are not employees	Number	0	0	0
Number of employees with disabilities	Number	0	0	0
Workforce by age				
Employees aged between 18-30 years	Number	166	176	217
Employees aged between 31-50 years	Number	325	321	301
Employees aged over 51+ years	Number	28	28	19
Percentage of employees under the age of 30 (%)	Percentage	44	46	58
Employment by category				
Total number of senior managers	Number	46	56*	60
Female senior managers	Number	9	14*	15
Male senior managers	Number	37	42*	45
Total number of middle managers	Number	94	104*	119
Female middle managers	Number	26	26	33
Male middle managers	Number	68	78	86
Total number of staff	Number	379	365	385
Female staff	Number	143	133	133
Male staff	Number	236	232	225



	Unit	2023	2024	2025
New hires and turnover				
Total number of employees that joined the company	Number	103*	86*	80
New employee hires (males)	Number	47*	35*	40
New employee hires (females)	Number	56*	51*	40
Hires under 30 years old	Number	64	56	58
Hires between 30-50 years	Number	37	25	21
Hires over 50 years old	Number	2	5	1
Total number of employees that left the company	Number	55	74	68
Turnover rate	Percentage	14.5	19.3*	18
Parental leave				
Total number of employees that took parental leave	Number	22	18	8
Females that took parental leave	Number	14	9	5
Males that took paternal leave	Number	8	9	3
Females that returned to work after parental leave	Number	14	9	5
Males that returned to work after parental leave	Number	8	9	3
Total number of employees that returned to work after parental leave	Number	22	18	8
Return to work rate	Percentage	100	100	100
Nationalization				
Total number of national employees	Number	486*	495*	505
National female employees	Number	177	173	181
National male employees	Number	309	322	324
National full-time employees in senior management	Number			
Number of employees of other nationalities	Number	21	18	32
Nationalization across the workforce	Percentage	95	95	94
Senior management nationalization rate	Percentage	58	78	76

	Unit	2023	2024	2025
Female representation				
Number of female employees	Number	178	173	181
Female employment rate	Percentage	34.3	33	33.7
Females in senior management	Number	9	14	15
Training and development				
Total number of training hours provided for full-time employees	Hours	14,441	17,964	17,769
Total number of training hours for females	Hours	7,671	5,917	3,726
Total number of training hours for males	Hours	6,770	12,047	14,044
Total number of training hours for senior management and above	Hours	949	1,622	4,061
Total number of training hours for middle management	Hours	2,459	3,875	5,296
Total number of training hours for staff	Hours	11,033	12,467	8,412
Average hours of training per full-time employee	Hours	38	47	48
Average hours of training per female employee	Hours	75	59	37
Average hours of training per male employee	Hours	24	43	52
Average hours of training per senior management employee	Hours	21	36	83
Average hours of training per middle management employee	Hours	27	40	45
Average hours of training per staff employee	Hours	28	34	21
Privacy training sessions offered to employees	Number	4	4	5
Performance Review				
Percentage of employees receiving regular performance and career development reviews	Percentage	100	100	100
Total number of employees who received regular performance and career development reviews	Number	519	525	537



	Unit	2023	2024	2025
Percentage of female employees who received performance reviews	Percentage	100	100	100
Percentage of male employees who received performance reviews	Percentage	100	100	100
Percentage of senior management employees who received performance reviews	Percentage	100	100	100
Percentage of middle management employees who received performance reviews	Percentage	100	100	100
Number of senior management employees who received performance reviews	Number	46	45	49
Number of middle management employees who received performance reviews	Number	90	97	119
Ratio of the basic salary and remuneration of women to men				
Total employee wages and benefits	USD 000'	2,812.39	3723.62	3850.46
Ratio of basic salary of women to men	Percentage	35.48	33.87	35.08
Ratio of remuneration of women to men	Percentage	33.6	26.61	30.47
Percentage of employee engagement	Percentage	100	100	100
Senior management	Percentage	32	30	33
Middle management	Percentage	23	24	25
Staff	Percentage	44	47	41
Total	Percentage	100	100	100
Discrimination				
Incidents of discrimination reported	Number	0	0	0
Incidents of discrimination reviewed	Number	0	0	0
Incidents of discrimination resolved	Number	0	0	0
Grievances				
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

