

# 2024 ESG REPORT

Ooredoo Oman





# WELCOME

Welcome to the standalone Environmental, Social, and Governance (ESG) report of Omani Qatari Telecommunications Company SAOG (Ooredoo). We are proud to share our journey toward creating a more sustainable future, reflecting our unwavering commitment to driving meaningful impact for our customers, communities, and stakeholders.

This report provides a comprehensive overview of our sustainability objectives, practices, and progress for the period from 1 January 2023 to 31 December 2024. It highlights how we, at Ooredoo, are embedding ESG principles into our operations and business strategies, covering only our operations in Oman.

In preparing this report, we have aligned with the Muscat Stock Exchange (MSX) ESG Guidelines and the Global Reporting Initiative (GRI) standards.

Moreover, our initiatives are deeply rooted in supporting Oman Vision 2040 and contributing to the United Nations Sustainable Development Goals (SDGs).

As we embark on this sustainability journey, we remain committed to fostering innovation, empowering communities, and setting benchmarks in the telecommunications industry for responsible and impactful business practices.

## Restatement

There are no restatements from previously provided reports. This report is the foundation of our sustainability journey, reflecting our commitment to transparency and accountability. It captures our performance, initiatives, and progress for the reporting period without reference to prior data or disclosures

## Assurance

An independent firm has audited the financial data presented in this report to ensure accuracy and reliability. Furthermore, we have established an internal assurance process to review and validate our non-financial data, ensuring that our reporting is both comprehensive and trustworthy. This dual approach reflects our commitment to transparency and accountability in sustainability reporting.

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## Contact us

We value your feedback and inquiries regarding the content of this report. Please feel free to reach out to us at [investor.Relations@ooredoo.om](mailto:investor.Relations@ooredoo.om). Your input is essential in helping us enhance our sustainability journey.



# CHAIRMAN’S MESSAGE

Dear Stakeholders,  
On behalf of the Board of Directors, I am pleased to present Ooredoo Oman’s Sustainability Report. This milestone reflects our unwavering commitment to driving meaningful change, fostering innovation, and aligning our operations with Oman’s Vision 2040 and the global Sustainable Development Goals.

As we embark on this new chapter, our dedication to sustainability stems from a deep-rooted belief in enriching lives and advancing digital progress. In today’s dynamic landscape, businesses are expected to balance economic growth with environmental stewardship and social responsibility. At Ooredoo Oman, we have embraced this challenge wholeheartedly, leveraging our strengths as a technology leader to enable a greener and more inclusive future.

leveraging our strengths as a technology leader to enable a greener and more inclusive future. 2023 was a year of progress and reflection. Through the introduction of transformative initiatives, such as our nationwide 5G rollout, advanced data centres, and cutting-edge digital solutions, we have not only supported Oman’s economic development but also empowered communities to thrive in a connected world. Our multi-award-winning app, now with over 2 million downloads, and our continuous investments in innovative services, underscore our commitment to enhancing customer experiences while minimising our environmental footprint. Sustainability is not just about reducing impacts but also about creating lasting value. From implementing energy-efficient practices to managing greenhouse gas emissions and responsibly disposing of e-waste, our efforts are guided by a clear vision of environmental responsibility.

Simultaneously, our award-winning Ooredoo Goodwill initiatives and partnerships with local organizations highlight our focus on uplifting communities, empowering youth, and supporting women’s development. Our sustainability journey would not have been possible without the collective efforts of our dedicated employees, loyal customers, supportive partners, and forward-thinking regulators. I extend my heartfelt gratitude to the Ministry of Transport, Communications and Information Technology, the TRA, the Financial Service Authority, and the Muscat Stock Exchange for their guidance and collaboration. Looking ahead, we are resolute in our mission to lead with purpose and innovation. By integrating sustainability into every aspect of our operations, we aim to continue shaping Oman’s digital future, contributing to a resilient economy, and ensuring a better tomorrow for generations to come. Finally, I thank His Majesty Sultan Haitham bin Tarik for his visionary leadership, which inspires us to contribute to Oman’s remarkable progress and prosperity. Together, let us continue to build a brighter, more sustainable future for all.

**Sheikh Mohammed Bin Abdulla Bin Mohammed Al Thani**  
*Chairman  
Ooredoo Oman*





WE'RE OOREDOO OMAN

As a prominent global telecommunications provider, we offer mobile, fixed, broadband internet and enterprise-managed services designed to meet the evolving needs of individuals and businesses across Oman. Omani Qatari Telecommunications Company SAOG ("Ooredoo") was founded and registered in the Sultanate of Oman in December 2004. We launched our services in March 2005 as the challenger mobile operator in Oman, operating originally under the name Nawras and, from March 2014, as Ooredoo. Ooredoo was awarded the second fixed licence in Oman in 2009, and launched its international gateway in April 2010, its corporate fixed and broadband services in May 2010, and its residential fixed and broadband services in June 2010.

The company's mobile license was renewed for a further 15 years by Royal Decree in March 2020. As an integrated services communications operator, the company currently serves around 3 million customers across the Sultanate. Ooredoo has won a number of awards over the years, and recent ones include awards for Excellence in Innovation in Technology Industries and for Innovation in Business-to-Business Products at the Stevie Awards Middle East and Africa 2024, Oman's Most Trusted Telecoms Brand at the Top Omani Brands Awards 2024, for the third year in a row.

We also won best Data Centre at the Middle East Technology Excellence Awards 2023, Best Large Call Centre 2023 at the Insights Middle East Call Centre Awards

and Most Outstanding Telecommunications Company of the Year - Oman at the M&A Today Global Awards, demonstrating the breadth of our expertise.

In 2024, Ooredoo Oman continued its journey of progress, building on past achievements to drive further growth in the Sultanate. Through our ongoing expansion and continuous improvement, we delivered strong operational results, reinforcing our solid financial position and commitment to sustainable business practices. Our 2024 revenue reached OMR 251.49 million – the highest in recent years – reflecting strong growth momentum in the Omani telecommunications market.

About us

We aim to enrich our customers' digital lives so that you can enjoy the internet with us. Ooredoo combines extensive global expertise and talented, caring people with a genuine understanding of Omani culture. Our focus, as Oman's data experience leaders, is to provide you with the best digital experience through our cutting edge products and services, all supported by our Supernet; the best in connectivity, reliability and an awesome digital first customer experience.

