

ooredoo

SUSTAINABILITY REPORT 2025



PIONEERING SUSTAINABILITY

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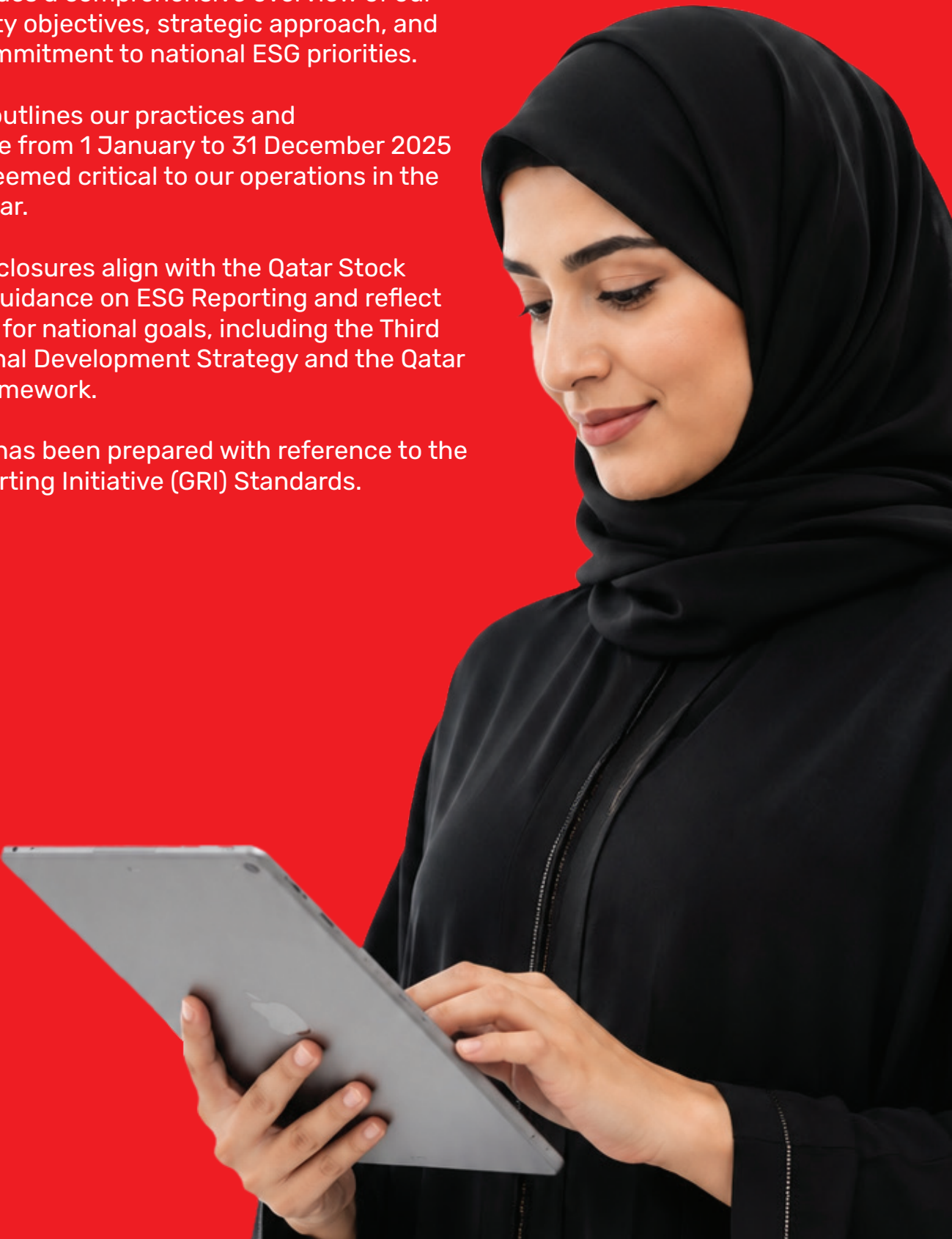
GUIDANCE

We are pleased to share our 2025 ESG report, which provides a comprehensive overview of our sustainability objectives, strategic approach, and ongoing commitment to national ESG priorities.

The report outlines our practices and performance from 1 January to 31 December 2025 on issues deemed critical to our operations in the State of Qatar.

Our ESG disclosures align with the Qatar Stock Exchange Guidance on ESG Reporting and reflect our support for national goals, including the Third Qatar National Development Strategy and the Qatar Finance Framework.