	Unit	2023	2024	2025
Health and safety				
Fatalities as a result of work-related injury	Number	0	0	0
Work-related fatalities	Number	0	0	0
High-consequence work-related injuries (excluding fatalities)	Number	0	0	0
Recordable work-related injuries	Number	0	0	0
Total hours of H&S training provided to employees	Number	57	1,524	654
Average hours of H&S training per year per employee	Number	0.15	2.91	1.3
Total cost of HSE training	USD	7,827	7,467	5,768
Fatalities rate as a result of work-related injury	Percentage	0	0	0
Rate of work-related fatalities	Percentage	0	0	0
Rate of high-consequence work-related injuries (excluding fatalities)	Percentage	0	0	0
Recordable work-related injuries rate	Percentage	0	0	0
Injury events relative to total workforce time	Percentage	0	0	0
Cases of recordable work-related ill health	Number	0	0	0
Total number of hours worked by all employees	Hours	774,320	748,720	1,116,960
Number of hours worked for workers who are not employees	Hours	n/a*	n/a*	n/a
Workforce represented in joint management-worker H&S committee	Percentage	n/a	n/a	n/a
Percentage of employees covered by an occupational health and safety management system that has been audited or certified by an external party	Percentage	100	100	100
Percentage of employees covered by an occupational health and safety management system	Percentage	100	100	100
Percentage of employees covered by an occupational health and safety management system that has been internally audited	Percentage	100	100	100



	Unit	2023	2024	2025
Collective bargaining				
Percentage of total employees covered by collective bargaining agreements	Percentage	0	0	0
Emissions & Energy				
Direct energy consumption (Fuels, Petrol and Diesel)	Liters	456,200	852,904	777,220
Indirect energy consumption (Electricity consumption)	Kwh	25,980,763	30,028,047	10,351,612***
Direct GHG emissions (Scope 1)	tCO2e	3,677	2,132	1,920
Scope 1: Fuel - Diesel	Litres	n/a	392,904	308,898
Scope 1: Fuel - Petrol	Litres	456,200	460,000**	468,322
Scope 1: Fugitives gases	Kg	n/a	n/a	0.95
Scope 1: Fuels	Kg CO2e	n/a	n/a	1,918,325
Scope 1: Fugitives gases	Kg CO2e	n/a	n/a	2,143
Indirect GHG emissions (Scope 2) - Location based	tonnes CO2e	n/a	n/a	4,765***
Indirect GHG emissions (Scope 2) - Market based	tonnes CO2e	20,425	21,902	4,761***
Scope 2: Electricity	KWh	25,980,763	30,028,047	10,360,022***
Scope 2: Electricity (Renewable)	KWh	n/a	n/a	8,410****
Scope 2: Electricity (Location based)	Kg CO2e	n/a	n/a	4,764,678
Scope 2: Electricity (Market based)	Kg CO2e	n/a	n/a	4,760,810
Indirect GHG emissions (Scope 3) - Location based	tonnes CO2e	n/a	n/a	17,125
Indirect GHG emissions (Scope 3) - Market based	tonnes CO2e	n/a	n/a	17,124
Scope 3: Purchases Good & services	Kg CO2e	n/a	n/a	3,639,255
Scope 3: Purchases Good & services (Water)	Kg CO2e	n/a	n/a	1,511
Scope 3: Capital Goods	Kg CO2e	n/a	n/a	10,187,723
Scope 3: Fuel and Energy related activities (Electricity) - Location Based	Kg CO2e	n/a	n/a	1,132,874
Scope 3: Fuel and Energy related activities (Electricity) - Market Based	Kg CO2e	n/a	n/a	1,131,955
Scope 3: Fuel and Energy related activities (Fuels)	Kg CO2e	n/a	n/a	476,883