Our Vision

Enriching people's digital lives. We are on a mission to empower customers across Oman to access and enjoy the internet in a way that is personal and unique to them. We continue to invest in our network to ensure seamless connectivity that caters to our customers' growing digital needs. We are working as a digital enabler and our aspiration is to help people simplify their lives and enjoy exciting and rewarding digital experiences.

Our Core Values

We are working hard to truly understand what matters to you as our customer and how you connect with us. Your priorities will all be different, but we will continue to strive to help you grow as individuals, as families and as a community. Our promise is to continue to build our relationship with you in a caring, connecting and challenging way. Caring – meaning we will always look to be supportive, respectful and responsible. Connecting– meaning we will look to engage with you, working together in a collaborative way and involved in the communities we operate in. Challenging – meaning we are progressive, will always look to improve and make a difference.

ENRICHING LIVES AROUND THE WORLD

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

SUSTAINABLE DEVELOPMENT GOALS	2024 contribution snapshot	Priority/ material topic	Framework pillar	3rd National Development Strategy
<div>3</div> <div>GOOD HEALTH AND WELL-BEING</div> <div>Good Health &amp; Wellbeing</div> <ul style="list-style-type: none"><li>3.8 Achieve universal health coverage</li><li>3.d Strengthen the capacity for early warning, risk reduction, and management of health risks</li></ul>	In 2024, In Ooredoo Oman, women over 40 received free breast cancer screenings through a mobile mammography unit, and a campaign with the National Organ Transplantation Program promoted organ donation.	<ul style="list-style-type: none"><li>Health &amp; Safety</li><li>Social Impact / Community Development</li><li>Customer Relations &amp; Health</li></ul>	<div>People</div> <div>Developing Our People</div>	Human Development
<div>5</div> <div>GENDER EQUALITY</div> <div>Gender Equality</div> <ul style="list-style-type: none"><li>5.5 Ensure Full Participation in Leadership and Decision-Making</li><li>5.8 Promote Empowerment of Women through Technology</li></ul>	Ooredoo marked International Womens Day with the "Its in Your Hands" campaign, highlighting the shared role in driving inclusion and culminating in the second Womens Summit. The company also launched the Female Leader of the Future program to support women in building leadership skills and overcoming career barriers, and co-hosted a Women in AI event with Women@Google to strengthen networks in the tech sector.	<ul style="list-style-type: none"><li>Equal Opportunity, Diversity &amp; Inclusion</li></ul>	<div>People</div> <div>Developing Our People</div>	Social Development
<div>13</div> <div>CLIMATE ACTION</div> <div>Climate Action</div> <ul style="list-style-type: none"><li>13.3 Build Knowledge and Capacity to Meet Climate Change</li></ul>	In Oman implemented green-based cybersecurity protection.	<ul style="list-style-type: none"><li>Climate Change &amp; GHG Emissions</li></ul>	<div>Environment</div> <div>Protecting Our Environment</div>	Environmental Development



# SUSTAINABILITY AT OOREDOO OMAN



**At Ooredoo Oman, sustainability is a key driver of long-term value, resilience, and positive social impact. We recognize our responsibility to future generations and remain committed to minimizing our environmental footprint, fostering an inclusive workplace, and empowering the communities we serve across the Sultanate. Through our services and innovations, we leverage mobile technology to unlock human potential, reduce inequalities, and accelerate progress toward a more inclusive and sustainable Oman. Guided by our ambition to be a sustainability leader in the Omani telecommunications sector, we embed environmental, social, and governance (ESG) principles into every aspect of our operations. In doing so, we strive to create meaningful, lasting impact that benefits both the local community and contributes to broader global sustainability goals.**



## Our ESG Strategy for 2025 and Beyond

In 2024, Ooredoo Oman began aligning with the development of an enhanced ESG Strategy designed to guide our sustainability journey over the next 3–5 years. At the time of this report’s publication, the strategy is in its final stages of review and alignment, with full implementation planned for 2025. Developed in close collaboration with expert advisors and in coordination with the Group, the strategy aims to embed ESG principles more deeply into decision-making across our operations, ensuring consistency, accountability, and long-term impact.

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

Our key strategic focus areas include promoting responsible supply chain practices, enhancing data privacy and cybersecurity, fostering an inclusive and dynamic talent ecosystem, advancing proactive enterprise risk management, and accelerating the adoption of circular economy principles. Rather than setting rigid short-term targets, the strategy offers flexible guidance that enables scalability and adaptability to the Omani market while maintaining operational agility.

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

As part of our ongoing commitment to transparency and robust governance in our sustainability journey, Ooredoo Oman participated in a Group-wide limited assurance exercise focused on selected ESG performance indicators across operations. Conducted in 2023 in line with recognized international standards, the assurance review covered eight quantitative KPIs: total hours of Health & Safety training, direct and indirect energy consumption, total greenhouse gas (GHG) emissions, total water consumption, customer satisfaction rates, community investment value, and female employment rates.

The assurance process confirmed that, for the majority of operating companies—including Ooredoo Oman—the data collection processes and KPI reporting controls were reliable and effective. Supporting documentation was found to be comprehensive, well-organized, and verifiable, underscoring our commitment to data accuracy and integrity. The review also noted alignment with the Global Reporting Initiative (GRI) Standards for the selected indicators, with our disclosures recognized as structured, detailed, and consistent with best practice expectations for assured metrics. Furthermore, effective coordination between Group teams and country operations was commended, highlighting the strength of Ooredoo’s centralized ESG oversight. The collaboration and engagement of data owners within Ooredoo Oman further reflected a strong culture of accountability and ownership of ESG data.

Our sustained focus on transparency, accountability, and ESG excellence has contributed to strong external recognition at the Group level, including being named to the Forbes Middle East Sustainable 100 list and achieving a perfect score in the 2024 Arab Sustainability Report issued by the Qatar Stock Exchange (QSE)—marking the fifth consecutive year of this achievement. These accolades reinforce our dedication to sustainability, transparency, and stakeholder trust.

