

ooredoo

# OORED SUSTAINABILITY REPORT 2025



TABLE OF CONTENT

<b>About This Report</b>	1	<b>Empowering Our people</b>	13
Boundaries and Scope	1	Diversity & Inclusion	13
Restatement of Information	1	Nationalization and Local Job Creation	15
External Assurance	1	Talent Attraction, Retention & Development	17
Contacts	1	Health and safety	19
		Customer Relations & Health	20
<b>2025 Key Insights</b>	2	Corporate Social Responsibility	21
<b>CEO Statement</b>	3		
<b>Enriching Lives</b>	4	<b>Connecting for a Greener Planet</b>	25
<b>About Ooredoo Oman</b>	4	Energy Management	26
Vision, Mission, Values	4	GHG Emissions	26
Services and products	4	Waste Management	27
Ownership	5	Water Consumption	28
Achievements and Awards	5		
Economic Performance	5	<b>Appendices</b>	29
Sustainability Advancement	6	GRI Content Index	29
<b>Sustainable Value Governance</b>	7		
Corporate Governance	8		
Risk Management	9		
Data Privacy and Cybersecurity	10		
Supply Chain Management	11		
Digitalization	11		

# ABOUT THIS REPORT

**Boundaries and Scope (G7, G8)**

This report represents Omani Qatari Telecommunication Company SAOG (Ooredoo)’s second sustainability report and reflects the Company’s continued commitment to integrating sustainability into its operations and business strategy.

The report covers Ooredoo’s operations in the Sultanate of Oman for the reporting period from 1 January 2025 to 31 December 2025.

To ensure comparability and transparency, the report includes two years of data, enabling year-on-year performance analysis in line with leading sustainability reporting practices.

The disclosures within this report have been prepared in accordance with the Global Reporting Initiative (GRI) Standards and aligned with the Muscat Stock Exchange (MSX) ESG Guidelines, the United Nations Sustainable Development Goals (UN SDGs), and Oman Vision 2040.

**Restatement of Information**

The total CSR investment figures for 2023, 2024, and 2025 have been revised following the exclusion of donations made through the charity’s application from the overall investment calculations. As an effect of this, the Community investments as a percentage of pretax profit changed as well.

**External Assurance (G9)**


Ooredoo did an external assurance for its 2025 financial data. However, the other data related to non-financial disclosures goes under an internal assurance process.

**Contacts**

Please do not hesitate to contact us at [investor.relations@ooredoo.om](mailto:investor.relations@ooredoo.om). Your insights play an important role in supporting and strengthening our sustainability journey.



# 2025 KEY INSIGHTS



In alignment with Ooredoo Group's publicly disclosed commitments to advance social inclusion and environmental efficiency across its operations, Ooredoo Oman continues to contribute to these priorities through focused internal initiatives.

At Group level, Ooredoo has committed to increasing female employment by 5% and improving resource efficiency by reducing electricity consumption per gigabyte of data by 10% by 2029.

Within this context, Ooredoo Oman's people, inclusion, and energy efficiency initiatives are designed to support and contribute to the achievement of these long-term Group targets, while progressing at a pace aligned with local operating realities and governance processes.

In 2025, Ooredoo advanced its sustainability journey by developing a comprehensive **Sustainability Policy** aligned with environmental, social, and governance (ESG) priorities.

**Zero** incidents of non-compliance were recorded during the year, reflecting Ooredoo's commitment to ethical conduct, regulatory adherence, and responsible operations.

Ooredoo became the **first telecommunications company** to integrate **Theqa** into its mobile application, enhancing accessibility and inclusive digital services.

Employees received an average of **more than 21 training hours**, reinforcing continuous learning, professional development, and future-ready skills.

Ooredoo recorded **zero fatalities and no high-impact injuries** in 2025, underscoring its strong health and safety culture.

**100% of employees & contractors** are covered under Ooredoo's health and safety management system, ensuring a safe and supportive work environment.

Ooredoo achieved a **75.4% Customer Satisfaction (CSAT) score**, reflecting excellence in customer experience and service quality. **More than 21 Corporate Social Responsibility (CSR) initiatives** are implemented in 2025, reinforcing Ooredoo's commitment to community development.

Ooredoo continued to advance its environmental efficiency initiatives, recording reductions in energy and water consumption. These outcomes reflect ongoing efforts to enhance operational efficiency and responsible resource management.

# CEO STATEMENT



As we share Ooredoo Oman's 2025 ESG Report, I would like to thank our stakeholders for the trust and partnership that continue to shape our sustainability journey. This report reflects how we are strengthening environmental, social, and governance practices across our operations, aligned with Ooredoo Group's sustainability direction and Oman Vision 2040.

During 2025, we focused on enhancing the way we deliver impact – improving the quality of ESG data and reporting, strengthening governance and accountability, and advancing initiatives that support our people, our communities, and responsible business practices. We continued to invest in digital solutions that enable connectivity and inclusion, while supporting meaningful community programs that contribute to national priorities.

Within our workplace, we reinforced our commitment to employee wellbeing, capability development, equal opportunity, and a culture grounded in integrity and respect. We also continue to embed responsible governance and compliance practices that support long-term resilience and transparency.

Sustainability is a shared responsibility. I extend my appreciation to our employees, partners, and stakeholders for their commitment and collaboration. Together, we will continue to build a stronger Ooredoo Oman – creating value today while contributing to a more sustainable future for generations to come.



# ABOUT OOREDOO OMAN

Omani Qatari Telecommunications Company SAOG "Ooredoo" was founded and registered in the Sultanate of Oman in December 2004. 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.



## Vision

Enriching people's digital lives



## Mission

to 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.

## Values



Connecting



Caring



Challenging

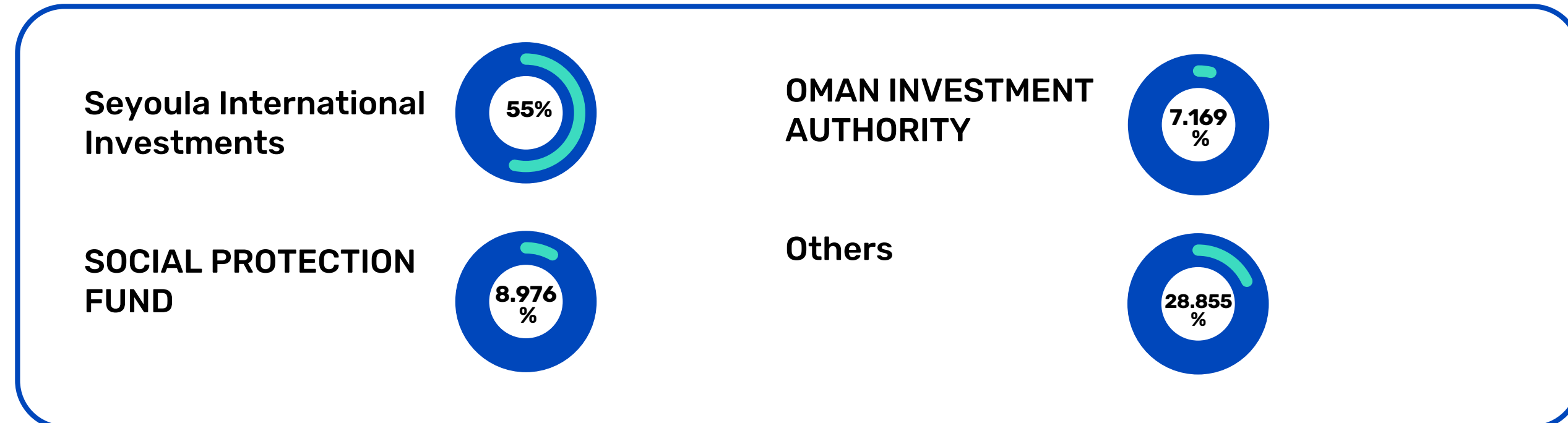
## Services and products

Personal	Mobile	Home	Nojoom	eShop
Business	Mobile	Fixed & Internet	ICT	eShop

To learn more about our services and products, please visit our website at [www.ooredoo.om](http://www.ooredoo.om)

## Ownership

Ooredoo Oman is majority owned by Ooredoo Group and also has a number of significant Omani shareholders which ensures that the company is strongly integrated into the Omani society.



## Achievements and Awards



Ooredoo has swept the 2025 Global Brands Magazine Awards, taking home three national titles for Best Telecom Service Provider, Best Customer Centric Telecom Service Provider, and Best CSR Initiative in Oman.



Ooredoo took home a double win at the TOMI Awards 2025. The company was recognised for Best Digital OOH and Best Event Launch Video.



Ooredoo has been honoured with the prestigious Social Impact Award for educational initiatives at the Jawa'iz Basma 2025 ceremony



Ooredoo has been awarded a Silver Stevie® at the 2025 International Business Awards® for 'Achievement in Diversity & Inclusion'.

## Economic Performance

Throughout recent years, Ooredoo has remained focused on creating long-term value for its shareholders by driving sustainable revenue growth while maintaining strong and responsible relationships with its employees, customers, and the communities it serves. The Company recognizes that strong economic performance and sustainability are mutually reinforcing and integral to its long-term success.

In 2025, Ooredoo continued to strengthen this balanced approach by advancing initiatives that deliver measurable economic value while contributing positively to society and internal stakeholders. The Company maintained its commitment to supporting community development, employee wellbeing, and responsible business practices, ensuring that financial growth is achieved in a way that creates shared value for all stakeholders.

Year	2023	2024	2025
Revenues	₹ 259,114	₹ 251,492	₹ 242,059
Network, interconnect and other operating expenses	₹ 113,246	₹ 110,232	₹ 101,630
Employee salaries and associated costs	₹ 30,344	₹ 34,634	₹ 49,951
Payments to providers of capital	₹ 13,019	₹ 9,569	₹ 7,505
Payments to the government (Taxations)	₹ 8,775	₹ 8,822	₹ 8,975
Payments to the government (Royalty)	₹ 24,406	₹ 23,292	₹ 22,369
Community investment	₹ 195,000	₹ 180,000	₹ 180,000

For detailed information regarding our financial data, please refer to our Financial Report.



## Sustainability Advancement

In 2025, Ooredoo took further steps to strengthen its sustainability governance through the development and implementation of sustainability-related policies, aligned with the MSX Sustainability Guidelines and GRI Standards. This policy-driven approach supports consistent compliance, enhances transparency, and reinforces accountability across the organization.

As part of Ooredoo’s ESG efforts and its commitment to MSX reporting requirements and the GRI Standards, the Company is in the process of developing a suite of ESG policies addressing key material topics, including the Child Labour Policy, Anti-Corruption and Anti-Competitive Practices Policy, and Environmental Policy. These policies aim to strengthen ESG governance and embed responsible practices across the organization, supporting consistent and transparent ESG disclosures in line with GRI reporting expectations.

By formalizing sustainability commitments through clear and comprehensive policies, Ooredoo advances its ability to manage ESG risks, improve operational efficiency, and integrate sustainability into decision-making processes. This structured approach contributes to long-term value creation and reflects the Company’s ambition to position itself as a leading sustainability practitioner within the telecommunications sector. It also encourages a high level of involvement of the executive management team and board members.

Also, Ooredoo’s ESG-as-a-Service, launched in partnership with Mursi United Company, provides an innovative solution supporting organisations in achieving their sustainability goals. The AI based platform offers an integrated approach to measure, manage, and report on ESG (Environmental, Social, and Governance) performance, enabling businesses, particularly industrial, oil & gas, and banking sectors, to track compliance and take actionable steps towards zero carbonisation.