	Unit	2023	2024	2025
Scope 3: Waste generated in operations (Waste)	Kg CO2e	n/a	n/a	4,587
Scope 3: Waste generated in operations (Water)	Kg CO2e	n/a	n/a	1,349
Scope 3: Business travel	Kg CO2e	n/a	n/a	361,176
Scope 3: Employee Commuting	Kg CO2e	n/a	n/a	55,848
Scope 3: Use of sold products	Kg CO2e	n/a	n/a	1,263,286
Scope 3: End of life treatment of sold products	Kg CO2e	n/a	n/a	37
Total GHG emissions (Location Based)	tonnes CO2e	n/a	n/a	23,810
Total GHG emissions (Market Based)	tonnes CO2e	24,102	25,202	23,805
GHG emissions intensity (Location Based)	tonnes CO2e/ total employees	n/a	n/a	44.3
GHG emissions intensity (Market Based)	tonnes CO2e/ total employees	46.6	48.0	44.3
Climate Change and Energy				
Sites converted to commercial power	Number	0	0	0
Sites converted to hybrid model	Number	0	20	0
Number of sites converted from COWs to RDM	Number	0	0	0
Carbon Credits				
Total volume of carbon credits cancelled outside the value chain	Number	0	0	0
Planned volume of carbon credits to be cancelled outside the value chain	Percentage	0	0	0
Resource efficiency in product design				
Reductions in energy requirements of sold products and services achieved during the reporting period, in joules or multiples	Number	0	0	0
Resource Management				
Percentage of offices ISO 14001 certified	Percentage	n/a	n/a	n/a
Product end-of-life management				
Materials recovered through take back programs	Tonnes	n/a	n/a	n/a



	Unit	2023	2024	2025
Percentage of recovered materials that were reused	Percentage	n/a	n/a	n/a
Percentage if recovered materials that were landfilled	Percentage	n/a	n/a	n/a
Percentage of recovered materials that were recycled	Percentage	n/a	n/a	n/a
Water				
Water supplied	Litres	n/a	5,475,000	7,896,000*****
Water discharged	Litres	n/a	5,475,000	7,896,000
Water supplied intensity	m3/total employees	n/a	10.5	14.7
Waste				
Total waste generated	Kg	214,060	n/a	8.983
Total waste generated – Batteries	Kg	n/a	n/a	115
Total waste generated – Household residual waste	Kg	n/a	n/a	5,493
Total waste generated – WEEE mixed	Kg	n/a	n/a	190
Total waste generated – Paper and board - mixed	Kg	n/a	n/a	1,579
Total waste generated – Plastic	Kg	n/a	n/a	1,606
Ethical Economic Opportunity				
Board of directors				
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
Independent Board members	Number	5	5	6
Non-independent Board members	Number	3	3	2
Percentage of independent Board member	Percentage	63	63	75
Total number of training hours delivered to board members	Hours	28	32	32

	Unit	2023	2024	2025
Number of sustainability/ESG training hours provided to the Board of Directors	Hours	n/a	n/a	4
Prevention of corruption				
Total number of operations assessed for risks related to corruption	Number	0	0	0
Percentage of operations assessed for risks related to corruption	Percentage	0	0	0
Total number of confirmed incidents of corruption	Number	0	0	0
Convictions for violation of anti-corruption and anti-bribery laws	Number	0	0	0
Total number of confirmed incidents of corruption in which employees were dismissed or disciplined for corruption	Number	0	0	0
Total number of confirmed incidents of corruption 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 received training on anti-corruption	Number	0	0	0
Total number of training on anti-corruption given to senior management and above	Number	0	0	0
Total number of employees that received training on anti-corruption	Number	0	0	0
Business ethics and conduct				
Total number of governance body members that the organization's anti-corruption policies have been communicated to	Number	8	8	8
Percentage of employees that the organization's anti-corruption policies have been communicated to	Percentage	100	100	100
Total number of critical concerns that were communicated to the highest governance body during the reporting period	Number	n/a	n/a	n/a
Data privacy				
Users/customers whose information is used for secondary purposes	Number	0	0	0
Number of attempted cyberattacks	Number	30000	5	0