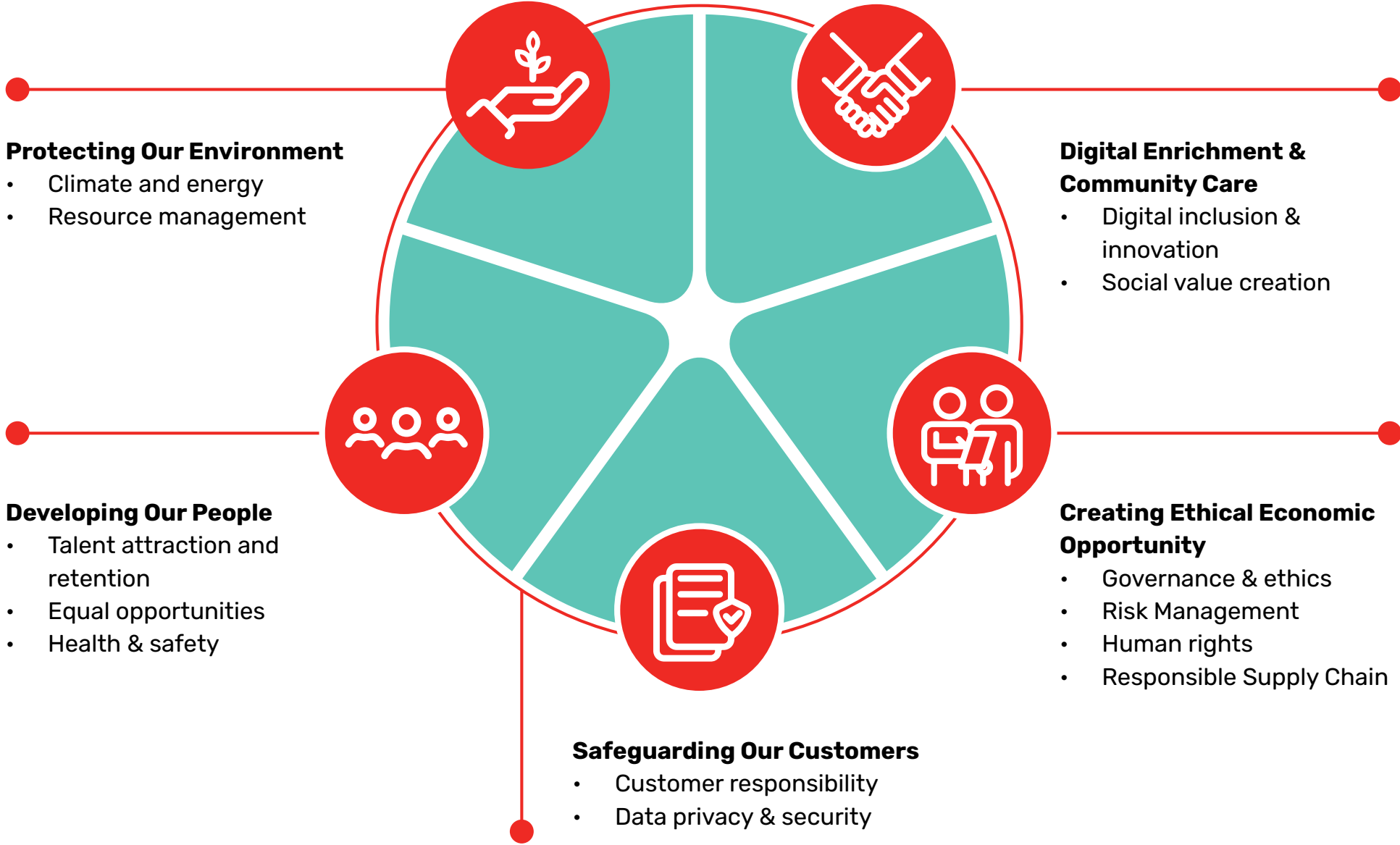
Building on these insights, Ooredoo Oman’s social and environmental targets are currently under internal review and pending Board approval. These will be communicated following the release of this report and disclosed in due course once formally approved.

## ESG Framework

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

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

[See our ESG policies](#)





>Learn more about our approach

ESG Governance

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

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

Materiality Assessment


In 2023, **Ooredoo Oman** participated in a Group-wide materiality assessment conducted in line with the GRI Universal Standards 2021 and the double materiality principles, identifying and prioritizing the issues most significant to both our business and our stakeholders in the Sultanate. Aligned with the latest sector-specific GRI standards, the assessment incorporated an impact analysis to rank material topics by their importance, with a focus on the most pressing concerns for our stakeholders – including local communities, environmental groups, and social organizations.

At the **operational level**, **Ooredoo Oman** has taken concrete steps to localize and integrate ESG governance into our business. We have established structured ESG data collection processes, designated Single Points of Contact (SPOCs) for ESG, and tied ESG targets to employee incentives and financial rewards. These measures ensure accountability, drive performance, and reinforce transparency in reporting.

Our approach is aligned with the Group-wide commitment to advancing ESG integration across all markets. While each operating company adopts initiatives suited to its local context, the shared goal is to embed ESG principles into decision-making, operational practices, and performance management – ensuring measurable and sustainable impact across the business.

As part of this process, we engaged directly with our stakeholders in Oman through a structured survey to capture their perspectives on both the positive and negative impacts of our operations. This engagement ensures that our ESG priorities reflect the needs, expectations, and concerns of those we serve locally. Transparency and open communication remain central to our approach, guiding how we identify, address, and report on our most material sustainability topics. For further details on our materiality process, please refer to **2023 ESG report**.