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards.



WORDS FROM OUR CEO

AT OOREDOO QATAR, WE REMAIN STEADFAST IN OUR COMMITMENT TO BEING DIGITAL BY DESIGN AND SUSTAINABLE BY PURPOSE. BUILDING ON THE FOUNDATIONS LAID IN OUR PREVIOUS ESG REPORT, WE HAVE MADE SIGNIFICANT STRIDES IN EMBEDDING SUSTAINABILITY ACROSS OUR OPERATIONS, GUIDED BY THE QATAR NATIONAL VISION 2030 AND THE QATAR STOCK EXCHANGE'S SUSTAINABILITY REPORTING FRAMEWORK."

In 2025, we strengthened our focus on three key pillars: Sustainable Stewardship, Community Empowerment, and Ethical Excellence. This year, we are proud to report measurable progress in each area:

Environmental Stewardship: We expanded our energy efficiency programmes, reducing carbon intensity across our network infrastructure. We also accelerated adoption of renewable energy solutions, aligning with Qatar's climate goals

Social Impact: Through our initiatives in education and digital inclusion, we are empowering youth and SMEs to ensure digital transformation benefits all.

Governance Excellence: We enhanced transparency and accountability by aligning our disclosures with international standards such as GRI and SASB, while reinforcing ethical business practices across our value chain.

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

Ali Bin Jabor Bin Mohammad Al Thani
CEO, Ooredoo Qatar



WORDS FROM OUR CFO

AT OOREDOO QATAR, SUSTAINABILITY IS AN IMPORTANT PART OF HOW WE MANAGE OUR BUSINESS AND CREATE LONG-TERM VALUE. DURING THE YEAR, WE DELIVERED STRONG FINANCIAL PERFORMANCE THROUGH DISCIPLINED COST MANAGEMENT, OPERATIONAL EFFICIENCY, AND CONTINUED DEMAND FOR OUR DIGITAL SERVICES.

We remain focused on investing in network infrastructure, technology, and energy-efficiency initiatives that strengthen our competitiveness and support Qatar's National Vision 2030. These investments help improve operational resilience while reducing our environmental impact.

Eisa Mohammed E. A. Al-Mohannadi
Chief Financial Officer (CFO)



We are committed to maintaining transparent and reliable sustainability reporting aligned with internationally recognized standards.

Looking ahead, our priority remains to deliver sustainable financial performance while continuing to invest in our network and our people, creating lasting value for our customers, shareholders, and the communities we serve.

WORDS FROM OUR CSDTO

AT OOREDOO QATAR, DIGITAL TRANSFORMATION CONTINUES TO BE A CATALYST FOR SUSTAINABLE GROWTH AND LONG-TERM VALUE CREATION.

BY EMBEDDING INNOVATION ACROSS OUR OPERATIONS, WE HAVE STRENGTHENED EFFICIENCY, RESILIENCE, AND CUSTOMER EXPERIENCE, WHILE ADVANCING ENERGY-EFFICIENT INFRASTRUCTURE AND RESPONSIBLE RESOURCE UTILIZATION.

Thani Ali I A Al-Malki
Chief Strategy and Digital Transformation Officer (CSDTO)



Our commitment to sustainability is inseparable from our transformation journey, ensuring technology serves both business performance and a greener future.

ENRICHING LIVES IN QATAR

Throughout 2025, we continued to make a positive contribution to national sustainable development priorities, including the Qatar National Vision 2030, as well as the UN Sustainable Development Goals (SDGs).



SDG #3 GOOD HEALTH AND WELL-BEING

- Ooredoo Qatar continues its long-standing partnership with the Fahad Bin Jassim Kidney Centre, supporting dialysis patients through regular visits, particularly during Ramadan. Ooredoo conducts visits to dialysis patients, providing support and fostering meaningful interaction aimed at improving patient well-being and quality of life. This sustained partnership reflects Ooredoo's ongoing commitment to community care, moving beyond one-off contributions toward continuous, relationship-based support for vulnerable patient groups.
- Ooredoo organises employee and community sports initiatives, including the Doha Marathon by Ooredoo, as well as cricket, football, padel, and badminton, as part of its commitment to promoting health, well-being, and social engagement. These initiatives encourage physical activity, support mental resilience, and foster active lifestyles across diverse participant groups.