	Unit	2023	2024	2025
Number of actual cyberattacks	Number	0	5	0
Number of data breaches	Number	0	0	0
Annual total compensation ratio				
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	n/a	n/a	n/a
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	Percentage	n/a	n/a	n/a
Competitive behavior & open internet				
Average actual sustained download speed in megabits per second of non-associated content	Mbps	n/a	n/a	n/a
Average actual sustained download speed in megabits per second of owned and commercially-associated content	Mbps	n/a	n/a	n/a
Compliance with laws and regulations				
Number of significant instances of non-compliance where non-monetary sanctions were incurred	Number	0	0	0
Number of significant instances of non-compliance where monetary sanctions and fines were incurred	Number	0	0	0
Monetary value of fines for instances of non-compliance with laws and regulations in previous reporting periods	USD 000'	0	0	0
Monetary value of fines for instances of non-compliance with laws and regulations in the current reporting period	USD 000'	0	0	0
Monetary losses as a result of legal proceedings associated with anti-competitive behavior	USD 000'	0	0	0
Number of legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of antitrust and monopoly legislation in which the organization has been identified as a participant	Number	0	0	0

	Unit	2023	2024	2025
Safeguarding Customers				
Customer satisfaction				
Customer satisfaction results	Percentage	84	83	88
Percentage of customers actively responding to the survey	Percentage	53	51	55
Customer complaints received through communication channels	Number	29,238	30,024	26,517
Percentage of customer complaints that were answered	Percentage	100	100	100
Resolved issues that were raised through the complaint channel	Percentage	99.76	100	100
Complaints received from outside parties and substantiated by the organization	Number	0	0	0
Complaints from regulatory bodies	Number	0	0	0
Total number of identified leaks, thefts or 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
Customer interruptions and service downtime				
System average interruption frequency	Number	n/a	n/a	0
System average interruption duration	Number	n/a	n/a	n/a
Customer average interruption duration	Number	n/a	n/a	n/a
Responsible marketing				
Percentage of significant product or service categories covered by and assessed for compliance with such procedures	Percentage	0	0	0
Cybersecurity and data breaches				
Data breaches involving personally identifiable information (PII)	Number	0	0	0
Users affected	Number	0	0	0
Account holders affected by data breaches	Number	0	0	0
Law enforcement requests				
Number of law enforcement requests of user information and customer information	Number	n/a	n/a	n/a



	Unit	2023	2024	2025
Number of customers/users whose information was requested	Number	n/a	n/a	n/a
Supply Chain				
Total number of suppliers engaged	Number	2,590	2,642	2,853
Total number of local suppliers engaged	Number	1,962	1,942	2,069
Total procurement spending	USD 000'	46,769	37,715	46,700
Procurement spending on local suppliers	USD 000'	15,369	8,556	9,694
Percentage of spending on local suppliers	Percentage	33	2	21
Percentage of local suppliers	Percentage	76	74	73
Number of suppliers identified as having significant actual and potential negative environmental impacts	Number	0	0	0
Number of suppliers identified as having significant actual and potential negative social impacts	Number	0	0	0
Number of suppliers with which relationships were terminated as a result of audit	Number	0	0	0
Percentage of suppliers that were screened using social criteria	Percentage	27	24	15
Percentage of suppliers that were screened using environmental criteria	Percentage	7	12	12

* Figures have been restated to reflect enhancements in reporting methodology and expanded data boundaries, improving overall accuracy and completeness

**In 2024, petrol was double counted and reported in operations. For 2025, petrol is reported only under vehicles and there is no material stationary petrol consumption. Scope 1 direct emissions for 2024 were updated accordingly.