The topics identified are as shown below:

 Material topics	Impact	Material topics	Impact
Supply Chain Management	<div><div>100%</div></div>	Responsible Marketing & Communications	<div><div>75.7%</div></div>
Risk Management & Business Resilience	<div><div>93.3%</div></div>	Digital Inclusion & Accessibility	<div><div>75.4%</div></div>
Economic Performance	<div><div>89.8%</div></div>	Customer Relations & Health	<div><div>74.6%</div></div>
Corporate Governance & Business Ethics	<div><div>89.1%</div></div>	Human Rights	<div><div>74.0%</div></div>
Digital innovation & Transformation	<div><div>88.2%</div></div>	Labour Practices & Relations	<div><div>73.3%</div></div>
Network Quality & Infrastructure Investments	<div><div>84.0%</div></div>	Talent Attraction, Retention & Development	<div><div>72.3%</div></div>
Data Privacy & Cybersecurity	<div><div>82.5%</div></div>	Health & Safety	<div><div>72.1%</div></div>
Nationalization	<div><div>81.4%</div></div>	Circular Resource Management	<div><div>72.1%</div></div>
Responsible Use of Products & Services	<div><div>80.8%</div></div>	Waste Management	<div><div>71.4%</div></div>
Equal Opportunity, Diversity & Inclusion	<div><div>79.8%</div></div>	Climate Change & GHG Emissions	<div><div>70.6%</div></div>
Social Impact/ Community Development	<div><div>76.6%</div></div>	Water Management	<div><div>70.1%</div></div>
		Energy Mangement Efficiency	<div><div>69.2%</div></div>

Ongoing Stakeholder Engagement

**Ooredoo Oman’s** Stakeholder Engagement Plan extends beyond periodic materiality assessments by fostering continuous dialogue with individuals and groups impacted by our operations. This proactive approach enables us to identify and address environmental and social impacts through clear and effective mitigation strategies. To reinforce transparency and accountability, we maintain an accessible Grievance Mechanism embedded within our Code of Conduct, providing stakeholders and the public with a trusted channel to voice concerns.

This mechanism ensures that all issues raised are addressed in a timely and responsible manner. Looking ahead, we are committed to expanding and **deepening our engagement efforts, strengthening relationships with our stakeholders, and ensuring that key material issues are effectively identified and addressed** in alignment with our ESG commitments., please refer to our **2023 ESG report**.





Ooredoo Academy



500 training sessions



140 diverse training programs



23,447 hours of training



93% of our workforce comprised of local talent



OMR 467,544 in community investments



Zero privacy breaches and received no external complaints

"As we present Ooredoo Oman’s 2024 ESG Report, I am proud to share the remarkable progress we have made in embedding sustainability at the core of our operations. This report reflects our unwavering commitment to advancing environmental, social, and governance practices, all guided by our Group's vision of creating a lasting positive impact across the markets we serve".



Throughout 2024, we achieved significant milestones that underscore our dedication to driving positive change. Our impactful community initiatives and innovative digital solutions have enhanced connectivity and accessibility across Oman. We have forged strong partnerships and delivered programs that empower both youth and women, demonstrating the transformative power of technology in driving sustainable progress. A notable achievement this year was the launch of the Ooredoo Academy, which provided over 500 training sessions to our employees. In addition, we delivered around 140 diverse training programs, engaging approximately 1,950 employees and totalling 23,447 hours of training. These initiatives have equipped our teams with the skills necessary to excel in a rapidly evolving digital landscape and have reinforced our commitment to continuous learning and professional development.

We have also made great strides in enhancing our internal practices by fostering workplace diversity, ensuring equal opportunities, and upholding responsible governance. With 93% of our workforce comprised of local talent, our commitment to Omanisation reflects our role as a trusted corporate citizen dedicated to enriching lives while supporting national priorities, including Oman Vision 2040. Our community investments reached a total value of RO 467,544, further underscoring our commitment to uplifting the communities we serve.

On the digital front, our achievements speak volumes. In 2024, we reached over 60% digital penetration across our customer base, with more than half of all payment transactions conducted digitally.

Moreover, our commitment to data privacy has been exemplary—over the past four years, we have reported zero privacy breaches and received no external complaints, reinforcing our dedication to safeguarding customer information.

Together, with the support of our employees, partners, and stakeholders, we are inspiring action today for a sustainable tomorrow in alignment with Oman Vision 2040.

**Saoud Hamad Al Riyami**  
Chief Executive Officer  
Ooredoo Oman



# ENRICHING LIVES

IN THIS SECTION:

Digital Enrichment and Community Care  
Developing Our People



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





# DIGITAL ENRICHMENT AND COMMUNITY CARE

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



## Digital Empowerment for All

At Ooredoo Oman, we are committed to expanding digital opportunities and ensuring seamless accessibility for all customers, regardless of their location or background. By leveraging our capabilities and innovation, we aim to enhance societal well-being through inclusive digital connectivity. We continue to strengthen our network's reach, speed, and reliability, ensuring that even the most remote areas of the Sultanate have access to quality communication services. In parallel, we focus on enhancing the resilience and efficiency of our networks to meet the growing digital needs of our customers, supporting Oman's digital transformation journey and enabling greater participation in the digital economy.

## Leveraging AI for Smarter Network Operations

In 2024, **Ooredoo Oman** advanced the adoption of artificial intelligence (AI) to transform our network operations delivery model, enhancing operational efficiency, resilience, and customer focus. In line with the Group's strategic partnership with Huawei, we began implementing AI-driven solutions designed to improve fault identification, predictive maintenance, network topology management, and customer experience optimization.

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

To further embed AI across our operations, we work closely with the Group's dedicated AI Hub – an in-house center of excellence that supports responsible, ethical, and impactful AI deployment. Through this initiative, we prioritize use cases that create tangible business value, enhance employee capabilities, and deliver exceptional customer experiences across the Sultanate.

## ESG IN ACTION

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



## Digital Transformation across our OpCos

**Ooredoo Oman** is embedding sustainability into its Information Security Management (ISM) strategies by adopting environmentally responsible technologies and practices. This included the deployment of low-power security appliances, energy-efficient switches, fibre-optic networks, and cloud-based monitoring tools to reduce energy consumption. The company is also minimizing e-waste through recycling programs, responsible disposal of outdated equipment, and extending device lifecycles. As part of its digitization efforts, the ISM department is promoting internal cloud adoption while ensuring that infrastructure aligns with green energy standards.