## Our Framework and Engagement



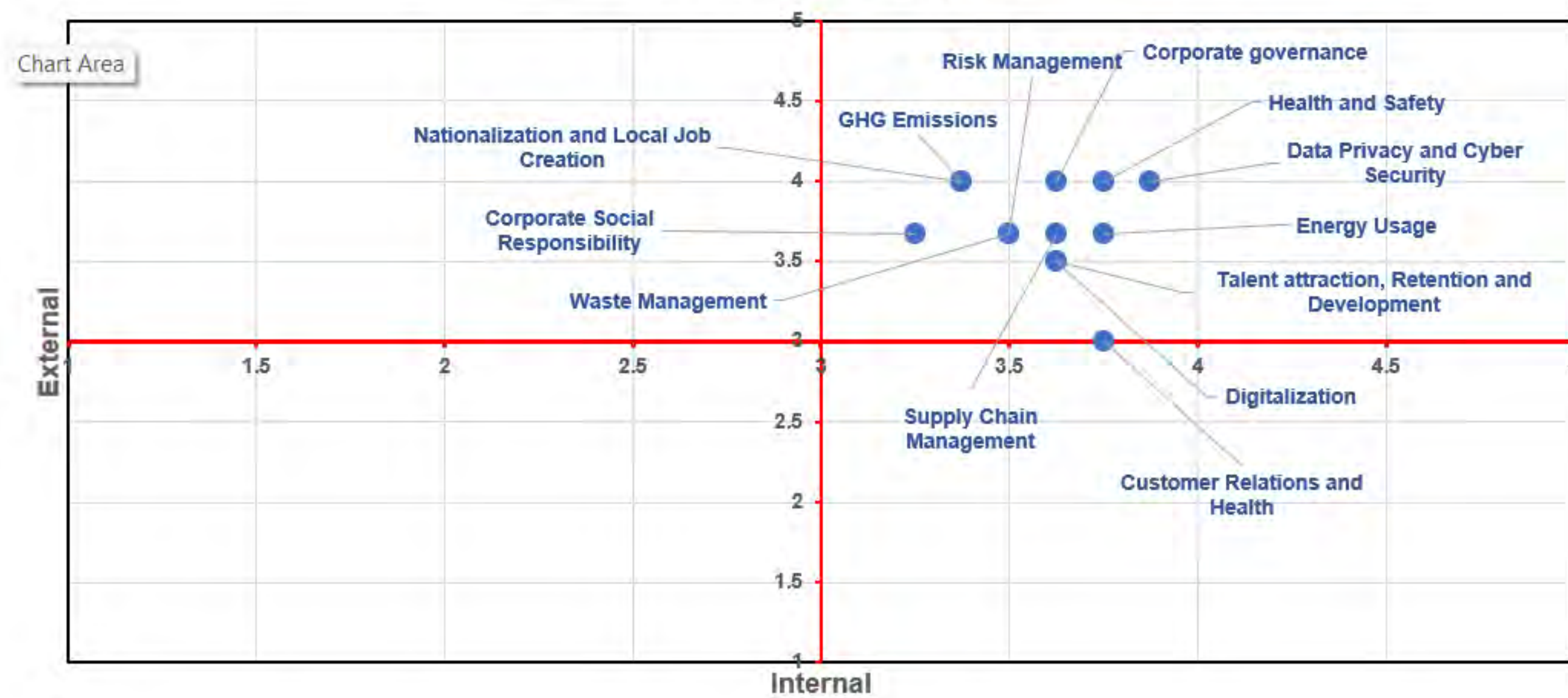
Ooredoo has a clear commitment to its framework developed in 2024, the framework built around five key pillars to achieve inclusive growth and maximize the benefit from the investments. Below are the main pillars and the strategic focuses as well.



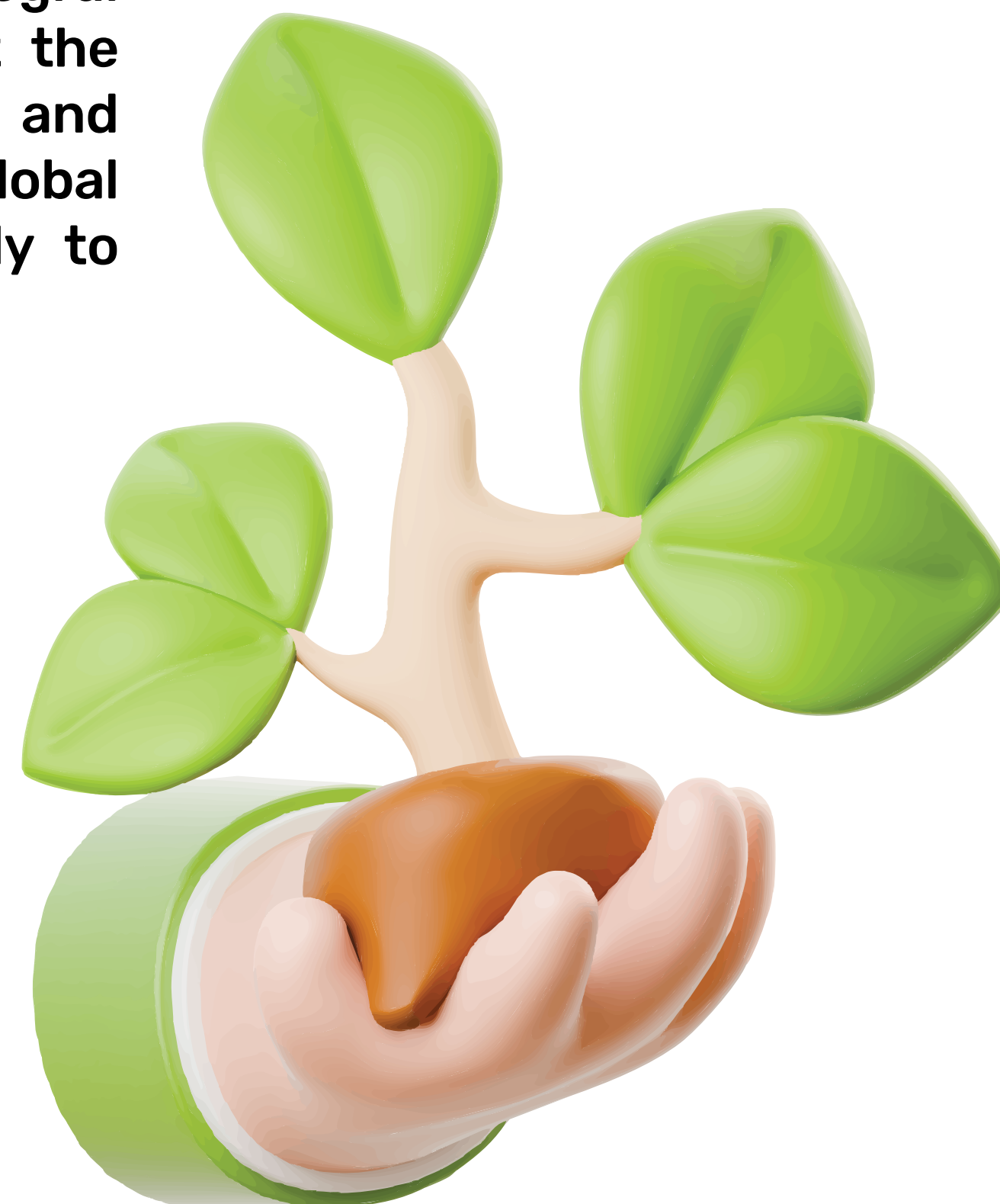
The Company maintains continuous and structured engagement with its stakeholders through a range of channels and platforms. The MSX platform serves as a key communication channel with shareholders, providing timely access to corporate disclosures, including annual, financial, and sustainability reports. In addition, Ooredoo’s corporate website is an important source of information, outlining material updates, disclosures, and relevant information required to keep stakeholders informed.

Beyond regular disclosures, Ooredoo conducts a periodic materiality assessment to identify and prioritize the expectations of both internal and external stakeholders. This process supports the Company in defining its strategic focus areas and ESG pillars, ensuring that sustainability initiatives and reporting remain aligned with stakeholder priorities, evolving business, and regulatory requirements.

[See 2024 sustainability report for more information](#)



In addition, Ooredoo considers the national priorities and targets outlined in Oman Vision 2040, as well as the United Nations Sustainable Development Goals (UN SDGs), as integral inputs to its assessment processes. This ensures that the Company’s strategic priorities, sustainability initiatives, and ESG focus areas are fully aligned with national and global development objectives, while contributing meaningfully to their achievement.



# SUSTAINABLE VALUE GOVERNANCE

Ooredoo believes that strong corporate governance and adherence to ethical standards and applicable laws form the foundation for transparent investment decisions and the effective advancement of sustainability-related practices. Rigorous governance frameworks enable the Company to manage risks responsibly, uphold accountability, and integrate sustainability considerations into strategic decision-making.

Building on this foundation, the Company continued in 2025 to maintain comprehensive risk management processes, reinforce data privacy and information security objectives, and enhance oversight of its supply chain, with a particular focus on supporting local suppliers. These efforts reflect Ooredoo’s commitment to responsible business conduct and contribute to long-term value creation for shareholders and broader stakeholders.

## Corporate Governance (G1, G2, G5)

Ooredoo continues to apply leading corporate governance standards aimed at ensuring the ongoing sustainability of the business and the creation of long-term shareholder, stakeholder and industry value.

The Ooredoo Board of Directors assumes ultimate responsibility for corporate governance within the Company. The Board ensures that the company follows clear corporate governance policies and, with the Executive Management, remains accountable to shareholders, customers, employees, suppliers, the regulator and other governmental authorities and entities.



**Sheikh Nasser bin Hamad bin Nasser Al Thani**  
Chairman of the Board of Directors  
Non-executive, non-independent



**Mr. Ibrahim Said Al Riyami**  
Vice-Chairman of the Board of Directors  
Non-executive, independent



**Mr. Thani Ali Al Malki**  
Director  
Non-executive, non-independent



**Mr. Saim Yaksan**  
Director  
Non-executive, non-independent



**Mr. Said Faraj Al Rabeea**  
Director  
Non-executive, non-independent



**Dr. Faisal Abdullah Al Farsi**  
Director  
Non-executive, independent



**Mr. Eisa Mohammed Al-Mohannadi**  
Director  
Non-executive, non-independent



**Mr. Shabib Mohammed Al Darmaki**  
Director  
Non-executive, independent



**Mr. Hussein Abdullah Al Haddad**  
Director  
Non-executive, independent

Board members are participating in four board committees to address the most significant issues related to the Company. Below is the list of committees.

Committee	About Committee	Members
Executive Committee	Addressing strategic issues and ensuring effective oversight of budget and procurement matters and providing direction and support to align operations with the company's long-term goals.	<p>Mr. Eisa Mohammed Al Mohannadi – Committee Chairman</p> <p>Mr. Said Faraj Al Rabeea – Current Committee Vice-Chairman</p> <p>Mr. Thani Ali Al Malki – Member</p>
Audit and Risk Committee	Maintaining the integrity of the company's policies, financial statements, and overall governance processes. By providing robust oversight, the committee ensures transparency, accountability, and adherence to regulatory standards.	<p>Dr. Faisal Abdullah Al-Farsi – Chairman</p> <p>Mr. Shabib Mohammed Al Darmaki – Member</p> <p>Mr. Eisa Mohammed Al Mohannadi – Member</p>
Nomination and Remuneration Committee	Nominations, executive appointments, and employee-related policies, the committee supports the company's strategic objectives and operational effectiveness.	<p>Sheikh Nasser bin Hamad bin Nasser Al Thani – Committee Chairman</p> <p>Mr. Thani Ali Al Malki – Committee Vice-Chairman</p> <p>Mr. Said Faraj Al Rabeea – Member</p>
Security Committee	Ensuring compliance with the security requirements outlined in the Telecommunications Act and the company's telecommunications licenses.	<p>Mr. Thani Ali Al Malki – Committee Chairman</p> <p>Mr. Said Faraj Al Rabeea – Member</p> <p>Mr. Bassam Yousef Al Ibrahim – Member and CEO</p>

See the Corporate Governance Report for more information regarding the corporate governance, board members, nomination and remuneration.

The Executive Management of Ooredoo also adheres to sound corporate governance principles and processes, the objective of which is to create a culture of good governance across the business, and to ensure that the culture is aligned with the Ooredoo Group’s business philosophy. The dedicated Corporate Governance department functions such as the code of conduct, whistleblowing portal, conflict of interest policy are evidence of that commitment.

<p><b>Code of Business Conduct and Ethics</b></p>	<p>Ooredoo Oman’s Code of Business Conduct and Ethics underpins corporate integrity, guiding all employees to act with fairness, transparency, and accountability. It ensures ethical decision-making, respect, equity, and a safe work environment, while enforcing zero tolerance for bribery, harassment, and conflicts of interest. By embedding integrity into daily operations, the Company builds stakeholder trust and supports long-term sustainable success.</p>
<p><b>Compliance</b></p>	<p>At Ooredoo, we are committed to the highest standards of regulatory compliance and corporate governance, ensuring that all operations adhere to applicable laws and industry regulations. The Company incurred no non-compliance penalties from the Muscat Stock Exchange or the Financial Services Authority. While a few minor cases arose with the Telecommunications Regulatory Authority, they were promptly addressed to maintain compliance. These outcomes reflect Ooredoo’s ongoing commitment to transparency, accountability, and responsible governance, reinforcing the trust of our stakeholders.</p>
<p><b>Whistleblowing</b></p>	<p><a href="#">The whistleblowing Policy</a> reflects our commitment to a workplace culture grounded in integrity, transparency, and accountability. It provides employees, stakeholders, and the public with a secure and confidential mechanism to report unethical or unlawful activities, including fraud, corruption, or breaches of company policy. Reports can be submitted anonymously via the dedicated <a href="#">Whistleblowing Portal</a>, ensuring protection for whistleblowers. All concerns are thoroughly investigated by an independent team, and appropriate action is taken to address any issues. By empowering individuals to raise concerns without fear of retaliation, Ooredoo reinforces its dedication to the highest ethical standards and strengthens trust across the organization and the wider community.</p>

<p><b>Conflict of interest</b></p>	<p>To ensure that all decisions are made in the best interests of the Company, employees are required to disclose any potential or actual conflicts of interest through the Conflict of Interest Disclosure Form. This form captures relationships, financial interests, external employment, or acceptance of gifts that could influence business judgment. By completing and regularly updating the form, employees help maintain a culture of openness, trust, and accountability, protecting the Company’s interests and reinforcing ethical conduct.</p>
<p><b>Related-Party Transactions</b></p>	<p>A Related-Party Transaction refers to a deal or arrangement between parties connected by an existing business relationship or common interest, often involving Subsidiaries, Joint Ventures, or Associate Companies. While such transactions are legal and frequently essential to business operations, they can pose potential conflicts of interest if not properly managed. To mitigate these risks, Ooredoo Oman follows a comprehensive <a href="#">Related-Party Transaction Policy</a> that ensures fair and timely identification, approval, disclosure, full transparency and reporting of transactions between the Company and its Related Parties in compliance with the applicable laws and regulations.</p>

## Risk Management

In 2025, Ooredoo’s Enterprise Risk Management Policy continued to serve as the cornerstone of the Company’s risk governance framework, fully aligned with corporate governance principles and regulatory requirements. The policy ensures consistent risk management practices across the organization and reinforces the Company’s commitment to maintaining operational stability, protecting shareholder value, supporting regulatory compliance, and enabling effective strategic execution. The enterprise risk management framework was further strengthened through ongoing risk identification, monitoring, and mitigation, supported by enhanced reporting and continuous oversight by senior management and the Board.