***In 2025, figure is based on actual electricity bills collected and verified. Lower figures mainly reflect improved data accuracy versus prior reporting

****The renewable electricity for Ooredoo Maldives in previous years had validation issues from manual data collection

*****In 2025 increase in water consumption is mainly due to better capture of water invoices across all locations, improving completeness and accuracy

GRI CONTENT INDEX

Statement of use	Ooredoo has reported in accordance with the GRI Standards for the period 1/1/2025 till 31/12/2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	N/A

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/ DIRECT ANSWER/ LINK	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
General disclosures					
GRI 2: General Disclosures 2021	2-1 Organizational details	OUR BUSINESS AT A GLANCE, pg. 3	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	OUR BUSINESS AT A GLANCE, pg. 3 REPORT OVERVIEW PERFORMANCE DATA, pg. 56-113			
	2-3 Reporting period, frequency and contact point	Ooredoo has assured certain KPIs in their 2023 Report and it will seek assurance in the next reporting period."			
	2-4 Restatements of information	OUR BUSINESS AT A GLANCE, pg. 3			
	2-5 External assurance	Operational Highlights, pg. 4 PERFORMANCE DATA, pg. 56-113"			
	2-6 Activities, value chain and other business relationships	Operational Highlights, pg. 4			
	2-7 Employees	PERFORMANCE DATA, pg. 56-113"			
	2-8 Workers who are not employees	PERFORMANCE DATA, pg. 56-113			
	2-9 Governance structure and composition	Nomination criteria Corporate Governance Report 2025			



GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/ DIRECT ANSWER/ LINK	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 2: General Disclosures 2021	2-10 Nomination and selection of the highest governance body	Nomination criteria	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.		
	2-11 Chair of the highest governance body	Corporate Governance Report 2025			
	2-12 Role of the highest governance body in overseeing the management of impacts	ESG Governance, pg. 8			
	2-13 Delegation of responsibility for managing impacts	ESG Governance, pg. 8			
	2-14 Role of the highest governance body in sustainability reporting	ESG Governance, pg. 8			
	2-15 Conflicts of interest	"Upholding the Code of Ethics, pg. 44 Conflict of Interest, pg. 45"			
	2-16 Communication of critical concerns	Ongoing Stakeholder Engagement, pg. 9 Upholding the Code of Ethics, pg. 44" "ESG Governance, pg. 8			
	2-17 Collective knowledge of the highest governance body	DEVELOPING OUR PEOPLE, pg. 31 "			
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance Report 2025			
	2-19 Remuneration policies	Corporate Governance Report 2025			
	2-20 Process to determine remuneration	Corporate Governance Report 2025			
2-21 Annual total compensation ratio	Corporate Governance Report 2025				

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/ DIRECT ANSWER/ LINK	OMISSION		
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	CHAIRMAN'S MESSAGE, pg. 1 SUSTAINABILITY AT OOREDOO GROUP, pg. 5-8			
	2-23 Policy commitments	SUSTAINABILITY AT OOREDOO GROUP, pg. 5-8			
	2-24 Embedding policy commitments	ESG Policies SUSTAINABILITY AT OOREDOO GROUP, pg. 5-8 DEVELOPING OUR PEOPLE, pg. 31-33, 35-36 CLIMATE AND ENERGY, pg. 37, 39 RESOURCE MANAGEMENT, pg. 41, 42 CREATING ETHICAL ECONOMIC OPPORTUNITY, pg. 44 ESG Policies			
	2-25 Processes to remediate negative impacts	Ongoing Stakeholder Engagement, pg. 9 CREATING ETHICAL ECONOMIC OPPORTUNITY, pg. 45			
	2-26 Mechanisms for seeking advice and raising concerns	Ongoing Stakeholder Engagement, pg. 9 CREATING ETHICAL ECONOMIC OPPORTUNITY, pg. 45			
	2-27 Compliance with laws and regulations	PERFORMANCE DATA, pg. 56-113			
	2-28 Membership associations	Partnering for Sustainable Growth, pg. 13			
	2-29 Approach to stakeholder engagement	Ongoing Stakeholder Engagement, pg. 9			
	2-30 Collective bargaining agreements	N/A			Not applicable