Social Value Creation

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

In 2024, **Ooredoo Oman** contributed to a range of community-focused initiatives, with an emphasis on women’s empowerment, youth entrepreneurship, healthcare access, education, and crisis response. All our contributions are made in alignment with the Ooredoo Group Code of Business Conduct and Ethics, ensuring integrity, transparency, and ethical giving practices. Our sponsorship and donation policy is designed to support initiatives that resonate with our corporate values, strengthen stakeholder relationships,

and foster long-term community growth. In 2024, Ooredoo Oman contributed to a range of community-focused initiatives, with an emphasis on women’s empowerment, youth entrepreneurship, healthcare access, education, and crisis response. All our contributions are made in alignment with the Ooredoo Group Code of Business Conduct and Ethics, ensuring integrity, transparency, and ethical giving practices. Our sponsorship and donation policy is designed to support initiatives that resonate with our corporate values, strengthen stakeholder relationships, and foster long-term community growth.

In line with this commitment, our 2024 initiatives included:

- Designing and implementing a sensory room for the Association of Early Intervention for Children with Disabilities.
- Distributing Kiswat Al Eid to low-income families, in partnership with the Jalan Bani Bu Hassan charity.
- Collaborating with the Bukha charity to provide food booths to low-income families.
- Partnering with the Al Buraimi charity to distribute 500 Iftar Sa’am boxes.
- Providing tents to home-based businesses and prosthetic devices for 100 Omanis with disabilities through the Ministry of Social Development.
- Launching a Women’s Incubator in Nakhal, hosting an Iftar gathering, and celebrating Garangao with children in the community.
- Supporting the Al Noor Association for the Blind with high-tech braille sense devices, and introducing a dedicated prepaid number for blind customers to access information or make inquiries.
- Running SMS campaigns for the Oman Bahja Orphan Society and emergency fundraising campaigns with UNICEF, Dar Al Atta’a Association, and other Omani charitable organizations in response to humanitarian disasters in Morocco, Libya, Oman, and Palestine.

By staying true to our values and investing in the communities we serve, we continue to create meaningful and lasting impact – contributing to a more inclusive, resilient, and sustainable future for Oman.



DEVELOPING OUR PEOPLE

At Ooredoo Oman, we are committed to building a skilled, inclusive, and healthy workforce while creating a positive social impact across the Sultanate. Our approach focuses on nurturing talent, promoting diversity, safeguarding employee well-being, and encouraging active engagement with our communities.



By investing in our people, we not only strengthen our organizational capabilities but also contribute to the broader social and economic development of Oman. Through continuous learning opportunities, inclusive workplace practices, and wellness programs, we ensure our employees are empowered to thrive and deliver exceptional value to our customers and stakeholders.

Talent Attraction and Retention

At Ooredoo Oman, we strategically invest in developing the skills and capabilities of our workforce to meet the demands of a rapidly evolving market. In 2024, our team comprised 932 employees, with an Omanisation rate of 92%, reflecting our strong commitment to supporting national talent and contributing to the Sultanate’s human capital development goals. Our workforce is diverse in age and experience, with 59 employees aged 18–30, 442 aged 31–40, and 431 aged 41 and above.

Through comprehensive onboarding, tailored development programs, and leadership succession planning, we ensure our people are equipped for long-term success. In 2024, 33% of newly hired employees were female, further strengthening our commitment to gender diversity, while our staff turnover rate remained low at 4%, underscoring high employee engagement and satisfaction.



Employees benefit from a wide range of learning and development opportunities, including e-learning, hands-on coaching, mentorship programs, specialized external courses, scholarships, and professional development initiatives. Ooredoo Learning Academy offers programs aligned with our business needs and culture, while Group-wide initiatives – such as the **Ooredoo Leadership Academy (OLA)**, the **Ooredoo Leadership Development Programme** in partnership with **Harvard University**, and **Knowledge Bytes** sessions on emerging topics like artificial intelligence – broaden learning horizons.

Equal Opportunity

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

Increasing the representation of women in our workforce is central to building a more inclusive, balanced, and effective organization. Women bring valuable perspectives that strengthen our ability to meet diverse customer needs, contribute meaningfully to Oman’s national development goals, and advance the UN Sustainable Development Goals (SDGs). In 2024, **women represented 32% of our workforce with 33% of newly hired employees being female.**

On International Women’s Day 2024, Ooredoo Group launched the **“It’s in Your Hands”** campaign, highlighting the collective responsibility to **#InspireInclusion**. The campaign culminated in the second Ooredoo Women’s Summit, where female leaders from across markets shared insights on inclusion, challenges,

In 2024, Ooredoo Oman adopted the 70-20-10 development model, combining on-the-job learning **(70%), mentoring, coaching, and rotations (20%), and structured training (10%) through the Tamkeen program.** This initiative enables employees to gain cross-functional experience, develop new skills, and expand their career opportunities.

These results demonstrate our commitment to cultivating a future-ready, inclusive, and empowered workforce. By combining Group-scale expertise with locally tailored development strategies, Ooredoo Oman continues to nurture talent, strengthen internal capabilities, and contribute to Oman’s broader socio-economic development.

and pathways to progress. Signature initiatives such as **Female Leader of the Future, Women’s Empowerment Training**, #IAmRemarkable, and sector-focused programs like Women in AI (in collaboration with Women@Google) provided women with skills, confidence, and opportunities to navigate their way into leadership roles. Female-focused HR policies were also enhanced, including the introduction of dedicated nursing rooms and housing allowances for single mothers.

In Oman, we complement Group initiatives with local programs that create tangible opportunities for women in the community. In partnership with the **Omani Women’s Association in Bahla**, we launched a **Smart Hydroponics Project**, empowering women through sustainable farming innovation. On Omani Women’s Day, a women’s business incubator supported by Ooredoo Oman won a national competition, further demonstrating our commitment to enabling women-led entrepreneurship and driving social and economic impact at the local level.

Health and Safety

At Ooredoo Oman, we proactively identify and mitigate occupational health and safety (OHS) risks to ensure a safe and healthy workplace for all employees, contractors, and visitors. Our approach follows a hierarchy of controls designed to minimize hazards, enforce compliance, and reduce the risk of injury or illness across our operations.

Guided by our Occupational Health and Safety Management System (OHSMS), we conduct structured risk assessments, maintain robust incident management processes, and deliver regular training to employees, consultants, and contractors. In 2024, Ooredoo Oman provided an average of 1.69 hours of Health & Safety training per employee, underscoring our commitment to ongoing safety awareness and skills development. Ooredoo Oman, along with several other Operating Companies across the Group, manages OHS in accordance with internationally recognized standards such as ISO 45001, further reinforcing our alignment with global best practices.