Key initiatives during the year included regular enterprise risk assessments and updates to the risk register, strengthened monitoring of cybersecurity, regulatory, and operational risks, further development of internal controls and compliance monitoring, and expanded business continuity and resilience assessments. Risk management performance was tracked through qualitative and control-based indicators, including completion of risk reviews, mitigation follow-ups, internal control evaluations, and business continuity testing outcomes. Regular reporting ensured that senior management and the Board maintained visibility over emerging risks and the effectiveness of mitigation measures, reinforcing Ooredoo’s proactive and structured approach to enterprise risk governance.

## Data Privacy and Cybersecurity (G6)

In 2025, Ooredoo did not report any leak, theft, or loss in the data.

Ooredoo continued to place a strong strategic emphasis on data privacy and cybersecurity, reflecting the critical nature of its operations and its responsibility for managing large volumes of customer data and personal information. In full alignment with applicable national laws, regulations, and regulatory expectations, the Company maintained a comprehensive cybersecurity and data protection framework designed to safeguard the confidentiality, integrity, and availability of its information assets.

During the period, key controls included robust access management, secure data storage practices, and continuous system monitoring to proactively identify and address evolving cyber threats and vulnerabilities. These measures strengthened the resilience of Ooredoo’s communication networks, reduced the risk of service disruptions, and ensured the continuity of services that are essential to customers, businesses, and emergency services. Collectively, Ooredoo’s data privacy and cybersecurity practices supported regulatory compliance, reinforced customer trust, protected the Company’s reputation, and enabled the reliable and secure operation of critical national communication infrastructure.



Initiative Area	Key Objective	Clear Outcome / Benefit
Information Security Maintenance	Maintain continuous security processes and systems	Strong, up-to-date protection against evolving cyber threats
Security Incident Reduction	Prevent and limit security events	Fewer system disruptions, lower recovery costs, protected reputation
Shared Security Infrastructure	Reuse common security services across systems	Reduced development complexity and costs; potential revenue opportunities
Operational Cost Reduction	Improve efficiency of security operations	Lower operating and insurance costs
Secure-by-Design Development	Integrate security early in system development	Reduced rework, faster delivery, lower development costs
Asset Protection	Identify and mitigate risks to critical assets	Improved protection of information and infrastructure
Fraud Reduction	Control and monitor access to sensitive systems	Reduced fraud and unauthorized activities
Legal & Regulatory Protection	Establish policies demonstrating due care	Reduced legal exposure and personal liability
Third-Party Risk Management	Apply security controls to vendors and partners	Fewer third-party claims and shared liabilities
Security Consulting & Risk Advisory	Identify risks in projects and processes	Early risk mitigation and improved decision-making
Cyber Incident Response	Detect, contain, and respond to incidents quickly	Minimized impact and faster recovery from incidents
Research & Innovation	Advance future-ready security capabilities	Enhanced resilience through innovation and emerging technologies
Security Awareness & Accountability	Increase staff awareness and responsibility	Stronger security culture and reduced human-related risks

## Supply Chain Management

Ooredoo’s supply chain management plays a critical role in supporting the Company’s operational efficiency, service reliability, and sustainability objectives. The Company is committed to responsible sourcing, reducing environmental impact, and promoting ethical practices across its supply chain, ensuring that sustainability considerations are embedded throughout procurement and supplier engagement activities.

The supply chain management approach focuses on the efficient sourcing of goods and services, effective production and delivery processes, and the timely fulfillment of customer requirements. This is underpinned by strong supplier relationships, disciplined cost management, robust quality assurance mechanisms, and a culture of continuous improvement. Sustainable and ethical practices are systematically integrated across all supply chain activities to ensure alignment with corporate values, regulatory expectations, and broader ESG commitments.

Effective supply chain management contributes to cost optimization, improved operational efficiency, timely service delivery, and enhanced customer satisfaction, while also strengthening supply chain resilience and long-term business continuity. During the period, targeted initiatives were implemented to support environmental sustainability objectives, including the purchase of electric vehicles for customers as an alternative to fuel-powered cars, contributing to emissions reduction, and the sale of scrap materials to reduce waste and promote recycling. Collectively, these initiatives reinforce Ooredoo’s commitment to a responsible, efficient, and sustainable supply chain that supports both business performance and environmental stewardship.

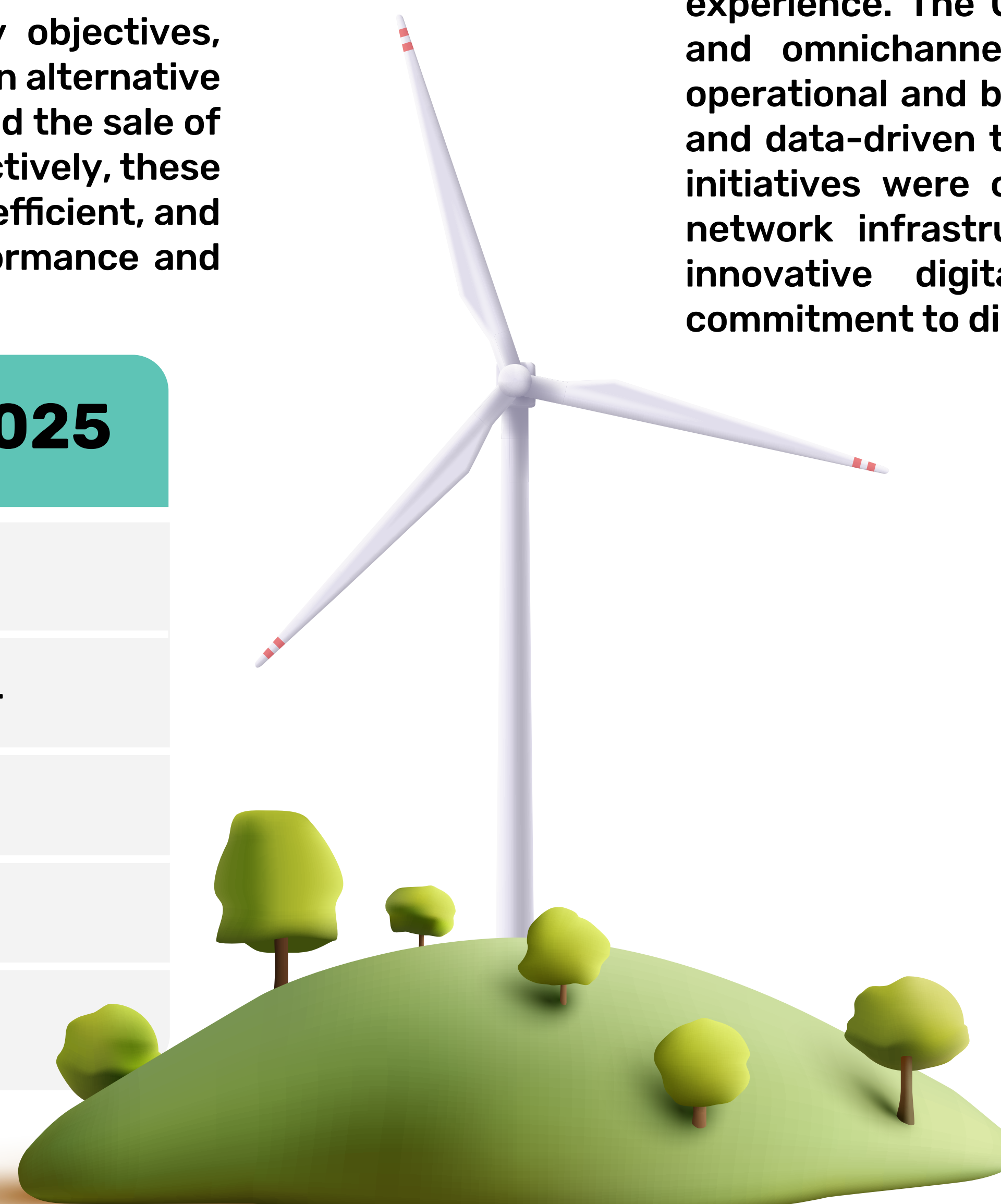
Year	2023	2024	2025
Total Suppliers	465	519	2767
Local Suppliers	320	384	2204
SMEs	89	147	284
Percentage of spending on local suppliers	63.8%	71.5%	76%
Percentage of local suppliers	68.8%	73.9%	78%

## Digitalization

Digitalization continued to be a strategic priority for Ooredoo, supporting enhanced connectivity, improved operational efficiency, and an elevated customer experience across its operations. The Company advanced its Digital Transformation Program through a series of coordinated initiatives aimed at modernizing core systems, expanding digital capabilities, and enabling data-driven decision-making.

During the period, Ooredoo progressed with comprehensive upgrades to its billing, charging, and customer relationship management (CRM) systems, enabling faster processing and real-time customer interactions. A key milestone was the integration of Theqa, Oman’s National Digital Identity solution provided by Oman National CERT, into the Ooredoo App. This integration positioned Ooredoo as the first application in Oman to offer instant digital authentication without card scanning, including secure face verification for user login and new service subscriptions.

Further enhancements included the introduction of PKI-enabled eSIM functionality through both the Ooredoo App and retail outlets, providing customers with a more seamless, efficient, and secure onboarding experience. The Company also expanded its digital customer platforms and omnichannel service capabilities, increased automation across operational and back-office processes, and deployed advanced analytics and data-driven tools to support more informed decision-making. These initiatives were complemented by continued modernization of IT and network infrastructure, as well as the enhancement and launch of innovative digital products and services, reinforcing Ooredoo’s commitment to digital leadership and long-term value creation.



## Theqa Integration

Ooredoo became the first telecommunications operator in Oman to integrate the Government of Oman’s Theqa Digital Identity authentication solution within its mobile application, enabling instant and secure identity verification for SIM purchases and customer onboarding. The solution supports both new and existing customers, including Omani nationals and residents, allowing end-to-end onboarding to be completed entirely within the app without the need for physical ID cards, card readers, or manual paperwork. All verifications are processed in real time through the national Theqa platform, ensuring high standards of security, privacy, and KYC compliance.



## COMEX 2025

As part of its continued contribution to Oman’s national digital transformation agenda, Ooredoo participated as the Digital Innovation Partner at COMEX 2025, the Sultanate’s largest technology and digital transformation exhibition. This engagement reflects the Company’s commitment to supporting sustainable digital development, fostering innovation, and accelerating the adoption of advanced technologies across key sectors. Through its presence at COMEX 2025, Ooredoo showcased its role in enabling inclusive connectivity, promoting digital skills, and supporting the objectives of Oman Vision 2040 by contributing to a resilient, knowledge-based, and digitally empowered economy.

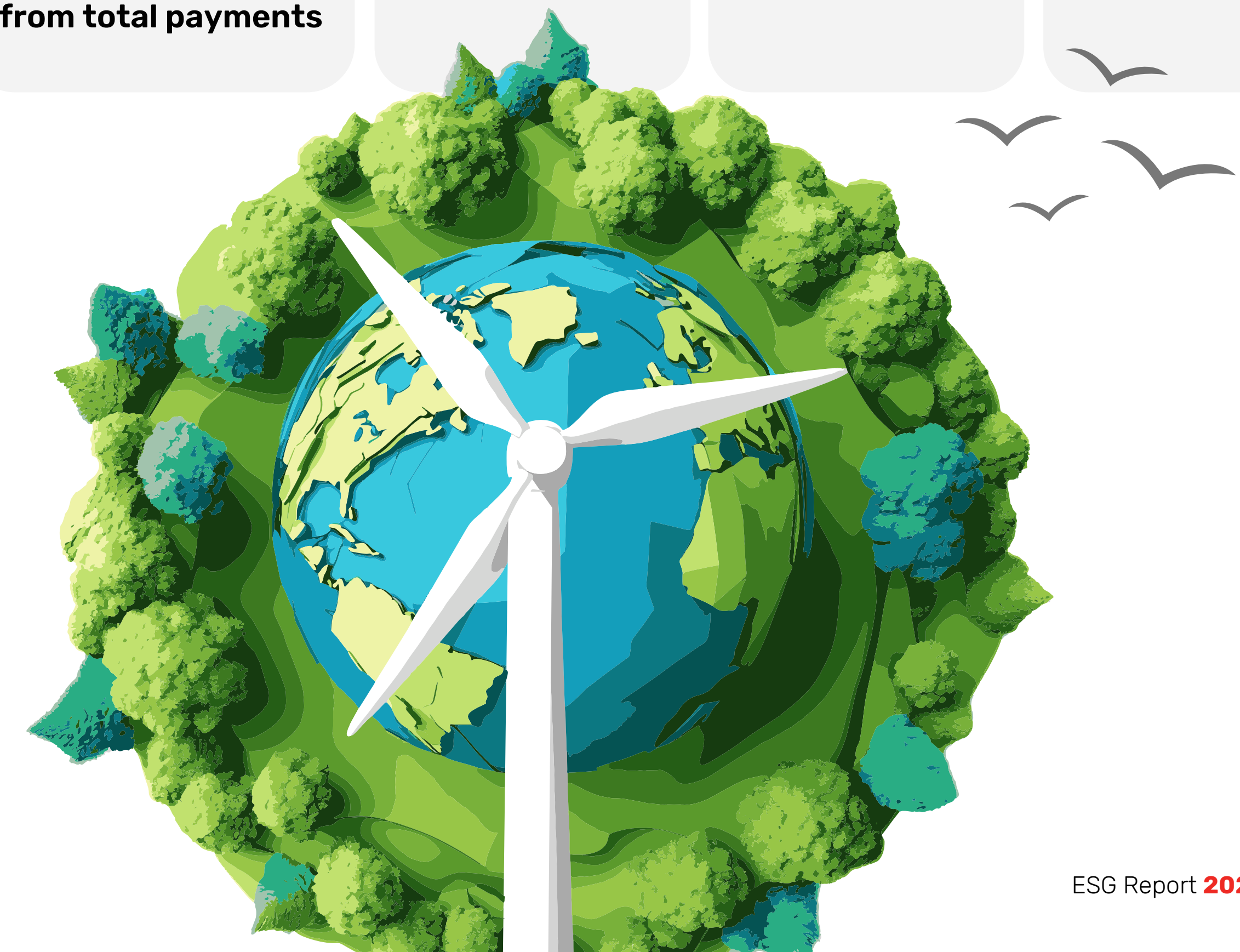


## Salalah Data Center

As part of its continued investment in resilient and future-ready digital infrastructure, Ooredoo launched the Salalah Data Centre and Submarine Cable Landing Station, a landmark project aimed at strengthening 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 linking Asia, Europe, and Africa, enhancing network resilience, reducing latency, and enabling faster, more reliable connectivity across the region.