			OMISSION		
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/ DIRECT ANSWER/ LINK	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
Material topics					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	ESG Framework & Materiality Assessment, pg. 7			
	3-2 List of material topics	ESG Framework & Materiality Assessment, pg. 7			
Climate and energy					
GRI 3: Material Topics 2021	3-3 Management of material topics	CLIMATE AND ENERGY, pg. 38-40			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	CLIMATE AND ENERGY, pg. 38-40 PERFORMANCE DATA, pg. 56-113			
	305-2 Energy indirect (Scope 2) GHG emissions				
	305-3 Other indirect (Scope 3) GHG emissions				
	305-4 GHG emissions intensity				
	305-5 Reduction of GHG emissions				
	305-6 Emissions of ozone-depleting substances (ODS)				
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		N/A	NOx and SOx data is not currently tracked	Information unavailable/incomplete

			OMISSION		
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/ DIRECT ANSWER/ LINK	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
					better understand data availability
Governance & Ethics					
GRI 3: Material Topics 2021	3-3 Management of material topics	RESPONSIBLE GOVERNANCE, pg. 43-47			
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	RESPONSIBLE GOVERNANCE, pg. 45 PERFORMANCE DATA, pg. 56			
	205-2 Communication and training about anti-corruption policies and procedures				
	205-3 Confirmed incidents of corruption and actions taken				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	OUR BUSINESS AT A GLANCE, pg. 3 PERFORMANCE DATA, pg. 56-113			
	201-4 Financial assistance received from government	N/A			
Customer Responsibility					
GRI 3: Material Topics 2021	3-3 Management of material topics	SAFEGUARDING OUR CUSTOMERS, pg. 45-50			
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	SAFEGUARDING OUR CUSTOMERS, pg. 45-50 PERFORMANCE DATA, pg. 56-113			
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	SAFEGUARDING OUR CUSTOMERS, pg. 48-50 PERFORMANCE DATA, pg. 56-113			



			OMISSION		
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/ DIRECT ANSWER/ LINK	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	SAFEGUARDING OUR CUSTOMERS, pg. 48-50 PERFORMANCE DATA, pg. 56-113			
Data Privacy & Security					
GRI 3: Material Topics 2021	3-3 Management of material topics	SAFEGUARDING OUR CUSTOMERS, pg. 45-50			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	SAFEGUARDING OUR CUSTOMERS, pg. 45-50 PERFORMANCE DATA, pg. 56-113			
Risk Management					
GRI 3: Material Topics 2021	3-3 Management of material topics	CREATING ETHICAL ECONOMIC OPPORTUNITY, pg. 44-47			
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	N/A	This is currently under development	Information unavailable/incomplete	Ooredoo is preparing for IFRS S2-aligned reporting which will be implemented in the next reporting cycle.
Energy Management and Efficiency					
GRI 3: Material Topics 2021	3-3 Management of material topics 302-1 Energy consumption within the organization	Sustainability Approach, pg. 8-9			
GRI 302: Energy 2016	302-2 Energy consumption outside of the organization 302-3 Energy intensity 302-4 Reduction of energy consumption	CLIMATE AND ENERGY, pg. 38-40 PERFORMANCE DATA, pg. 56-113"			