Our safety measures extend to contractors, who receive the HSSE Handbook and Heat Stress Guidelines – essential resources in high-temperature regions. We also ensure that fieldwork in Oman follows safe working guidelines to protect employees from excessive heat exposure during the summer months.

Beyond workplace safety, we implement initiatives that address local health challenges and promote well-being among employees, their families, and the wider community. In 2024, Ooredoo Oman partnered with the Oman Cancer Association and Muscat Grand Mall to deploy a mobile mammography unit, offering free breast cancer screenings to women over the age of 40. In parallel, we collaborated with the National Organ Transplantation Program to raise awareness and encourage organ donation pledges through a nationwide campaign supported by billboards, PR coverage, and digital media.

These initiatives reflect our commitment to not only safeguarding our workforce but also contributing to the health and well-being of the communities we serve.





# PROTECTING OUR ENVIRONMENT

IN THIS SECTION:  
Climate and Energy  
Resource Management



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



# CLIMATE AND ENERGY

At Ooredoo Oman, we are committed to managing energy consumption efficiently and responsibly, aligning our operations with sustainability goals and reducing our environmental footprint. By adopting innovative energy conservation practices and exploring renewable energy sources, we aim to contribute to a greener future for Oman.



A key initiative is the implementation of hybrid generator systems at 97 remote sites, which is projected to achieve a 60% reduction in diesel fuel consumption.

This not only directly lowers our Scope 1 greenhouse gas emissions but also enhances overall energy efficiency. In addition, we have actively implemented power-saving features within our Radio Access Network (RAN) across 2G, 3G, 4G, and 5G technologies.

Through targeted software adjustments and technology-specific power management strategies, we optimize network energy consumption and support our commitment to sustainable practices.

**Ooredoo Oman** remains dedicated to enhancing energy efficiency and integrating renewable energy into our operations. As we look forward, our focus will remain on implementing innovative solutions, optimizing energy use, and aligning with global best practices to support Oman's Vision 2040 and contribute to a more sustainable future.

At **Ooredoo Oman**, we are dedicated to minimizing greenhouse gas (GHG) emissions as part of our commitment to sustainability and environmental stewardship. By actively monitoring and managing our emissions, we aim to reduce our environmental impact while supporting global efforts to combat climate change.

As part of our renewable energy initiatives, we have installed solar panels on select towers, contributing to lower carbon emissions and demonstrating our commitment to green energy.

By implementing innovative energy-saving measures, investing in renewable energy projects, and optimizing network operations, **Ooredoo Oman** is committed to reducing its carbon footprint. As we continue to enable digital transformation in Oman, we aim to align with global best practices and support the nation's Vision 2040 for a sustainable future.

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

Furthermore, **Ooredoo Oman** rolled out a 3G sunset program in order to phase out 3G services. The program is to be conducted in 2025 and is in line with the Group's strategy to roll out 3G services.

## Resource Management

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

### Reducing Waste

At Ooredoo Oman, we are committed to responsible waste management as part of our broader environmental sustainability efforts. By reducing waste generation and ensuring the safe disposal and recycling of materials, we aim to minimize our environmental impact and contribute to a more sustainable future.

Our approach is grounded in the principles of responsibility and environmental stewardship. We prioritize the safe handling and disposal of hazardous waste—such as batteries, e-waste, and engine oils—ensuring these materials are managed in accordance with the highest national standards, which helps mitigate potential environmental and health risks.

In addition to responsible waste disposal practices, we are actively moving towards paperless operations in our stores to reduce paper consumption and the associated greenhouse gas emissions from paper sourcing and printing.

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and the associated greenhouse gas emissions from paper sourcing and printing.

Our ongoing digitalization initiatives further support these efforts by digitizing processes and reducing our overall environmental footprint. We have also launched a recycling campaign aimed at collecting water bottle caps and have ensured that our e-waste is recycled through specialized vendors. In 2024, an additional 19.875 m³ of general waste was sent to landfill, highlighting both our progress and the ongoing challenges in waste reduction and recycling.

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

Looking ahead, we will continue to refine and expand our waste management strategies, working to increase recycling efforts, reduce waste generation, and align with Oman's Vision 2040 goals. Through these actions, we remain dedicated to contributing to a greener, more sustainable future for Oman and beyond.

Saving Water



# SAVING WATER

**At Ooredoo Oman, we recognize the importance of water conservation as part of our broader commitment to sustainability. Water is a vital resource, and as such, we are dedicated to managing its consumption responsibly across our operations to minimize environmental impact.**

To support these efforts, we have initiated the phased elimination of single-use plastic water bottles, replacing them with readily accessible filtered water faucets and reusable mugs. This initiative not only reduces plastic waste but also promotes a culture of water conservation within our organization. Additionally, we have implemented pressure-reducing water flow systems in our restroom facilities to minimize water usage per flush. This measure is designed to optimize water consumption and contribute to our overall water conservation efforts, ensuring that we manage this essential resource in a sustainable manner.

We are continuously looking for opportunities to reduce water consumption and improve efficiency in our operations. By incorporating water-saving initiatives and exploring sustainable practices, we aim to lower our water usage and contribute to the responsible management of this precious resource.

Looking forward, we are committed to enhancing our water management strategies to align with global sustainability standards and Oman’s Vision 2040, ensuring a sustainable future for generations to come.

**Ooredoo Oman** achieved a notable reduction in water consumption, **bringing it down to 21,169 m3 in 2024 – an 11.8% decrease compared to the previous year.**





# RESPONSIBLE GOVERNANCE

IN THIS SECTION:

Creating Ethical Economic Opportunity  
Safeguarding Our Customers



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



# CREATING ETHICAL ECONOMIC OPPORTUNITY

Ooredoo Oman is committed to upholding international standards on anti-corruption and promoting fair competition as a foundation for sustainable economic growth. Our Code of Ethics, endorsed by senior management, reinforces our commitment to integrity, transparency, and ethical business conduct across all operations. This framework guides our employees, partners, and stakeholders in maintaining the highest standards of professionalism and accountability in every aspect of our business.