SDG #4 QUALITY EDUCATION

- Ooredoo Qatar continues to strengthen its talent pipeline through the JAHIZ programme, with 32 candidates completing Cohort 3, compared to 29 professionals who completed Cohort 2. The programme delivers a structured, year-long leadership journey, combining immersive learning with global partnerships such as MIT, Kellogg, and Tuck. Participants apply their knowledge through Action Learning Projects addressing real business challenges, guided by global faculty and mentored by CXO leadership, helping to shape future-ready leaders aligned with Qatar National Vision 2030.
- Ooredoo actively contributes to youth education and digital learning through initiatives such as its participation in the Cyber Security Youth Summer Camp, empowering over 200 students with critical digital skills, raising awareness, and strengthening national cyber resilience, while fostering the next generation of innovators and a knowledge-based society.

SDG #5 GENDER EQUALITY

- Ooredoo Qatar's sponsorship of the Qatar TotalEnergies Open 2025 (a WTA 1000 event) supports women's sports by promoting female athletic participation and providing a platform for women in professional tennis.

SDG #8 DECENT WORK AND ECONOMIC GROWTH

- Ooredoo Qatar held its fourth annual Customer Day in October 2025, where senior leadership engaged directly in front-line roles. This initiative provided valuable insights into customer interactions and operational challenges, reinforcing a culture of continuous improvement and customer-centricity.
- Through its inclusive internship programme with Best Buddies – Shafallah Center, Ooredoo provides three-month internships for people with intellectual and developmental disabilities. The programme helps participants gain work experience, build professional skills, and improve employability.
- The Rowad Qatar 2025 sponsorship by Ooredoo Qatar supports entrepreneurship and SME growth by driving digital transformation and enabling businesses to scale, improve productivity, and innovate.
- The Entrepreneurship for Sustainability & Impact Conference (ESI 2025), sponsored by Ooredoo Qatar, supports knowledge exchange and contributes to building a knowledge based economy by promoting innovation and collaboration.

SDG #9 INDUSTRY, INNOVATION, AND INFRASTRUCTURE

- In Qatar, Ooredoo strengthened its leadership in digital infrastructure and AI, deploying sovereign AI cloud capabilities, world-leading 5G performance, and AI-enabled customer solutions, earning multiple national and regional awards for digital transformation, data governance, and advanced AI applications.

SDG #11 SUSTAINABLE CITIES AND COMMUNITIES

- Provided iftar meals to labour camps across Qatar, ensuring that low-income workers received meals during the holy month of Ramadan as part of Ooredoo Qatar's "Endless Giving" Ramadan campaign, fostering a spirit of kindness and solidarity.
- Collaborated with local charitable entities, including Qatar Charity, Education Above All, Silatech, and Qatar Cancer Society, with Ooredoo empowering its customers to contribute by donating Nojoom Points to support individuals with disabilities, children, and education.
- Hosted the Doha Marathon by Ooredoo 2025, one of Qatar's largest sporting events, bringing together local and international participants.

ENRICHING LIVES IN QATAR



SDG #17 PARTNERSHIPS FOR THE GOALS

- Ooredoo Qatar's partnership with Mowasalat (Karwa) reflects public-private cooperation to enhance transport infrastructure through digital innovation and improve service delivery.
- Ooredoo Qatar's participation in the Cyber Security Youth Summer Camp, in collaboration with the National Cyber Security Agency and government ministries, demonstrates cross-sector partnership to support youth development and digital resilience.
- Ooredoo Qatar's sponsorship of Seatrade Maritime Qatar 2025 and the Entrepreneurship for Sustainability & Impact Conference (ESI 2025) demonstrates collaboration with industry leaders, policymakers, and global stakeholders to promote innovation and sustainable development.
- Ooredoo participated in the Earthna WISE 12 Summit at QNCC under the theme "From Awareness to Action: Learning Ecosystems for a Regenerative Future" within "Humanity.io: Human Values at the Heart of Education."

Building on this engagement, Ooredoo can leverage its state-of-the-art data centres to scale IoT-driven solutions for monitoring pollution, water quality, and salinity, translating awareness into impactful environmental action.



OUR SUSTAINABILITY APPROACH



Introduction

In a rapidly evolving world, Ooredoo Qatar stands at the forefront of digital and sustainable transformation. Aligned with the Qatar National Vision 2030 and the Qatar Digital Agenda 2030, our mission is to lead the charge toward a sustainable future. We are committed to embedding sustainability into every aspect of our operations, ensuring that our technological advancements also drive positive environmental and societal impacts.