Year	2023	2024	2025
Digitally offered products out of all products	95%	95%	95%
Percent of digitally acquired customer	21.90%	30%	40%
Share of digital invoice payment from total payments	81.86%	82%	83%



# EMPOWERING OUR PEOPLE



•S1 to S11



- Labour market and employment
- Education, learning, scientific research and national capabilities
- Health
- Well-being and social protection



## Diversity & Inclusion (S3, S4, S5)

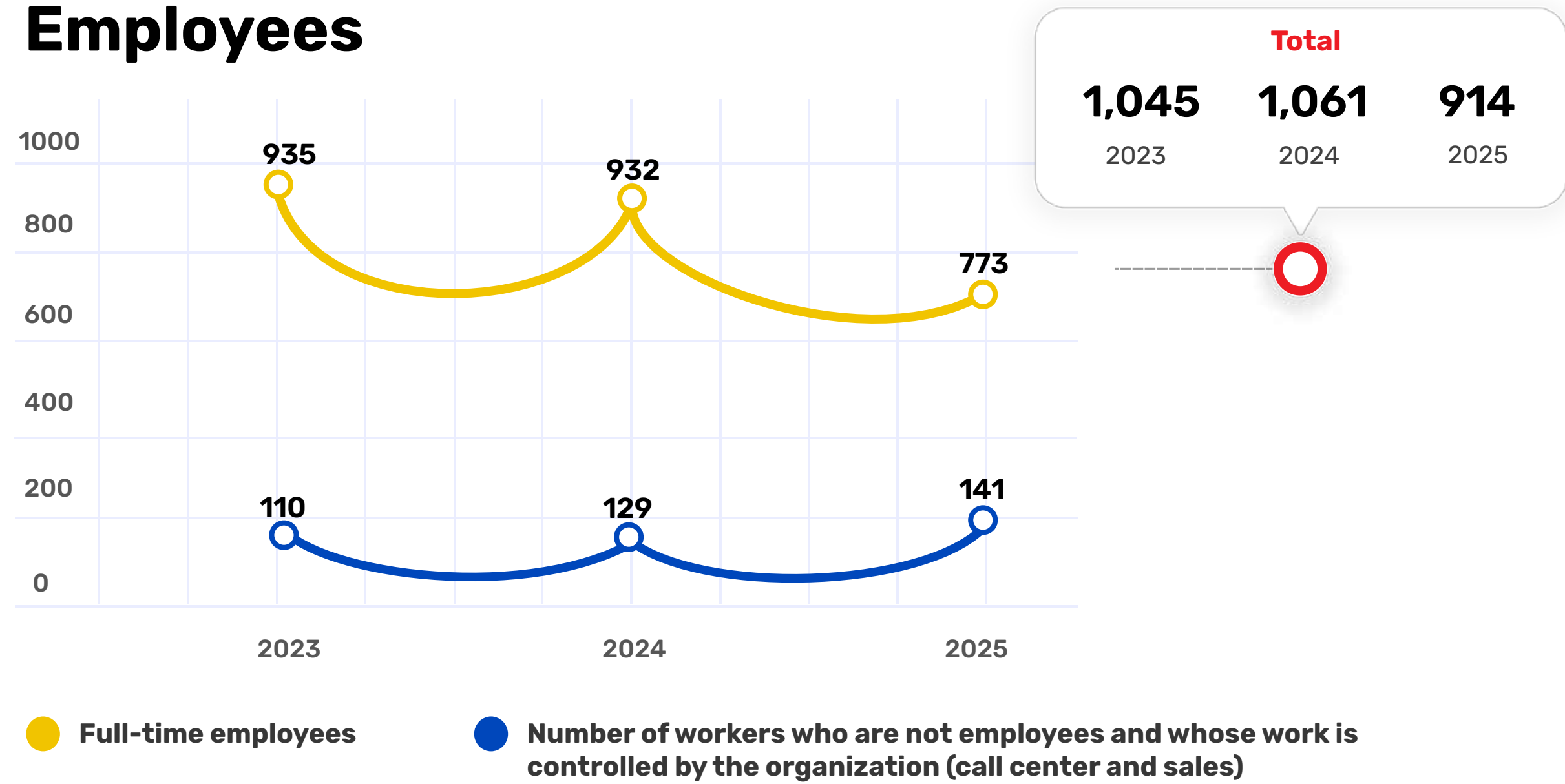
Ooredoo is committed to fostering a workplace that is inclusive, fair, and representative of diverse backgrounds, perspectives, and identities. The Company’s approach to diversity and inclusion is grounded in creating an environment where all employees, regardless of race, gender, age, disability, religion, or any other personal characteristic, are treated with dignity, respect, and equity.

These principles are embedded across Ooredoo’s people practices and aim to ensure equal access to opportunities for professional growth, career advancement, and long-term success. By promoting fairness, mutual respect, and inclusivity, Ooredoo seeks to cultivate a positive and supportive work environment that enables employees to perform at their best and contributes to sustainable organizational performance.

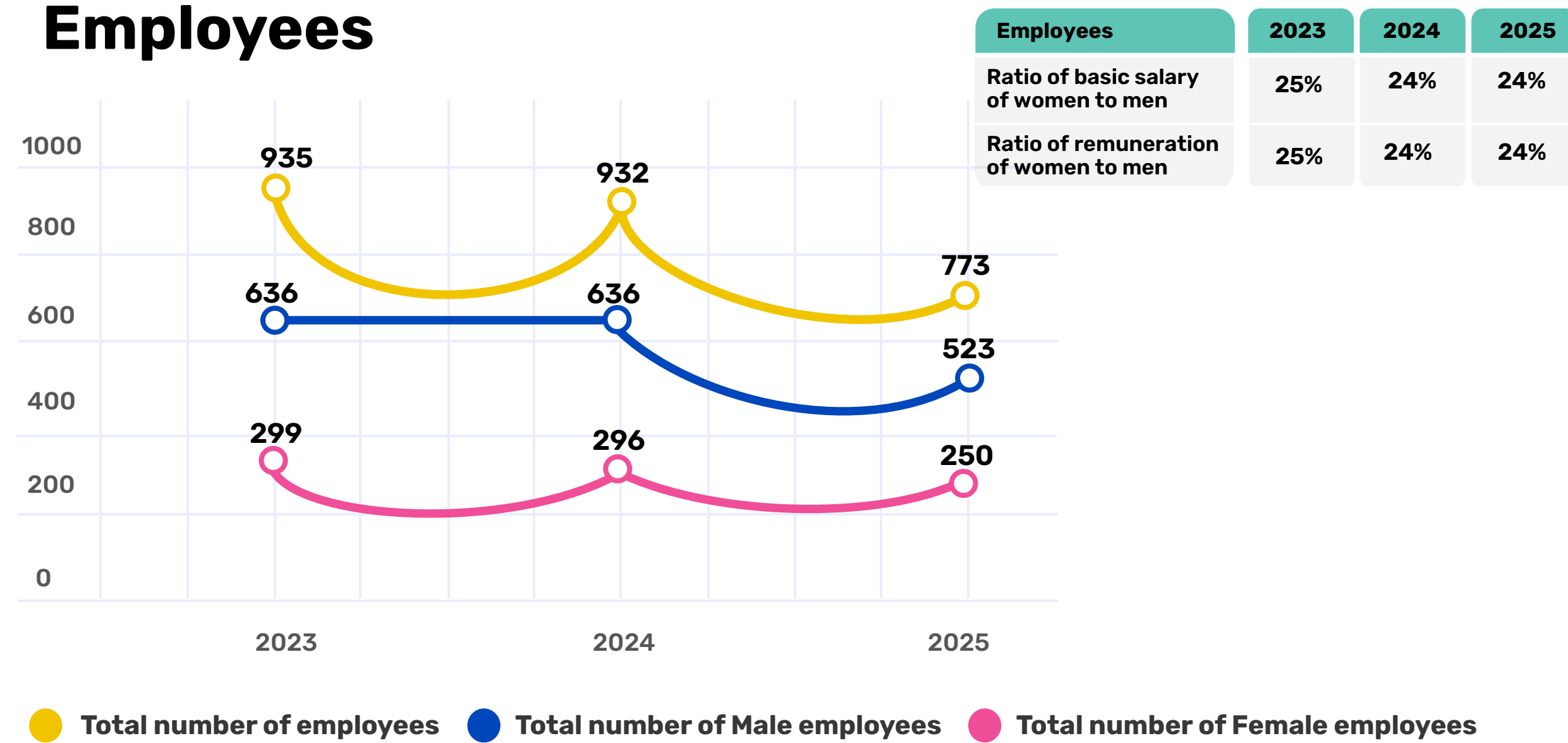
As part of its commitment to inclusivity and equal opportunity, Ooredoo employs persons with disabilities within its Call Center operations. During the period, two employees with disabilities were part of the Call Center workforce.

To enable their effective participation and performance, Ooredoo provides appropriate accommodations, including access to specialized systems, tailored training programs, and tactile signage training. These measures support an accessible work environment and reflect the Company’s commitment to inclusive employment practices and the fair treatment of all employees.