## Upholding the Code of Ethics

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

We maintain a zero-tolerance policy towards corruption and bribery, embedding anti-corruption clauses into supplier agreements and aligning with applicable anti-corruption legislation. Our Speak-Up Policy provides a confidential and secure channel for employees and stakeholders to report unethical behavior, supported by clear investigation and resolution procedures.

Oversight of governance practices is ensured through our Corporate Governance Department, which monitors policy implementation and compliance. At the Group level, the Board of Directors – supported by its Audit and Risk Committees – conducts annual evaluations of governance practices, risk management, and adherence to the Corporate Governance Code.

Employees undergo continuous governance and ethics training, including an annual Code of Ethics review, to reinforce awareness of workplace conduct expectations, anti-harassment policies, and ethical decision-making. We also expect our suppliers to comply with our Guidelines for Ethical Conduct and Fair Practices, promoting honesty, transparency, and accountability throughout our supply chain.

In addition, **Ooredoo Oman** has policies tailored to maintaining a safe and fair workplace, including a comprehensive harassment policy and a related party transactions policy, ensuring integrity and fairness across all areas of our business operations.

## Risk Management

At Ooredoo Oman, risk management is a fundamental part of our corporate culture and strategic decision-making. Through our dedicated Enterprise Risk Management (ERM) function, we take a proactive approach to systematically identify, assess, and mitigate risks across the organization, ensuring resilience and sustainability in our operations.

Our **ERM Policy** provides a structured framework for addressing potential challenges and safeguarding the company's assets, operations, and reputation. By embedding risk management into our decision-making processes, we ensure that risks are effectively managed, enabling us to adapt to changing environments while maintaining operational excellence.

The ERM function is integral to our governance framework, delivering practical and cost-effective solutions to mitigate risks. Regular updates on the status of internal controls and risk management arrangements are presented to Executive Management, the Audit and Risk Committee, and the Board of Directors on a quarterly basis. This continuous oversight ensures accountability and alignment with corporate governance requirements.

By integrating risk management into every aspect of our operations, Ooredoo Oman reinforces its commitment to resilience, operational excellence, and delivering sustainable value to stakeholders.

For more details, please refer to our **Enterprise Risk Management Policy**.

At Ooredoo Oman, ensuring uninterrupted operations and maintaining service reliability are at the core of our commitment to stakeholders. Our Business Continuity Management (BCM) Policy provides a comprehensive framework for identifying, assessing, and mitigating risks that could disrupt our operations, ensuring resilience across all aspects of our business. Our BCM Policy objects to:

Ooredoo's BCM Policy integrates risk assessment and crisis management into its organizational culture. It outlines clear responsibilities for planning, execution, and continuous improvement of business continuity strategies, supported by regular training and simulations.

The status of business continuity arrangements is periodically reviewed and reported to the Executive Management, ensuring alignment with our strategic goals and compliance with regulatory requirements.

Through the implementation of the BCM Policy, Ooredoo Oman reinforces its dedication to providing reliable telecommunications services while safeguarding the interests of its stakeholders, even during unforeseen challenges.

For more details, please refer to our **Business Continuity Management Policy**.



## Responsible Supply Chain

At Ooredoo Oman, we are committed to fostering a sustainable and responsible supply chain that aligns with our values of social and environmental stewardship. By prioritizing local suppliers and conducting rigorous evaluations, we ensure that our procurement practices support Oman's economic development and sustainability goals.

We actively work to enhance our supply chain resilience by integrating sustainability criteria into our procurement processes. Our commitment to responsible sourcing ensures that we engage with suppliers who adhere to ethical, environmental, and social standards.

From 2021 to 2024, no suppliers were identified as having significant actual or potential negative social or environmental impacts. We continue to strengthen our supplier screening processes and promote sustainable procurement practices that drive long-term value for our business and stakeholders.

We remain committed to increasing local procurement, reinforcing our support for Omani businesses, and contributing to national economic growth. In 2024, 71.5% of our total spending was allocated to local suppliers, up from 63.8% in 2023, demonstrating a significant rebound and renewed focus on local sourcing. Similarly, the percentage of local suppliers in our network grew to 73.9% in 2024 compared to 68.8% in 2023, reflecting our continuous efforts to expand our local supplier base and promote sustainable procurement practices.

In addition to these initiatives, we support SMEs by engaging with a significant number of SME suppliers and offering special treatment, such as immediate payments and dedicated projects with allocated funds awarded directly to SMEs.

By prioritizing local suppliers and maintaining stringent evaluation criteria, we ensure that our supply chain remains ethical, sustainable, and aligned with Oman's Vision 2040. Moving forward, we will continue to enhance supplier engagement and promote responsible sourcing practices that contribute to both our success and the sustainable growth of our local economy.

## Responsible Product Development and Marketing

At Ooredoo Oman, we are committed to providing complete transparency about our products and services. Our terms and conditions, along with details on prices, offers, and service features, are clearly displayed on our website and mobile app, and are available 24/7 through our customer service representatives via phone, live chat, or WhatsApp.

To better understand and meet customer expectations, we routinely conduct customer satisfaction surveys. These surveys provide valuable insights into what matters most to our customers and help shape our service enhancements. We also track Net Promoter Score (NPS) and Customer Satisfaction (CSAT) to measure performance across key attributes identified by customers as critical to their experience.

## Privacy and Data Security

Oman has introduced new laws and regulations aimed at addressing emerging challenges such as cybersecurity and data protection, while strengthening national capabilities in these critical areas. These measures are particularly relevant for our business customers and partners, as they seek to safeguard their digital infrastructure and sensitive data.

At Ooredoo, we understand the importance of providing robust cybersecurity solutions to help businesses thrive in an increasingly digital world. As part of our commitment to supporting businesses, we have expanded our cybersecurity as a service offering. This enables our business customers to integrate advanced security features seamlessly into their operations.

In partnership with Trend Micro, a global leader in cybersecurity, we offer top-tier security solutions designed to protect businesses from cyber threats. Our collaboration with Trend Micro ensures that Ooredoo's B2B customers have access to cutting-edge cybersecurity services that can be easily integrated into their core systems, providing them with enhanced protection and peace of mind.

By delivering innovative and comprehensive cybersecurity solutions, Ooredoo helps businesses in Oman stay secure and compliant while empowering them to pursue their digital transformation with confidence.