The Sustainability Pillars

Our three Sustainability Pillars serve as the guiding framework for Ooredoo's commitment to sustainability. They inform the company's decision-making processes and strategic initiatives, ensuring that every aspect of its operations aligns with its overarching goals of environmental responsibility, social engagement, and ethical conduct.



Sustainable Stewardship

Focused on reducing emissions, optimising energy and resource use, minimising waste, and promoting a sustainable supply chain, we aim to lead in environmental responsibility across all operations.

Measures:

- Emissions
- Energy & Resources
- Waste Reduction
- Sustainable Supply Chain



Community Empowerment

We strive to foster digital inclusion, support community development, engage a diverse workforce, and prioritise health and safety, ensuring a positive social impact.

Measures:

- Digital Inclusion & Safety
- Community Development
- Workforce Engagement & Diversity
- Health & Safety



Ethical Excellence

Committed to upholding the highest standards of data protection, ethical compliance, and employee welfare, we aim to ensure a transparent, responsible, and supportive environment for all stakeholders.

Measures:

- Data Protection & Digital Rights
- Ethical Practices & Compliance
- Employee Welfare & Development



SUSTAINABLE STEWARDSHIP



Introduction

We are committed to environmental leadership through targeted efforts to reduce emissions, optimise resource use, minimise waste, and ensure a sustainable supply chain by focusing on the following key measures:

- **Emissions:** Committed to reducing our carbon footprint through the implementation of energy-efficient solutions and renewable energy initiatives.
- **Energy & Resources:** Focused on optimising the use of energy and resources to ensure efficiency and sustainability across all operations.
- **Waste Reduction:** Leading efforts to minimise waste through recycling, reducing e-waste, and managing resources responsibly.
- **Sustainable Supply Chain:** Ensuring our supply chain adheres to sustainable practices, reducing environmental impact from sourcing to delivery.

Highlights

- **Renewable Energy:** A total of 638 GJ of renewable energy was generated, representing a 3.6% increase from 2024, contributing to a more sustainable energy mix, though renewable energy intensity slightly decreased.
- **Emission Reduction:** Environmental impact was reduced by phasing out diesel generators, lowering fuel use and emissions. A clean energy phase will upgrade 160 sites with hybrid power systems to ensure reliability.
- **Local Supply Chain:** Increased the share of local suppliers to 67%, supporting local businesses and lowering logistics emissions while boosting Ooredoo Qatar's ICV score from 40 to 57, a 42.5% increase.
- **Water Efficiency:** Reduced water consumption by 13.45%, bringing total usage down to 67,887,300 litres, a milestone in our journey towards smarter environmental management.

Key Initiatives

- Successfully recycled approximately 11,830 kg of paper waste and responsibly disposed of approximately 280 tonnes of cardboard and non-recyclable materials, such as plastic and metal-based file covers, as part of our digitalisation initiative.
- Minimised paper and cardboard waste from administrative operations through an archiving policy, double-sided printing, print limits, and the establishment of recycling contracts.
- By renewing our partnerships with Elite Recycling and Seashore for metal and e-waste recycling, we aim to improve resource recovery and drive higher recycling rates across our operations.
- Ooredoo Qatar integrates climate considerations through ISO 14001, ISO 22301, and ISO 45001 certifications, strengthening resilience and risk management. Climate clauses in vendor contracts promote lower-carbon suppliers, ensuring climate risks are addressed across operations, governance, and procurement as part of the transition to a low-carbon economy.

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COMMUNITY EMPOWERMENT

Introduction

Our goal is to foster digital inclusion, support community development, and prioritise workforce diversity and health, ensuring we make a lasting social impact through the following key measures:

- **Digital Inclusion and Safety:** Striving to provide equal access to digital resources while ensuring the safety and security of online interactions for all members of the community.
- **Community Development:** Supporting local communities through projects and initiatives that foster economic growth, education, and social well-being.
- **Workforce Engagement and Diversity:** Committed to creating an inclusive work environment that promotes diversity and engages employees at all levels.
- **Health and Safety:** Prioritising the health and safety of our workforce and communities through comprehensive safety protocols and wellness programmes.