### Employees

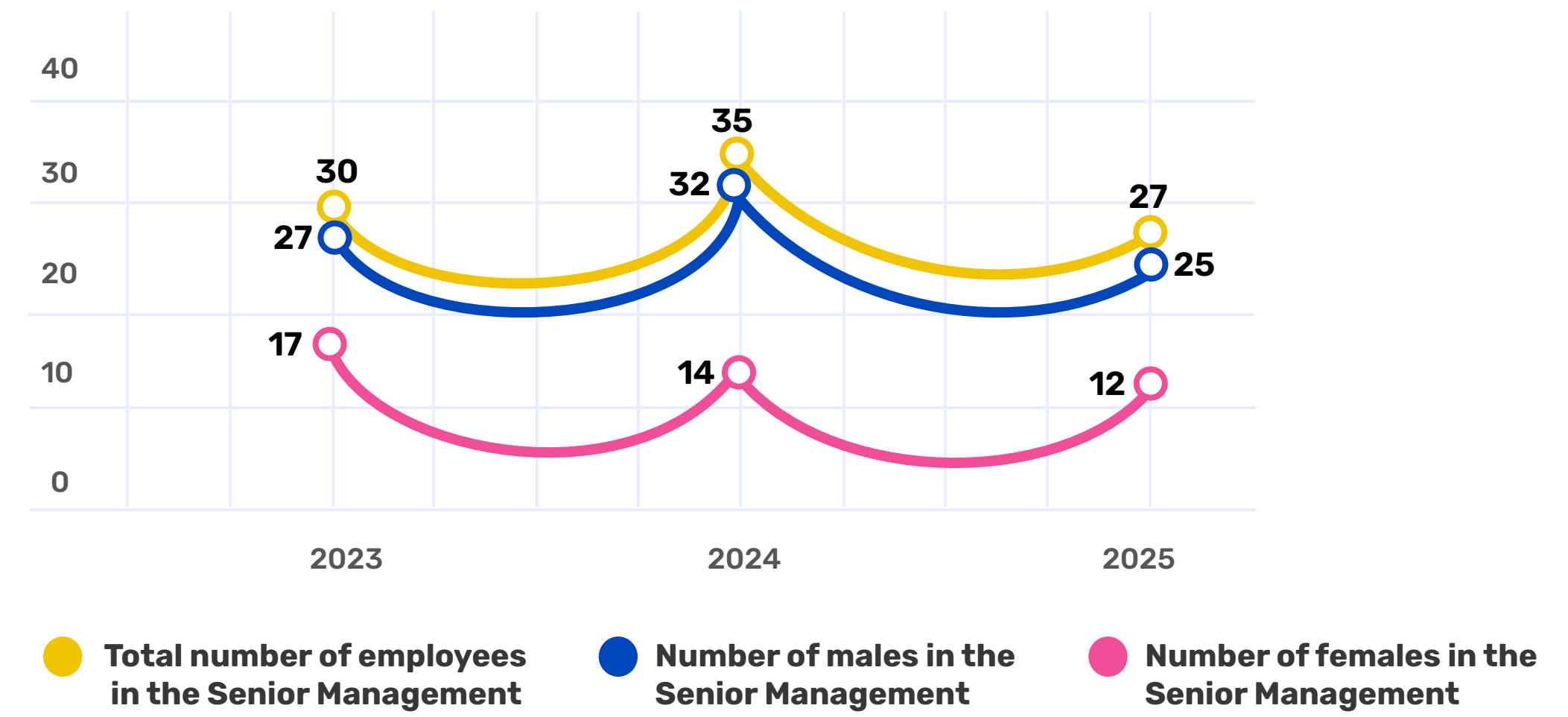


### Employees

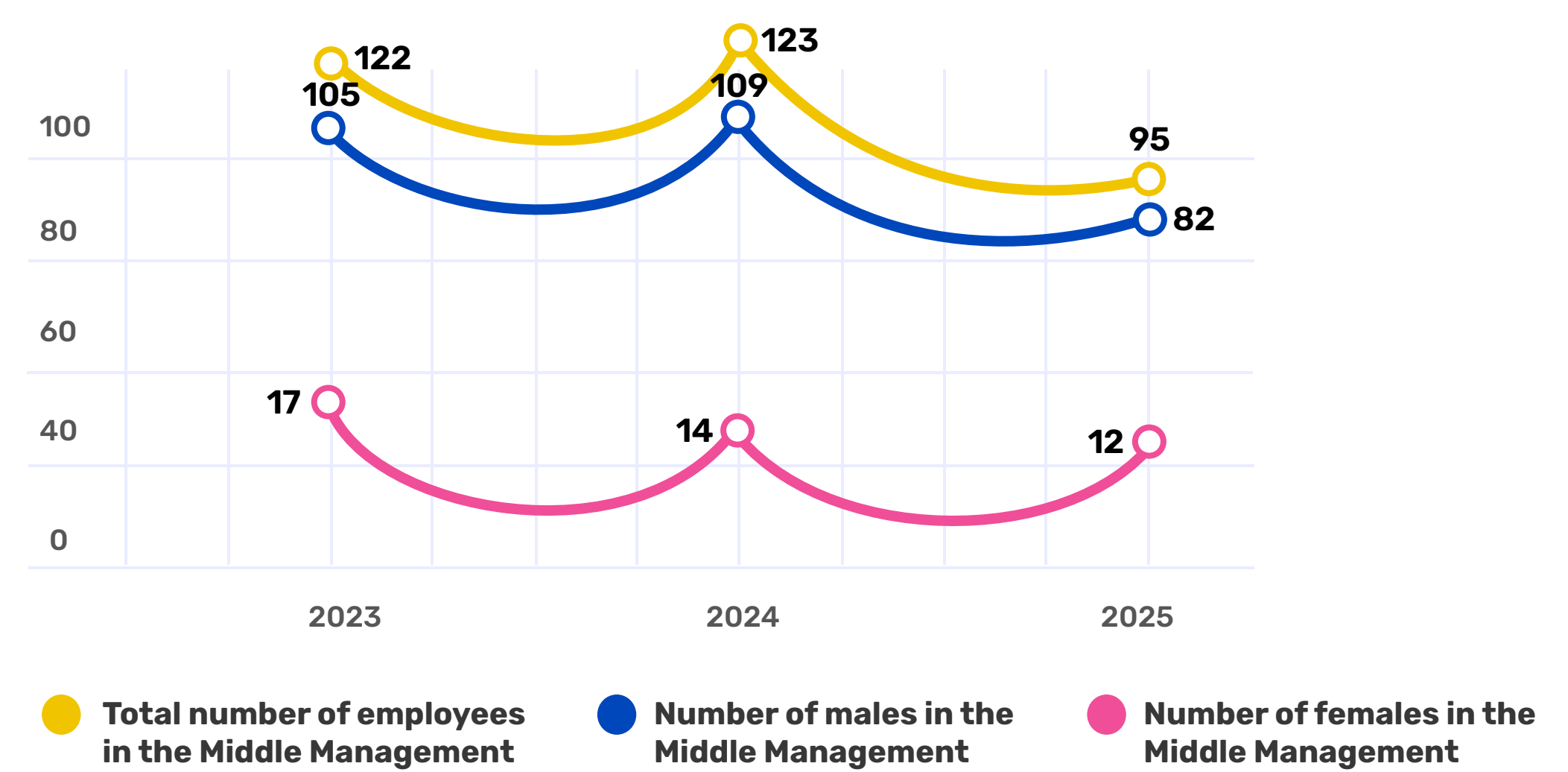


Employees Age Group	2023	2024	2025
18-30	72	59	37
31-40	485	442	356
41+	378	431	380
<b>Total</b>	<b>935</b>	<b>932</b>	<b>773</b>

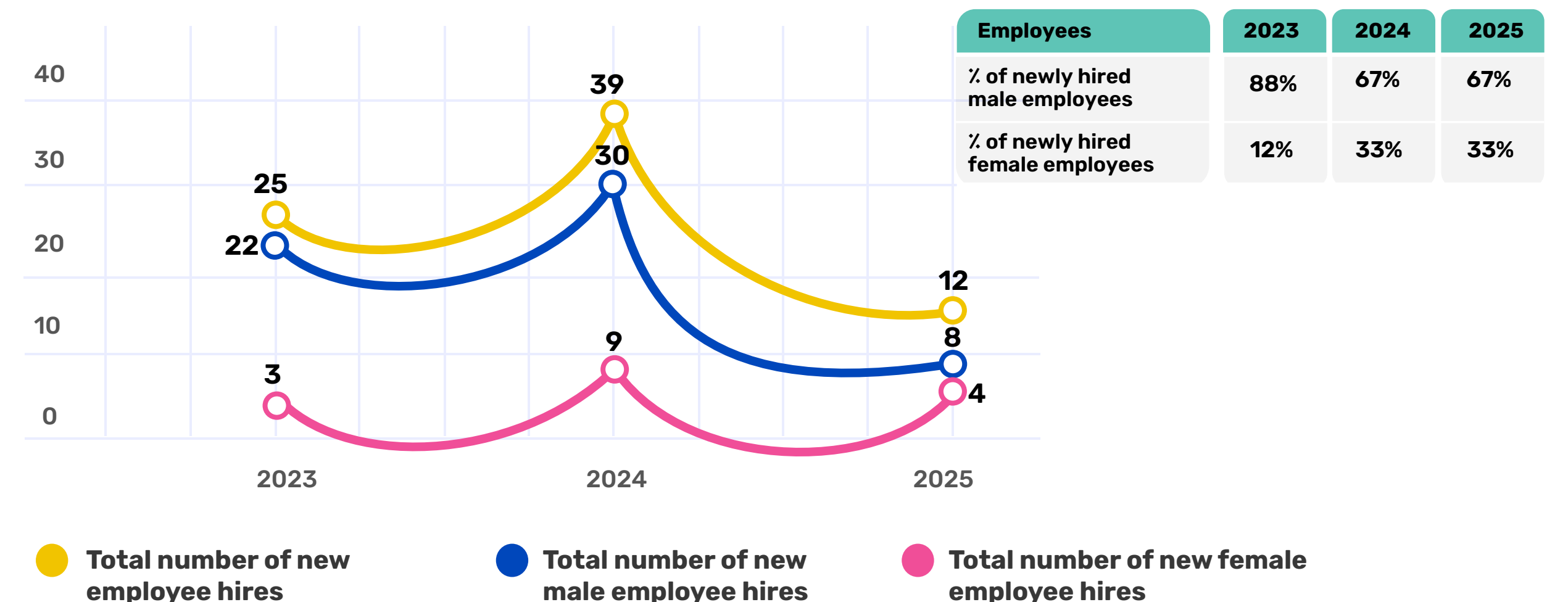
### Diversity of Senior Management



### Diversity of Middle Management



### Newly Hired Employees by Gender

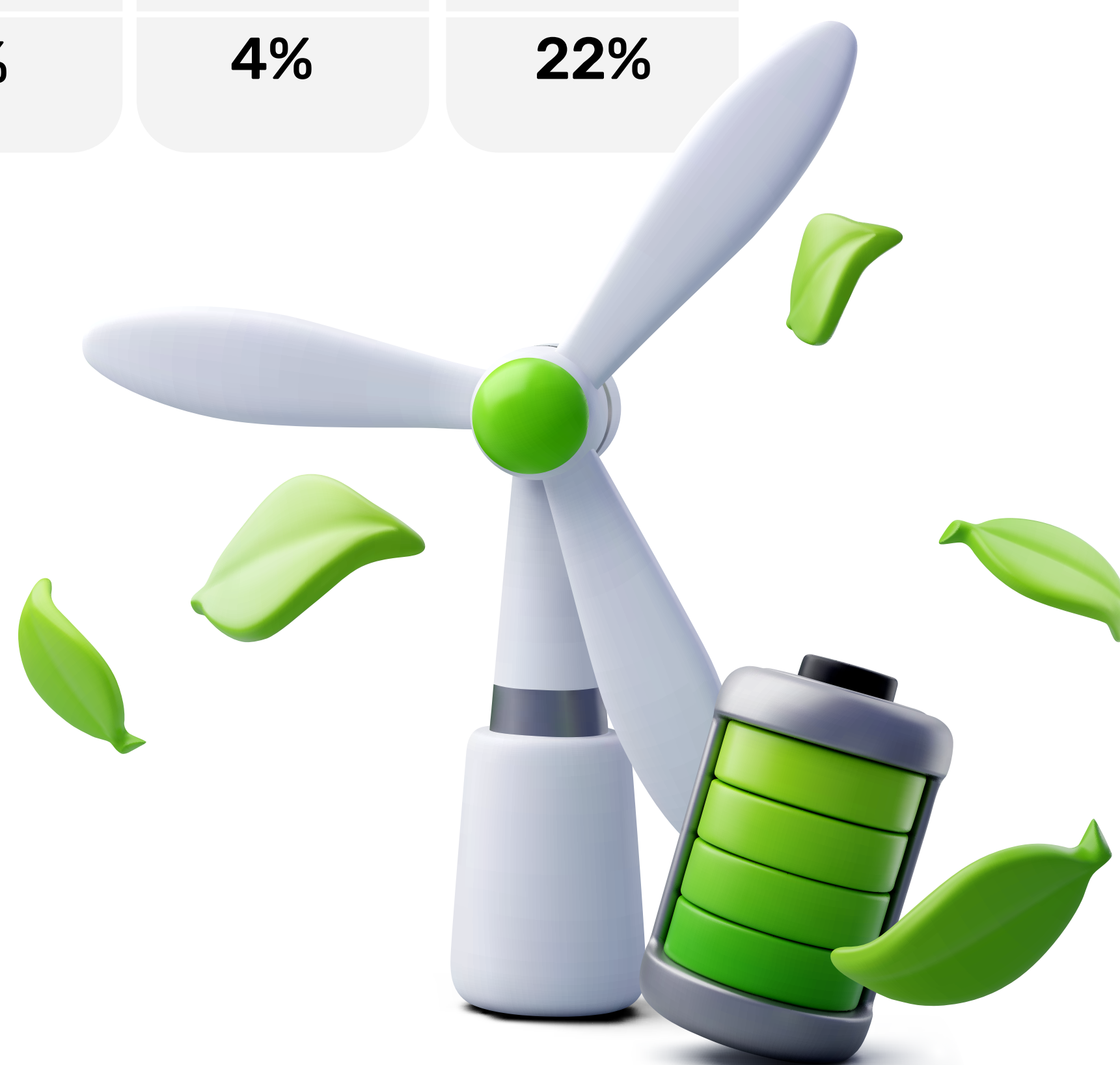


In 2025, Ooredoo Oman’s underlying business-as-usual resignations remained at normal levels by year-end. By December 2025, voluntary resignations recorded under normal attrition totaled 33 employees, representing approximately 4% of the workforce.

The total number of employee leavers recorded during 2025 was 167 employees (22%). This higher overall leavers figure reflects the one-off workforce movements associated with the Company’s strategic transformation program approved by the Board in November 2025, which involved organizational restructuring related to non-senior leadership roles and the streamlining and consolidation of selected roles to align with Ooredoo Oman’s evolving business model and future investment priorities.

By the end of 2025, employee movement had largely normalized, with business-as-usual resignations stabilizing at the levels noted above.

Employee turnover by Gender	2023	2024	2025
Total number of employee turnover	44	36	167
Total number of male employee turnover	28	29	117
Total number of female employee turnover	16	7	50
Turnover rate	5%	4%	22%



## Nationalization and Local Job Creation

The company is dedicated to supporting the growth of national economies and local communities through responsible job creation and the development of local talent. The Company recognizes that investing in people, strengthening national workforce capabilities, and supporting local economies are fundamental to achieving sustainable, long-term business success.