# SAFEGUARDING OUR CUSTOMERS

**At Ooredoo Oman, safeguarding our customers' personal data and ensuring cybersecurity are key priorities. We actively work to protect customers from fraudulent activities by raising awareness and providing the tools and knowledge needed to recognize and avoid scams.**

**Fraudsters often attempt to deceive individuals through SMS or phone calls, pretending to be Ooredoo representatives and offering fake prizes in exchange for sensitive information, such as personal details, bank information, or recharge card numbers.**

**To combat this, we have created a comprehensive Avoid Fraud resource, offering clear guidance on how customers can protect themselves:**





# DETAILED DISCLOSURES

IN THIS SECTION:

Performance Data  
GRI Index



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



# PERFORMANCE DATA



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

Developing our People	Unit	2022	2023	2024
Workers who are not employees	Number	0	0	0
Senior Management	Number	33	30	35
Male employees in senior management	Number	28	27	32
Female employees in senior management	Number	5	3	3
Middle Management	Number	110	122	122
Female employees in middle management	Number	17	17	14
Male employees in middle management	Number	93	105	108
New employee hires (males)	Number	15	22	30
New employee hires (females)	Number	5	3	9
Total number of new employees who joined the organization	Number	20	25	39
Parental leave (males)	Number	56	56	57
Parental leave (females)	Number	21	22	19
Total parental leaves	Number	77	78	76
Number of employees returned to work after parental leave (males)	Number	56	56	57
Number of employees returned to work after parental leave (females)	Number	21	22	19
Total number of employees returned to work after parental leave	Number	77	78	76
Workforce by age 18-30	Number	85	72	59
Workforce by age 31-40	Number	537	485	442
Workforce by age 41+	Number	319	378	431
Number of full-time national employees	Number	885	873	867
Female national employee	Number	301	294	293
Male national employees	Number	584	579	574
National full-time employees in senior management	Number	4	2	21
Nationalization rate of senior management	Percentage	81.3	80	60
Nationalization rate among full-time employees	Percentage	94	93	93
Number of employees of other nationalities	Number	885	873	65
Number of female employees	Number	306	299	296
Female employment rate	Percentage	33	32	32
Females in senior management	Number	5	3	3
Turnover rate	Percentage	2.6	5.0	4
Total number of employees who left the organization	Number	25	47	38
Total training provided for females	Hours	3,550	6,103	7,923
Total training provided for males	Hours	5,334	10,726	15,760
Total training provided for total workforce	Hours	8,884	16,829	23,683
Total training provided for senior management	Hours	726	184	1,380
Total training provided for middle management	Hours	2,530	110	14,577
Average hours of training per employee	Hours	20	33	16
Average hours of training per female employee	Hours	8.4	22.4	17
Average hours of training per male employee	Hours	11.6	10.6	16
Average hours of training per senior management employee	Hours	22	5	32.6
Average hours of training per middle management employee	Hours	23	7	21.3
Percentage of employees receiving regular performance and career development reviews	Percentage	100	100	100
Percentage of female employees	Percentage	100	100	100
Percentage of male employees	Percentage	100	100	100
Percentage of senior management employees	Percentage	100	100	100
Percentage of middle management employees	Percentage	100	100	100
Ratio of basic salary of women to men	Percentage	25	24	23



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

Climate Change and Energy	Unit	2022	2023	2024
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	GJ	157,169	132,665	158,330
Indirect energy consumption (electricity)	GJ	439,274	437,663	454,320
Amount of renewable energy generated	GJ	5,676	134	44
Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives	GJ	4,832	1	0
Direct GHG emissions (Scope1)	tCO <sup>2</sup> e	10,824	9,136	10,880
Indirect GHG emissions (Scope 2)	tCO <sup>2</sup> e	82,852	82,548	85,690
Total GHG emissions	tCO <sup>2</sup> e	93,676	91,684	96,569
GHG emissions intensity	tCO <sup>2</sup> e/ workforce	99.5	98.1	104
Resource Management	Unit	2022	2023	2024
Total water consumption	m <sup>3</sup>	24,000	24,000	21,169
Water intensity	m <sup>3</sup> / workforce	25.5	25.7	23
Total hazardous waste disposed	Tonnes	0	0	0
Total non-hazardous waste disposed	Tonnes	34,000	214,000	19,875
Amount of e-waste generated	Tonnes	0	0	215,345
Amount of e-waste recycled	Tonnes	0	0	215,345
Ethical Economic Opportunity	Unit	2022	2023	2024
Chairman's independence	Y/N	No	No	No
Total number of Board members	Number	9	9	9
Male members of the Board of Directors	Number	9	9	9
Female members of the Board of Directors	Number	0	0	0
Percentage of Board seats occupied by women	Percentage	0	0	0
Percentage of Board independence	Percentage	33.3	33.0	44.4
Total number of non-independent members	Number	6	6	5
Number of incidents of discrimination reviewed	Number	0	0	0
Number of incidents of discrimination resolved	Number	0	0	0
Safeguarding Customers	Unit	2022	2023	2024
Customer satisfaction results	Percentage	75.67	73.42	75
Customer complaints received through communication channels	Number	143,438	152,849	121,346
Percentage of customer complaints that were answered	Percentage	100	100	100
Percentage of customer complaints that were solved	Percentage	90	99.99	100
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0
Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	Number	0	0	0
Privacy training sessions offered to employees	Number	1	2	0
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0
Number of customers affected	Number	0	0	0
Complaints received from outside parties and substantiated by the organization	Number	0	0	0



Supply Chain	Unit	2022	2023	2024
Percentage of spending on local suppliers	Percentage	67.55	68.9	74
Percentage of local suppliers	Percentage	68.35	69.55	72
Percentage of new suppliers that were screened using social criteria	Percentage	0	0	0
Number of suppliers identified as having significant actual and potential negative social impacts	Number	0	0	0
Suppliers with which relationships were terminated as a result of audit	Number	0	0	0
Number of suppliers identified as having significant actual and potential negative environmental impacts	Number	0	0	0
Suppliers with which relationships were terminated as a result of audit	Number	0	0	0

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



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**UPGRADE YOUR WORLD**