Highlights

- **Community Investments:** Invested 1.05% of revenues (QAR 75.73 million) in community projects, sustaining support for local development.
- **Digital Adoption:** The share of digital invoice payments increased from 86% in 2024 to 86.4% in 2025, reflecting a 0.4 percentage point improvement, contributing to enhanced digital inclusion and aligning with the objectives of Qatar National Vision 2030.
- **Employee Volunteerism:** In 2025, employee volunteering hours reached 500 hours, up from 200 hours in 2024, representing a 150% increase, while participation expanded from 750 to 1,000 employees, reflecting a 33.3% growth. This progress underscores an enhanced commitment to community engagement.
- **Workforce Diversity:** Female representation in senior management increased from 24 leaders in 2024 to 28 in 2025, representing a 16.7% increase, reflecting continued progress toward gender diversity and inclusion.
- **Health & Safety:** Achieved zero employee fatalities for the fourth consecutive year, maintaining a safe and healthy working environment.

Key Initiatives

- The Doha Marathon by Ooredoo 2025 attracted over 15,000 participants from more than 140 countries, highlighting strong community engagement and promoting health, inclusion, and global participation.
- Volunteers, including our brand ambassador and sports champion Mutaz Barshim, visited patients at the Fahad Bin Jassim Kidney Center, spending time with them and distributing gift vouchers.
- Provided iftar meals to labour camps across Qatar, ensuring that low-income workers received meals during the holy month as part of Ooredoo Qatar's "Endless Giving" Ramadan campaign, fostering a spirit of kindness and solidarity, with iftar distribution, food baskets, and Nojoom-based donations supporting orphans, elderly individuals, and members of the autism community.
- Ooredoo Qatar accelerated the deployment of AI to transform our network operations delivery model, enhancing operational efficiency, resilience, and customer-centricity.



ETHICAL EXCELLENCE



Introduction

We strive to uphold the highest standards in data protection, ethical compliance, and employee welfare, creating a transparent and responsible environment through the following key measures:

- **Data Protection and Digital Rights:** Focusing on continued improvement in the areas of data privacy and protection with a goal of ensuring that the digital rights of all stakeholders are safeguarded.
- **Ethical Practices and Compliance:** Ensuring transparency, fairness, and accountability through strict adherence to ethical practices and regulatory compliance.
- **Employee Welfare and Development:** Focused on the growth, well-being, and continuous development of employees through welfare initiatives and professional development programmes.

Highlights

- **Cybersecurity:** Prevented over 39.5 million cyberattacks, a significant increase from 7.7 million, representing an approximate 413% rise in detected threats, while maintaining a strong record of zero cyber breaches, ensuring robust protection of customer data.
- **Employee Development:** Delivered 4,077 hours of training to female employees in 2025, reflecting an approximate 10% increase from 3,703 hours in 2024, alongside 9,110 hours for male employees, demonstrating a strong commitment to continuous professional development.
- **Gender Pay Equity:** Maintained gender pay equity at 115%, up from 114% in 2024, reflecting continued commitment to fair compensation.
- **Customer Satisfaction:** Achieved a 99.9% resolution rate for customer complaints for the third consecutive year, underscoring a sustained commitment to service excellence and customer satisfaction.
- **Award:** Innovation Award in the AI for Customer Experience category at Teradata Possible 2025 and Silver Stevie® Award for Technology Excellence 2025.

Key Initiatives

- Ooredoo Qatar has a long-standing partnership with the Fahad Bin Jassim Kidney Centre (HMC), providing ongoing support to dialysis patients. This includes regular Ramadan visits with symbolic gifts to boost morale, reflecting a sustained commitment to improving patients' quality of life as part of its CSR health and community initiative.
- Ooredoo strengthened its ESG commitment by collaborating with key Qatari charitable organisations and government entities, including Dreama, Ehsan, Rafeeq Al Khair, Autism Parents Platform, Shafallah/Best Buddies, and national ministries, to support individuals with disabilities, children, and underprivileged communities through inclusive and community-focused initiatives.
- Customer experience is enhanced through call-back loops for low satisfaction, cross-functional workshops to improve journeys, CEO-level oversight of key pain points, and direct retail engagement to capture real-time feedback.
- Offered a suite of specialised programmes under the RUN (Reskilling, Upskilling, New Skilling) initiative, including JAHIZ, Rehlati programme.
- Ooredoo took the initiative to launch an internship programme with Shafallah Center and Best Buddies, providing individuals with disabilities with hands-on work experience, fostering skill development, and enabling meaningful professional growth in an inclusive environment.
- Ooredoo engaged 200 students aged 13–17 across Qatar through the Cyber Security Youth Summer Camp 2025, strengthening digital literacy, enhancing cyber awareness, and supporting national digital resilience and youth empowerment.
- Implemented a new mandatory supplier declaration containing all essential conflict avoidance checkpoints.
- In Ooredoo Qatar, an ISO 27001:2022-certified Information Security Management System underpins the data privacy framework, with privacy-by-design principles embedded across all new services and technologies.