			OMISSION		
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/ DIRECT ANSWER/ LINK	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
	302-5 Reductions in energy requirements of products and services				better understand data availability
Equal Opportunities					
GRI 3: Material Topics 2021	3-3 Management of material topics	DEVELOPING OUR PEOPLE, pg. 35-36			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees 405-2 Ratio of basic salary and remuneration	DEVELOPING OUR PEOPLE, pg. 35-36 PERFORMANCE DATA, pg. 56-113			
Health and Safety					
GRI 3: Material Topics 2021	3-3 Management of material topics	DEVELOPING OUR PEOPLE, pg. 33-36			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system 403-2 Hazard identification, risk assessment, and incident investigation 403-3 Occupational health services 403-4 Worker participation, consultation, and communication on occupational health and safety 403-5 Worker training on occupational health and safety 403-6 Promotion of worker health 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	PERFORMANCE DATA, pg. 56-113			



			OMISSION		
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/ DIRECT ANSWER/ LINK	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
	403-8 Workers covered by an occupational health and safety management system				
	403-9 Work-related injuries				
	403-10 Work-related ill health				

Social Value Creation

GRI 3: Material Topics 2021	3-3 Management of material topics	DIGITAL ENRICHMENT AND COMMUNITY CARE, pg. 16-27			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	DIGITAL ENRICHMENT AND COMMUNITY CARE, pg. 16-27 PERFORMANCE DATA, pg. 56-113"			
	413-2 Operations with significant actual and potential negative impacts on local communities	PERFORMANCE DATA, pg. 56-113			
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	DIGITAL ENRICHMENT AND COMMUNITY CARE, pg. 16-27 PERFORMANCE DATA, pg. 56-113			
	202-2 Proportion of senior management hired from the local community	DIGITAL ENRICHMENT AND COMMUNITY CARE, pg. 16-27			
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	PERFORMANCE DATA, pg. 56-113" Sustainability Approach, pg. 8-9			
	203-2 Significant indirect economic impacts	CLIMATE AND ENERGY, pg. 38-40 PERFORMANCE DATA, pg. 56-113"			

Responsible Supply Chain

			OMISSION		
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/ DIRECT ANSWER/ LINK	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
GRI 3: Material Topics 2021	3-3 Management of material topics	CREATING ETHICAL ECONOMIC OPPORTUNITY, pg. 46, 47			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	"CREATING ETHICAL ECONOMIC OPPORTUNITY, pg. 46, 47 PERFORMANCE DATA, pg. 56-113"			

Talent Attraction & Retention

GRI 3: Material Topics 2021	3-3 Management of material topics	DEVELOPING OUR PEOPLE, pg.28-32			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	DEVELOPING OUR PEOPLE, pg.28-32 PERFORMANCE DATA, pg. 56-113"			
	404-2 Programs for upgrading employee skills and transition assistance programs				
	404-3 Percentage of employees receiving regular performance and career development reviews				
GRI 201: Economic Performance 2016	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

Resource Management

GRI 3: Material Topics 2021	3-3 Management of material topics 306-1 Waste generation and significant waste-related impacts	RESOURCE MANAGEMENT, pg. 41, 42			
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	RESOURCE MANAGEMENT, pg. 41, 42 PERFORMANCE DATA, pg. 56-113"			
	306-3 Waste generated 306-4 Waste diverted from disposal				



			OMISSION		
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION/ DIRECT ANSWER/ LINK	REQUIREMENT(S) OMITTED	REASON	EXPLANATION
	306-5 Waste directed to disposal				
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	RESOURCE MANAGEMENT, pg. 41, 42			
	303-2 Management of water discharge-related impacts	PERFORMANCE DATA, pg. 56-113			
	303-3 Water withdrawal				
	303-4 Water discharge				
	303-5 Water consumption				

We also report on topics that are not covered by the GRI standards

Responsible Supply Chain

GRI 3: Material Topics 2021	3-3 Management of material topics	DIGITAL ENRICHMENT AND COMMUNITY CARE, pg. 16-27			
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Human Rights

GRI 3: Material Topics 2021	3-3 Management of material topics	DEVELOPING OUR PEOPLE, pg. 28-36 Responsible Supply Chain, pg. 46, 47"			
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