By prioritizing local talent development, Ooredoo contributes to building stronger relationships with the communities it serves, while ensuring alignment with national policies and regulatory frameworks. This approach not only reinforces the Company’s social and economic impact but also enhances long-term value creation for both Ooredoo and the wider community.

Employees Nationality	2023	2024	2025
Omani	865	859	700
Algerian	1	1	2
American	1	1	1
Bahraini	4	4	4
British	2	3	2
Canadian	1	1	1
Chinese	1	1	1
Indian	22	21	22
Indonesian	1	1	1
Iraqi	1	1	1
Jordanian	4	6	5
Pakistani	18	19	19
Philippino	5	5	5
Qatari	1	1	0
Serbian	3	3	3
Sri Lankan	1	1	1
Syrian	2	1	1
Tunisian	1	0	0
Spanish	0	1	0
South African	0	1	2
Turkish	1	1	1
Senegalese	0	0	1
<b>Total</b>	<b>935</b>	<b>932</b>	<b>773</b>

Senior Management by Nationality	2023	2024	2025
Number of Omani employees in the Senior Management	2	7	6
Number of expat employees in the Senior Management	1	2	0
Omanization rate of senior management	80%	78%	100%
Number of Omani employees in the Middle Management	23	23	72
Number of expat employees in the Middle Management	4	5	23

New employee hires by Nationality	2023	2024	2025
Total number of new Omani employee hires	16	30	8
Total number of new expat employee hires	7	9	4

At the same time, Ooredoo recognizes the importance of expatriate talent, not only in enhancing workforce diversity but also in contributing valuable experience, specialized skills, and knowledge-sharing practices. The integration of expatriate employees supports the transfer of expertise, the development of local capabilities, and the adoption of global best practices across the organization.

This balanced approach to workforce composition strengthens organizational resilience and enhances the workforce’s ability to adapt, collaborate, and perform effectively in a dynamic operating environment, supporting Ooredoo’s long-term operational and strategic objectives.

Employees: Local vs Expatriate	2023	2024	2025
Total number of employees	935	932	773
Total number of local employees	865	865	700
Total number of expat employees	70	73	73
% of Local employees	93%	92%	91%
% of expat employees	7%	8%	9%

As at 31 December 2025, the total number of expatriate employees stood at 73. Of this number, 25 expatriate employees were part of the workforce optimization program and had already resigned, with their exits scheduled to take effect after 31 December 2025.

Accordingly, when adjusting for these post-year-end exits, the normalized number of expatriate employees is 48, representing approximately 6% of the total workforce, while local employees account for 94%.

This timing difference explains the higher expatriate headcount reflected at year-end, with the full impact of the optimization program expected to be reflected in early 2026.



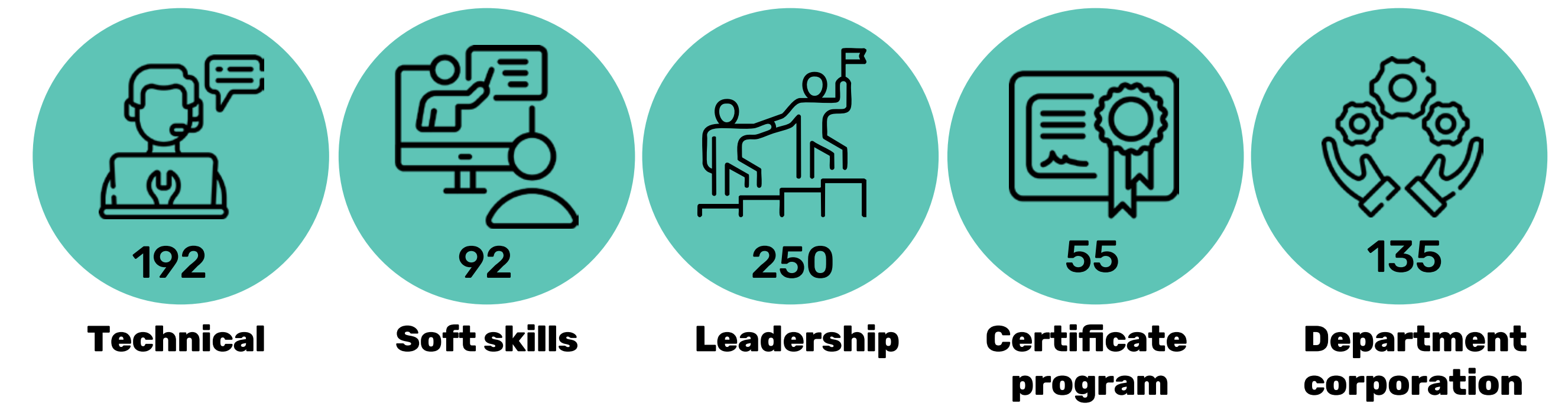
### Talent Attraction, Retention & Development

Ooredoo maintains a strong commitment to retaining talented employees by safeguarding fundamental employee rights and fostering a supportive and empowering work environment. The Company provides essential benefits, including paid leave entitlements, continuous training and development opportunities, and a robust grievances system that promotes transparency, accountability, and ethical conduct. For more information, please refer to our [Harassment and Bullying Guideline](#).

Grievances Mechanism	2023	2024	2025
Number of grievances filed in the reporting period	8	16	10
Number of these grievance addressed or resolved	8	16	10
Number of grievances filed prior to the reporting period that were resolved during the reporting period	8	16	10

Parental Leave	2023	2024	2025
Total Parental leaves	78	76	81
Number of male employees that took parental leave	56	57	47
Number of female employees that took parental leave	22	19	24
Total Number of employees returned to work after Parental leave	78	76	81
Number of male employees that returned to work after parental leave	56	57	47
Number of female employees that returned to work after parental leave	22	19	24

Learning and development is a continuous process for all employees across the Ooredoo workforce. The Company is committed to providing equal access to training and development opportunities, ensuring that employees are equipped with the skills and knowledge required to perform effectively and progress in their careers.



Ooredoo delivers a wide range of learning initiatives covering technical competencies, leadership development, and soft skills, aligned with both current operational needs and future capability requirements. In addition, employees are supported in obtaining relevant professional certifications, further strengthening individual expertise and enhancing overall organizational performance.

Employees have access to targeted training programs designed to enhance essential leadership skills, including Qadaa for quality and performance excellence, Project Management Professional (PMP) certification for advanced project management expertise, and critical thinking as well as the problem solving workshops to strengthen problem-solving and strategic decision-making abilities.

#### Qadaa Program

Designed for employees who manage a team. It prepares them to develop leadership skills and learn how to interact with employees in various areas, as outlined below:

- Qadaa- coaching and mentoring
- Qadaa- Lead through change
- Qadaa- Drive business through performance
- Qadaa - Makeup session



In addition to leadership development programs, Ooredoo provides a wide range of training and workshops focused on both technical and soft skills to support continuous employee growth. In 2025, employees participated in a variety of programs designed to enhance professional expertise, promote certifications, and strengthen competencies across multiple domains.

1. AI Fundamental
2. Sales Master training
3. Lean Six Sigma
4. Sales Strategies & Key Account Management
5. Finance for non-finance
6. Advanced Public Speaking Skills
7. Emotional Intelligence
8. Machine learning

These initiatives reflect Ooredoo’s commitment to empowering its workforce, fostering a culture of learning, and ensuring employees are equipped with the skills needed to drive innovation, operational excellence, and long-term organizational success.

Total Training Hours	2023	2024	2025
Total training provided for total employees	16,829	23,447	18,965
Total training provided for males	10,726	15,790	13,200
Total training provided for females	6,103	7,657	5,765
Total training provided for senior management	184	196	182
Total training provided for middle management	110	383	182

Average Training Hours	2023	2024	2025
Average hours of training per year per employee	33	16	21
Average hours of training per year per male employee	22.4	17	20
Average hours of training per year per female employee	10.6	16	21
Average hours of training per year for senior management	5	32.6	14.5
Average hours of training per year for middle management levels	7	21.3	20.5
Average hours of training per year for non-management levels	15	16	20.7

In addition, Ooredoo implements employee empowerment initiatives designed to build confidence, encourage self-expression, and strengthen individual skills and capabilities. These efforts support employee engagement, enhance performance, and contribute to a motivated and resilient workforce, reinforcing Ooredoo’s position as a responsible and people-centric employer.

Empowering women remains one of Ooredoo’s key people and inclusion priorities. In alignment with Ooredoo Group’s publicly disclosed commitment to increase female employment by 5% by 2029, Ooredoo Oman continues to implement people and inclusion initiatives that contribute to this long-term Group objective. Internally, these efforts are supported through monitoring mechanisms and workforce initiatives designed to strengthen female participation in a manner aligned with local operating context and governance frameworks.

In parallel, Ooredoo Oman is advancing energy efficiency initiatives that support the Ooredoo Group’s commitment to improving resource efficiency, including a 10% reduction in electricity consumption per gigabyte of data by 2029. Local initiatives undertaken by the Company contribute to this broader Group target and reflect Ooredoo Oman’s ongoing focus on responsible energy management and operational efficiency.

## Health and safety

 **No Fatalities and Zero high impact injuries.**

Ooredoo is committed to achieving 'Zero Harm' for its workers, stakeholders, and the environment by providing safe, healthy, and environmentally responsible working conditions. This commitment is supported by the company's integrated quality, environmental, and occupational health and safety management system, which ensures that safety protocols, environmental protection measures, and operational excellence are embedded across all activities. Through this approach, Ooredoo fosters a culture of care, mitigates risks, and reinforces its dedication to sustainable and responsible business practices.



As part of its sustainable business practices and commitment to fostering a workplace where wellness is a shared responsibility, Ooredoo implemented a general health check-up and blood donation campaign in partnership with Blood Bank Services and Burjeel Hospital. This initiative formed part of a broader Global Blood Donation Campaign across the Ooredoo Group, promoting compassion, employee well-being, and community health across all operating markets.

The campaign reinforced Ooredoo's people-centric culture, guided by the principle that when employees feel their best, they are empowered to perform at their best. By encouraging participation in a life-saving cause while prioritising personal health, the initiative supported both individual well-being and collective social impact. Comprehensive health screenings for both men and women provided employees with valuable insights into their health status and underscored the importance of preventive care.

Ooredoo's continued investment in employee health and wellness strengthens its position as an employer of choice and reflects its broader sustainability and community commitments. The initiative also highlighted the shared purpose uniting Ooredoo companies globally, fostering a culture of care that reinforces Ooredoo's identity as a people-first organisation alongside its leadership in the telecommunications sector.

Health and safety	Unit	2023	2024	2025
Heat stress events	Number	3	0	2
Number of workers covered by an occupational health and safety management system	Number	939	960	773
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	939	960	773
Total workers covered by the health and safety management system that has been internally audited	Percentage	100%	100%	100%
Workers covered by the health and safety management system that has been audited or certified by an external party	Number	1	960	773
Total hours of H&S training provided to employees	Hours	1,123	568	1302
Average hours of H&S training per year per employee	Hours	1.190	1.690	1.684
Average hours of H&S training per employee for nationals	Hours	1.50	0.6	1.84
Total cost of HSE training	OMR	4,806	5,779	640

The reduction in total HSE training expenditure during the reporting year reflects a deliberate shift toward internally delivered training programs. Qualified internal instructors, leveraging existing organizational expertise and digital learning platforms, conducted a greater proportion of mandatory and refresher HSE training in-house.

## Customer Relations & Health



**75.4 is the satisfaction rate according to the customer satisfaction survey.**

Ooredoo places the health, safety, and satisfaction of its customers at the heart of its operations. By offering reliable, high-quality connectivity and services tailored to the needs of individuals and businesses, Ooredoo ensures that customers can stay connected safely and responsibly. The company actively promotes customer well-being through initiatives that support digital health, data privacy, and service accessibility, while maintaining transparent communication and responsive support.

It delivers customer value through a diverse portfolio of mobile, fixed, and digital products and services, underpinned by reliable network quality and a customer-centric approach that prioritizes accessibility, responsiveness, and seamless care across all touchpoints. The company ensures a continuous engagement with customers through multiple channels, including retail stores, call centers, and digital platforms such as the mobile app and social media, offering both self-service and assisted support to meet varying customer needs.

Customer experience, engagement, and satisfaction are central to Ooredoo's business strategy, as they directly influence growth, profitability, and long-term sustainability. By focusing on these areas, the company aims to:

- 1 Drives customer loyalty and retention 
- 2 Enables data-driven decision making 
- 3 Increases revenue and profitability 
- 4 Creates a competitive advantage 
- 5 Builds brand trust and reputation 



To continuously assess and enhance customer satisfaction, Ooredoo Oman employs several key tools, including the Voice of the Customer (VoC) program, Customer Satisfaction (CSAT) surveys, and the Net Promoter Score (NPS). These mechanisms provide actionable insights that guide service improvements and foster stronger relationships with customers.

Beyond service delivery, Ooredoo Oman actively engages customers in community and social initiatives, such as the Muscat Marathon, Muscat Eat festival, and the Buy & Win campaign. By combining high-quality service with meaningful community engagement, the company reinforces its commitment to customer well-being, social participation, and a people-focused approach to business.