PERFORMANCE DATA



Pillar / Measures	Unit	2023	2024	2025
8.1 Sustainable Stewardship				
8.1.1 Energy & Resource				
Energy intensity	GJ/ workforce	1,098	1,014	1,375
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	GJ	507,854	507,550	648,653
Indirect energy consumption (electricity)*	GJ	782,128	656,580	791,474
Amount of renewable energy generated	GJ	564	615	638
Renewable energy intensity	GJ/ workforce	0.48	0.53	0.61
Total water consumption	m³	95,337	78,433	67,887.3
Fresh water used - company generated	m³	-	-	-
Water intensity	m³/ workforce	81.1	68.3	64.8
8.1.2 Emissions				
Direct GHG emissions (Scope 1)	tCO2e	34,942.10	34,922	50,312
Indirect GHG emissions (Scope 2)	tCO2e	117,102	98,305	101,354
Indirect GHG emissions (Scope 3)	tCO2e	0	0	165,416
Total GHG emissions	tCO2e	152,044.10	133,227	317,082
GHG emissions intensity	tCO2e/ work-force	129.4	116.1	302.8
Sites converted to commercial power	Number	56	106	70
Sites converted to hybrid power	Number	20	17	0
Sites converted from COWs to RDM	Number	30	27	27
8.1.2 Waste Reduction				
Total hazardous waste disposed	Tons	157.60	167.14	32.14
Total non-hazardous waste disposed	Tons	15.40	33.11	1991.34
Percentage of hazardous waste recycled	Percentage	64	14.64	2.5
Percentage of non-hazardous waste recycled	Percentage	83	46.6	0.6
Total waste recycled	Tons	113	308.4	44.13
8.1.3 Sustainable Supply Chain				
Total number of suppliers engaged	Number	716	740	790
Total number of local suppliers engaged	Number	462	506	460
Total procurement spending	QAR '000	3,592,540	3,138,356	3,319,049
Procurement spending on local suppliers	QAR '000	2,275,947	1,828,619	1,923,626
Percentage of spending on local suppliers	Percentage	63.40	58	58
Percentage of local suppliers	Percentage	63	68	67
Number of suppliers identified as having significant actual and potential negative social impacts	Number	-	-	-
Suppliers with which relationships were terminated because of audit	Number	-	0	0

Pillar / Measures	Unit	2023	2024	2025
Number of suppliers identified as having significant actual and potential negative environmental impacts	Number	-	-	-
8.2 Community Empowerment				
8.2.1 Digital Inclusion & Safety				
Number of mobile customers	Number	2,487,127	2,483,114	2467444
Number of wireline subscribers	Number	320,570	306,549	294923
Number of broadband subscribers	Number	249,909	245,585	240072
Share of digital invoice payment from total payments	Percentage	65%	86%	86.4%
Digitally offered products	Percentage	100	100	100
Percent of digitally acquired customers	Percentage	4	4	2.2
Radio access network sites evolution	Number	3,797	3,904	4,156
8.2.2 Community Development				
Total value of community investments	QAR '000	101,233	85,164	75,735
Total amount invested in the community as a percentage of revenues	Percentage	1.40	1.2	1.04
Number of CSR projects	Number	35	30	30
Community investments as a percentage of pre-tax profit	Percentage	5.50	4.2	4.2
Operations with significant actual or potential negative impacts on local communities	Number	-	-	-
Number of volunteers	Number	50	750	1000
Total number of employee volunteering hours	Hours	160	200	500
Number of volunteering days	Days	60	80	1000
Revenues	QAR '000	7,283,334	7,126,542	7,238,980
Operating costs	QAR '000	2,999,692	2,960,004	3,042,617
Employee wages and benefits	QAR '000	989,716	1,036,789	1,018,659
Payments to providers of capital	QAR '000	1,377,376	1,761,761	2,082,080
Payments to the government	QAR '000	341,772	370,209	390,361
8.2.3 Workforce Engagement and Diversity				
Total number of employees (excluding trainees, students, and outsourced staff)	Number	1,175	1,148	1,047
Full-time employees	Number	1,175	1,148	1,047
Female full-time employees	Number	299	290	267
Male full-time employees	Number	876	858	780
Part-time employees	Number	0	0	0
Female part-time employees	Number	0	0	0
Male part-time employees	Number	0	0	0
Number of employees with disabilities	Number	3	3	4