**Response Time**

Average Response Time	2023	2024	2025
Call Centre	0:00:29	0:00:23	0:00:27
WhatsApp	-	(Q4) 00:02:24	00:01:10
Social Media	00:23:47	00:15:33	00:13:03

**Customers complaints**

Complaints	Unit	2023	2024	2025
Number of Complaints received through communication channels	Number	152,849	121,346	116,428
Percentage of customer complaints that were answered	Percentage	100%	100%	100%
Percentage of customer complaints that were solved	Percentage	100%	100%	100%

## Corporate Social Responsibility (S11)

We believe that strong local communities are the foundation of sustainable business success. By creating shared social value and investing in people-centric initiatives, we strengthen trust, foster loyalty, and contribute meaningfully to Oman Vision 2040. Our commitment to community development reflects our purpose of being for the people, by the people, and with the people, driving positive change today and for future generations.

### 1 Women Empowerment

Empowering women is also addressed through the Company's external engagement initiatives, which include participation in and collaboration on various events and programs aimed at enhancing skills, expanding knowledge, and supporting women in their personal and professional development. These initiatives provide platforms for women to learn, achieve, and celebrate their successes, reinforcing the Company's commitment to gender equality and inclusive growth beyond its internal operations.



### ➔ Eighth Women's Forum

The event provided a dynamic platform for learning, networking, and the showcasing of innovative women-led projects. Organised in collaboration with leading charity partners, the forum brought together women's incubators from across 23 wilayats (governorates), along with business leaders and representatives from both the public and private sectors, reaffirming Ooredoo's commitment to women's empowerment and inclusion.



The event also highlighted the Company’s ongoing efforts to support women through initiatives that foster leadership and create opportunities for entrepreneurship and innovation. A key highlight of the forum was a series of interactive workshops focused on artificial intelligence (AI) business development, financial literacy, and investment readiness. These sessions were designed to support participants in transforming innovative ideas into sustainable ventures and were complemented by recreational and networking activities that encouraged collaboration, knowledge sharing, and community engagement.

## → The incubator programme

The program has played a vital role in supporting women entrepreneurs across Oman by providing access to training, mentorship, and essential resources through 23 active incubators. This ongoing initiative reaffirms Ooredoo’s leadership in driving positive social impact and contributing to national development through the promotion of empowerment and inclusion.

## → Springboard program

In line with Sustainable Development Goal 5 (Gender Equality), Ooredoo continues to advance women’s empowerment through targeted capacity-building initiatives. During the reporting period, the Company celebrated the 24th graduation of the Springboard programme, held under the patronage of H.E.



Hussein bin Mohammed Al Lawati, Member of the Shura Council representing Muttrah. The programme graduated more than 20 women from government, private, and independent sectors, equipping participants with the skills, confidence, and leadership capabilities required to progress in their professional and personal development.

Since its inception, the Springboard programme has benefited more than 8,000 women, reinforcing its role as one of Ooredoo’s most impactful initiatives supporting gender equality and women’s participation in the workforce. Participants have represented a broad range of institutions, including government entities and private sector organisations, contributing to inclusive economic participation and the development of a more diverse and resilient workforce in Oman.

## → International Day of Older Persons

In October, the CSR team, in collaboration with Al Quloob Al Athiba Club of the Omani Women’s Association in Bahla, Ooredoo celebrated the International Day of Older Persons, reinforcing the importance of this valued group and strengthening intergenerational social bonds.

## → Cancer Awareness

During the same month, Ooredoo launched a comprehensive social media awareness campaign and partnered with the Oman Cancer Association to provide on-site support for female employees, including free breast cancer screening, awareness sessions on prevention, and sponsorship of the annual walk supporting cancer patients. In collaboration with Burjeel Hospital, an awareness session was also organized, offering practical guidance on self-examination techniques.

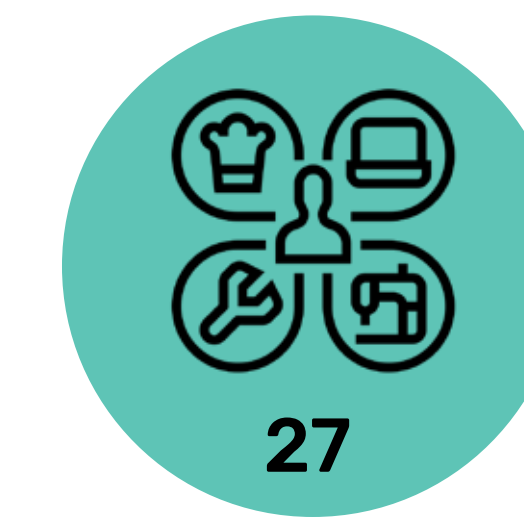


## 2 Youth entrepreneurship

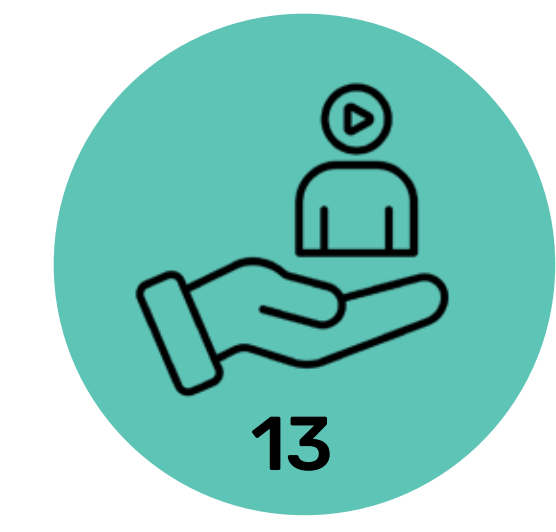
Aligned with Oman Vision 2040, Ooredoo is committed to supporting and enabling the youth community either by the training and awareness or the different programs as a key driver of the nation’s social and economic development. By fostering youth participation and capacity building, Ooredoo contributes to Oman’s broader goals of sustainable development, knowledge-based growth, and an inclusive, future-ready society.



Summer Camp



Ruwaad



Gen Z

## → Save & Sustain

Ooredoo's Save & Sustain Green Ambassador programme actively engages schools in promoting recycling and integrating sustainability into students' daily lives. Through hands-on experiences, students learn how recycling works and understand how small, everyday actions can have a meaningful environmental impact.



As part of the initiative, Ooredoo rolled out recycling containers to participating schools across the wilayat (governorates), encouraging students to sort waste, adopt greener habits, and take practical steps toward long-term environmental change. It supports making recycling a part of daily routines and helps instill positive environmental behaviours that extend beyond the classroom, fostering a culture of sustainability among the younger generation and contributing to Oman's broader environmental goals.

## → Robotics kits to the Liwa Science and Innovation Center

In support of youth education, Ooredoo provided a set of robotics kits to the Liwa Science and Innovation Center. It aims to enhance educational objectives by enabling students to apply robotics in practical learning, experimentation, and training.



## → Al Shaab Sports and Cultural Team

The company strengthened its commitment to youth and community development by signing a Memorandum of Understanding (MoU) with Al Shaab Sports and Cultural Team, affiliated with Al Salam Sports and Cultural Club in North Al Batinah Governorate. The partnership supports the inauguration and ongoing maintenance of the team's sports field and facilities, providing safe and well-equipped spaces for youth engagement. Additionally, Ooredoo contributed to the team's Eid Al Fitr Festival, enabling a wide range of sports and cultural activities that promote social cohesion, healthy lifestyles, and local community development.

## 3 Community Support

### → Muscat Half Marathon & Fun Run

Ooredoo is powering the Ooredoo Half Marathon (21.1 km) and the Ooredoo Fun Run (2.5 km), blending fitness, fun, and community spirit under the spotlight of this globally recognised event. Ooredoo aims to bring people

together and by sponsoring these key categories at the Muscat Marathon, they are not just connecting runners, but inspiring a culture of health, inclusivity, and togetherness. The company is all about building stronger, healthier communities.



The Ooredoo Half-Marathon is a fan-favourite, and draws seasoned runners eager to

tackle the scenic 21.1 km route that highlights Muscat's stunning landscape. The newly introduced category, the Ooredoo 2.5km Fun Run, is open to people of all ages, abilities, and fitness levels. Ooredoo's sponsorship reflects its commitment to Oman Vision 2040, which focuses on health, economic diversification, and community engagement. By supporting events like the Muscat Marathon, Ooredoo is helping to position Oman as a global destination for sports tourism while inspiring individuals to embrace active lifestyles.

### → Goodwill journey 21

For the first time, Ooredoo's volunteer initiative was extended to run throughout the entire year, with projects implemented on a quarterly basis. In 2025, volunteers visited multiple governorates, including North and South Al Batinah, North Al Sharqiyah, Al Buraimi, Al Dakhiliyah, and Muscat, delivering a wide range of programs designed to create positive social impact. The campaign encompasses initiatives supporting elderly communities, people with disabilities, and women, reflecting Ooredoo's commitment to inclusive community engagement, social responsibility, and fostering meaningful change across society.



## → Empowering low-income families

In Nizwa, Ooredoo supported low-income families by purchasing their products and promoting them to visitors and tourists. This initiative not only provided direct economic support to local households but also helped showcase community entrepreneurship, foster income-generating opportunities, and strengthen social and economic inclusion in the region.

## → SMEs Financial Packages

Recognising the vital role of SMEs in Oman’s economy, Ooredoo has partnered with Sohar International to deliver integrated mobile, fixed, and ICT solutions alongside tailored financial packages.



This collaboration helps SMEs enhance efficiency, reduce costs, and drive growth in a digital-first market. Complementing this, Sohar International will offer exclusive financial benefits, including flexible device financing and cost-effective communication tools, helping businesses streamline operations and boost productivity.

The partnership introduces exclusive SME benefits, including complimentary fixed services, competitive mobile and internet plans, and special Riyada card privileges; designed to cut costs, improve communication, and enable digital-first operations. Through this partnership, Ooredoo and Sohar International reaffirm their dedication to fostering a thriving SME ecosystem, ensuring businesses have the digital and financial tools they need to scale and succeed.

# 4 Health Responsibility

## → Purchase of health equipment

As part of strengthening healthcare services, an agreement was signed with Al Buraimi Hospital and Al Buraimi Health Complex to fund the purchase of a shockwave therapy device and an advanced surgical laser, supporting the hospital’s surgical services development plan.



## → Blood donation campaign

Throughout the year, and in collaboration with Blood Banks Services and the Health, Safety, and Environment (HSE) Team, Ooredoo organized three blood donation campaigns, aimed at raising employee awareness of the importance and health benefits of blood donation, while contributing to the noble humanitarian goal of saving lives.



## → Qadiroon Initiative: Supporting people with disabilities

Ooredoo turns inclusion into action by creating meaningful opportunities for people with disabilities. The company signed a Memorandum of Understanding (MoU) with Vertex Business Solutions SPC to open new career pathways for Oman’s Deaf and Hard of Hearing (DHH) youth, supporting the Qadiroon Initiative - a pioneering national programme that



equips DHH jobseekers with skills and access to meaningful careers. Qadiroon bridges the gap between capability and opportunity through innovative visual-based learning and tailored training, enabling participants to translate their talents into real career paths across areas such as arts, writing, and digital skills.

To further support accessibility, Ooredoo operates a digital sign-language customer service centre, allowing clients with hearing disabilities to communicate directly via video calls with the company’s team. The company has also implemented vocational and technical training programs in wheelchair manufacturing, providing funding, training, and equipment, and donated assistive devices to the Al Wafa Center for the Rehabilitation of Persons with Disabilities in Nizwa. Additionally, Ooredoo renovated the previously established sensory room, demonstrating ongoing commitment to empowering people with disabilities, promoting social inclusion, and integrating them fully into the community.

CSR	Unit	2023	2024	2025
Total value of community investments	OMR	195,450	180,000	180,006
Total amount invested in the community as a percentage of revenues	Percentage	0.10	0.19	0.10
Number of CSR projects	Number	10	20	21
Community investments as a percentage of pretax profit	Percentage	1.82	1.52	19.8
Number of volunteers	Number	150	200	50
Total number of employee volunteering hours	Hours	1,000	1,000	100
Number of volunteering days	Days	190	200	100



# CONNECTING FOR A GREENER PLANET


- E1 to E10
- Environment and natural resources




**14% achieved reduction in electricity consumption this year.**

Ooredoo’s Health, Safety, and Environment (HSE) Policy underscores the Company’s commitment to environmental stewardship and sustainable business practices. Building on this foundation, the Company is in the process of finalizing a dedicated Environmental Policy as part of its broader sustainability alignment, which will provide a clear framework for managing environmental impacts across all operations. The HSE Policy currently guides initiatives focused on responsible resource management, covering energy efficiency, water conservation, and waste reduction, while supporting the Company’s objectives for lowering greenhouse gas (GHG) emissions.


Through these policies, Ooredoo systematically integrates environmental considerations into operational decision-making, ensuring that its performance not only meets regulatory expectations but also advances the Company’s long-term sustainability vision. Specific initiatives implemented during the period included:



**Energy Efficiency Measures:**  
Deployment of low-power monitoring, network optimization, and phased decommissioning of legacy 3G networks to reduce energy consumption.



**Waste and E-Waste Management**  
Safe disposal of batteries and electronic waste through certified vendors, promotion of recycling programs, and adoption of paperless operations.



**Environmental Performance Monitoring:**  
Ongoing tracking and reporting of environmental KPIs, supported by limited ESG assurance to enhance transparency and accountability.

In parallel, Ooredoo continues to advance energy efficiency initiatives aimed at optimizing electricity consumption across its operations. These initiatives include conducting energy audits to identify areas for improvement, upgrading lighting systems to energy-efficient LEDs, installing motion sensors for lighting and HVAC systems, and promoting employee awareness on energy-saving practices.

Collectively, these actions support the Company’s ongoing efforts to integrate environmental sustainability into its operations, manage environmental risks, and enhance operational efficiency, while fostering a culture of environmental responsibility among employees.

In addition, Ooredoo has strengthened its environmental management framework through the attainment of ISO 14001 certification. This certification reflects the Company’s structured approach to managing environmental impacts, supporting regulatory compliance, and continuously improving environmental performance as part of its broader ESG framework.

Energy Management	Unit	2023	2024	2025
Petrol Consumption	Liters	263,970	338,141	393,030
Diesel consumption from vehicles	Liters	5,926	5,702	3,159
Diesel consumption from operations	Liters	3,362,352	3,710,636	2,844,897
Electricity Consumption	KwH	121,573,113	126,199,969	109,502,159
Energy intensity	GJ/ workforce	607	612	669
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	GJ	132,665	132,840	123,337
Indirect energy consumption (electricity)	GJ	437,663	454,320	394,207
Electricity consumption from renewable sources	kWh	37,230	12,326	14,976
Amount of renewable energy generated	GJ	134	44	53.9
Renewable Energy Intensity	GJ/ workforce	0.14	0.045	0.3
Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives	GJ	1	0.0081	0.0697

## GHG Emissions (E1, E2)

Minimizing greenhouse gas (GHG) emissions remains a core element of the Company’s commitment to sustainability and environmental stewardship. Through proactive monitoring and management of emissions, Ooredoo seeks to reduce its environmental footprint while contributing to global efforts to combat climate change. As part of its renewable energy initiatives, the Company has installed solar panels on select telecommunications towers, supporting lower carbon emissions and reinforcing Ooredoo’s dedication to green energy and sustainable operations.

Ooredoo continued to implement initiatives aimed at reducing emissions associated with employee commuting. These efforts included expanding remote and flexible working arrangements to help minimize travel-related emissions. In parallel, the Company conducts employee surveys to better understand commuting patterns and challenges, informing actions that encourage more sustainable transportation practices. Together, these initiatives reflect Ooredoo’s ongoing focus on environmental efficiency and responsible operational practices, while supporting a flexible and sustainable workplace.

GHG Emissions	Unit	2023	2024	2025
Direct GHG emissions (Scope1)	tCO2e	9,136	10,879	8,647
Indirect GHG emissions (Scope 2)	tCO2e	82,548	85,690	74,352
Total GHG emissions	tCO2e	91,684	96,569	82,999
GHG emissions intensity	tCO2e/ workforce	98	101	107

## Waste Management

Ooredoo actively contributes to the advancement of a circular economy by embedding reuse, refurbishment, and recycling practices across its operations, in alignment with its ISO 14001 Environmental Management System certification. This certification ensures that environmental aspects, including waste management and resource efficiency, are systematically identified, controlled, and continuously improved.

The Company continues to focus on reducing non-recyclable waste and enhancing recycling practices across its operations. To support this, Ooredoo has implemented a multi-faceted approach aimed at improving waste segregation, recycling awareness, and responsible waste management practices.

- Labeled bins have been installed to facilitate proper waste segregation.
- A transition to digital documentation is reducing paper consumption and minimizing overall waste generation.
- Collaborating with suppliers to promote the use of eco-friendly packaging and is actively educating employees on recycling practices to embed a culture of environmental responsibility.

A key initiative in this area is the Memorandum of Understanding (MoU) with EFP Recycling Company, under which all office waste is systematically collected and processed for recycling. Through this partnership, paper, plastics, and other recyclable materials are diverted from landfill and managed in an environmentally responsible manner.

In addition, Ooredoo promotes awareness among employees regarding waste segregation and responsible disposal practices within office premises, reinforcing the Company’s broader sustainability and environmental protection objectives. Office furniture and equipment are also reused, refurbished, or redeployed internally wherever feasible, extending asset lifecycles and reducing the demand for new resources. Collectively, these initiatives minimize waste, optimize resource utilization, and demonstrate Ooredoo’s commitment to circular economy principles and sustainable environmental stewardship.

Waste	Unit	2023	2024	2025
Total hazardous waste disposed	Tons	0	0	0
Total non-hazardous waste disposed	Tons	214.239	19.875	35.9
Percentage of hazardous waste recycled	Percentage	0	0	0
Percentage of non-hazardous waste recycled	Percentage	0	60%	35%
Amount of e-waste generated	Tons	59.939	215	10
Amount of e-waste recycled	Tons	4.8	215	9.69

Ooredoo manages its electronic waste (E-waste) in a controlled and environmentally responsible manner, fully aligned with HSE standards and sustainability objectives. E-waste primarily consists of laptops, desktop computers, monitors, printers, networking equipment, accessories, and other obsolete electronic devices generated through office operations.

End-of-life electronic equipment is carefully segregated, securely stored, and transferred to an approved recycling partner. The recycling partner ensures safe dismantling, material recovery, and proper disposal of hazardous components in full compliance with environmental regulations.

### Water Consumption (E6)

Ooredoo adopts a proactive approach to environmental stewardship, recognizing that responsible management of natural resources is essential to long-term sustainability. The Company continues to implement initiatives focused on optimizing water use and improving resource efficiency across its operations.

These efforts include regular inspections to identify and promptly address leaks, maintenance activities aimed at optimizing water usage across facilities, and ongoing employee awareness initiatives that promote water-saving practices in the workplace.

By embedding these measures into daily operations, Ooredoo supports reduced water consumption and fosters a culture of sustainability across the organization. This approach aligns with the Company's broader ESG framework and reflects its ongoing focus on responsible operations, environmental protection, and efficient resource management.

Water	Unit	2023	2024	2025
Total Water Consumption	m <sup>3</sup>	24,000	21,169	13,577
Water Intensity	m <sup>3</sup> /workforce	25	23	17



## Appendices

### GRI Content Index

Statement of use	Omani Qatari Telecommunications Company SAOG (Ooredoo) has reported in accordance with the GRI Standards for the period of January, 1 2025 - December, 31 2025.
GRI 1 used	GRI 1: Foundation 2021.
Applicable GRI Sector Standard(s)	No GRI Sector Standards apply to Omani Qatari Telecommunications Company SAOG (Ooredoo).

GRI Standard	Disclosure	Location	Omission			MSX ESG Disclosure Metric
			Requirement(s) Omitted	Reason	Explanation	
General Disclosures						
GRI 2: General Disclosures 2021	2-1 Organizational details	4-5				
	2-2 Entities included in the organization's sustainability reporting	4-5				
	2-3 Reporting period, frequency and contact point	1				G7 and G8
	2-4 Restatements of information	1				
	2-5 External assurance	1				G9

GRI Standard	Disclosure	Location	Omission			MSX ESG Disclosure Metric
			Requirement(s) Omitted	Reason	Explanation	
General Disclosures						
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	4-5				
	2-7 Employees	13-20				S5
	2-8 Workers who are not employees	14				
	2-9 Governance structure and composition	7-9				G1 and G2
	2-10 Nomination and selection of the highest governance body	7-9				
	2-11 Chair of the highest governance body	7-9				
	2-12 Role of the highest governance body in overseeing the management of impacts	7-9				
	2-13 Delegation of responsibility for managing impacts	7-9				

GRI Standard	Disclosure	Location	Omission			MSX ESG Disclosure Metric
			Requirement(s) Omitted	Reason	Explanation	
General Disclosures						
GRI 2: General Disclosures 2021	2-14 Role of the highest governance body in sustainability	6-7				
	2-15 Conflicts of interest	9				
	2-16 Communication of critical concerns	9				
	2-17 Collective knowledge of the highest governance body	7-9				
	2-18 Evaluation of the performance of the highest governance body	7-9				
	2-19 Remuneration policies	7-9				
	2-20 Process to determine remuneration	7-9				
	2-21 Annual total compensation ratio	Not Available				S1

GRI Standard	Disclosure	Location	Omission			MSX ESG Disclosure Metric
			Requirement(s) Omitted	Reason	Explanation	
General Disclosures						
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	6-7				
	2-23 Policy commitments	6-9				
	2-24 Embedding policy commitments	6-9				
	2-25 Processes to remediate negative impacts	9				
	2-26 Mechanisms for seeking advice and raising concerns	7-9				
	2-27 Compliance with laws and regulations	7-9				
	2-28 Membership associations					
	2-29 Approach to stakeholder engagement	6-7				

GRI Standard	Disclosure	Location	Omission			MSX ESG Disclosure Metric
			Requirement(s) Omitted	Reason	Explanation	
<b>General Disclosures</b>						
GRI 2: General Disclosures 2021	2-30 Collective bargaining agreements	7-9				
<b>Material Topics</b>						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	6-7				
	3-2 List of material topics	6-7				
<b>Supply Chain Management</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	11				
GRI 204: Procurement Practices 2016	Disclosure 204-1 Proportion of spending on local suppliers	11				
<b>Energy Management</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	25-26				

GRI Standard	Disclosure	Location	Omission			MSX ESG Disclosure Metric
			Requirement(s) Omitted	Reason	Explanation	
<b>General Disclosures</b>						
GRI 302: Energy 2016	Disclosure 302-1 Energy consumption within the organization	25-26				E3, E4 and E5
	Disclosure 302-2 Energy consumption outside the organization	25-26				
	Disclosure 302-3 Energy intensity	25-26				
<b>GHG Emissions</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	27				
GRI 305: Emissions 2016	Disclosure 305-1 Direct (Scope 1) GHG Emissions	27				
	Disclosure 305-2 Energy indirect (Scope 2) GHG emissions	27				
<b>Waste management</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	27-28				

GRI Standard	Disclosure	Location	Omission			MSX ESG Disclosure Metric
			Requirement(s) Omitted	Reason	Explanation	
<b>General Disclosures</b>						
GRI 306: Waste 2020	Disclosure 306-1 Waste generation and significant waste-related impacts	27-28				
	Disclosure 306-2 Management of significant waste-related impacts	27-28				
	Disclosure 306-3 Waste generated	27-28				
	Disclosure 306-4 Waste diverted from disposal	27-28				
	Disclosure 306-5 Waste directed to disposal	27-28				
<b>Health and safety</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	19-20				S7 and S8
GRI 403: Occupational Health and Safety 2018	Disclosure 403-1 Occupational health and safety management system	19-20				

GRI Standard	Disclosure	Location	Omission			MSX ESG Disclosure Metric
			Requirement(s) Omitted	Reason	Explanation	
GRI 403: Occupational Health and Safety 2018	Disclosure 403-2 Hazard identification, risk assessment, and incident investigation	19-20				
	Disclosure 403-3 Occupational health services	19-20				
	Disclosure 403-4 Worker participation, consultation, and communication on occupational health and safety	19-20				
	Disclosure 403-5 Worker training on occupational health and safety	19-20				
	Disclosure 403-6 Promotion of worker health	19-20				
	Disclosure 403-7 Prevention & mitigation of occupational health & safety impacts directly linked by business relationships	19-20				

GRI Standard	Disclosure	Location	Omission			MSX ESG Disclosure Metric
			Requirement(s) Omitted	Reason	Explanation	
GRI 403: Occupational Health and Safety 2018	Disclosure 403-8 Workers covered by an occupational health and safety management system	19-20				
	Disclosure 403-9 Work-related injuries	19-20				
	Disclosure 403-10 Work-related ill health	19-20				
<b>Talent Attraction, Retention &amp; Development</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	15-16				
GRI 404: Training and Education 2016	Disclosure 404-1 Average hours of training per year per employee	15-16				
	Disclosure 404-2 Programs for upgrading employee skills and transition assistance	15-16				

GRI Standard	Disclosure	Location	Omission			MSX ESG Disclosure Metric
			Requirement(s) Omitted	Reason	Explanation	
GRI 404: Training and Education 2016	Disclosure 404-3 Percentage of employees receiving regular performance and career development reviews	17-18				
	Disclosure 404-3 Percentage of employees receiving regular performance and career development reviews	17-18				
<b>Nationalization and Local Job Creation</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	17-18				S2, S3, S4, S5 and S6
GRI 405: Diversity and Equal Opportunity 2016	Disclosure 405-1 Diversity of governance bodies and employees	17-18				
	Optional: Disclosure 405-2 Ratio of basic salary & remuneration of women to men	17-18				

GRI Standard	Disclosure	Location	Omission			MSX ESG Disclosure Metric
			Requirement(s) Omitted	Reason	Explanation	
<b>Corporate Social Responsibility</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	21-25				S11
GRI 413: Local Communities 2016	GRI 413: Local Communities 2016	21-25				
	Disclosure 413-2 Operations with significant actual and potential negative impacts on local communities	21-25				
<b>Data Privacy and Cybersecurity</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	10				G6
GRI 418: Customer Privacy 2016	Disclosure 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	10				

GRI Standard	Disclosure	Location	Omission			MSX ESG Disclosure Metric
			Requirement(s) Omitted	Reason	Explanation	
<b>Corporate governance</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	7-9				
<b>Risk Management</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	9				
<b>Customer Relations &amp; Health</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	20-21				
<b>Digitalization</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	11-12				

ooredoo<sup>o</sup>

**UPGRADE YOUR WORLD**