PERFORMANCE DATA



Pillar / Measures	Unit	2023	2024	2025
Senior Management	Number	118	123	121
Male employees in Senior Management	Number	97	99	93
Female employees in Senior Management	Number	21	24	28
Middle Management	Number	365	364	371
Female employees in Middle Management	Number	68	74	77
Male employees in Middle Management	Number	297	290	294
Total number of staff	Number	692	661	555
Female staff	Number	210	192	162
Male staff	Number	482	469	393
New employee hires (males)	Number	67	47	44
New employee hires (females)	Number	27	11	6
Total number of new employees who joined the organisation	Number	94	58	50
Workforce by age 18-30 years	Number	109	88	73
Workforce by age 31-50 years	Number	738	760	751
Workforce by age 51+ years	Number	328	300	223
Percentage of employees under the age of 30	Percentage	9	8	7
Number of full-time national employees	Number	500	494	455
Female national employees	Number	240	233	216
Male national employees	Number	260	261	239
National full-time employees in Senior Management	Number	51	58	58
Nationalisation rate of Senior Management	Percentage	43	47.15	44
Nationalisation rate among total workforce	Percentage	42.60	43	43.5
Number of employees of other nationalities	Number	675	654	592
Female employment rate	Percentage	25.40	25.2	25
Females in Senior Management	Number	21	24	26
Percentage of employee engagement	Percentage	89	100	89
Percentage of employees receiving regular performance and career development reviews	Percentage	100	100	100
Percentage of male employees receiving reviews	Percentage	100	100	100
Percentage of female employees receiving reviews	Percentage	100	100	100
Percentage of Senior Management employees receiving reviews	Percentage	100	100	100
Percentage of Middle Management employees receiving reviews	Percentage	100	100	100
Total employees whom anti-corruption policies (code of conduct) were communicated to	Number	1,175	1,148	1047
Percentage of employees who received anti-corruption (code of conduct) policies	Percentage	100	100	100
8.2.4 Health and Safety				
Number of workers covered by an occupational health and safety management system	Number	2,452	2,285	2,391
Percentage of workers covered by the health and safety management system	Percentage	100	100	100

Pillar / Measures	Unit	2023	2024	2025
Workers covered by the health and safety management system that has been internally audited	Number	2,452	2,285	2,391
Total workers covered by the health and safety management system that has been internally audited	Percentage	100	100	100
Workers covered by the health and safety management system that has been audited or certified by an external party	Number	2,452	2,285	2,391
Total workers covered by the health and safety management system that has been audited or certified by an external party	Percentage	100	100	100
Workforce represented in joint management-worker H&S committees	Percentage	1	1	1
Employee fatalities as a result of a work-related injury	Number	0	0	0
Employee fatalities rate as a result of a work-related injury	Percentage	0	0	0
Contractor fatalities as a result of a work-related injury	Number	0	0	0
Contractor fatalities rate as a result of a work-related injury	Percentage	0	0	0
Employee high consequence works 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	1	-	2
Contractor work-related injury rate (excluding fatality and high-consequence work)	Percentage	0.08	-	0.10
Fatalities as a result of a 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	542	777	1384
Average hours of H&S training per year per employee	Hours	0.50	0.01	6.9
Total cost of HSE training	QAR '000	11.21	21.45	31.52
Percentage of employees covered by an occupational health and safety management system that has been audited or certified by an external party	Percentage	100	100	100
Percentage of employees covered by an occupational health and safety management system (ISO 45001)	Percentage	100	100	100
Percentage of offices ISO 14001 certified	Percentage	100	100	100

PERFORMANCE DATA

Pillar / Measures	Unit	2023	2024	2025
8.3 Ethical Excellence				
8.3.1 Employee Welfare and Development				
Total training provided for females	Hours	2,410	3703	4,077
Total training provided for males	Hours	8,201	9626	9,110
Total training provided for total workforce	Hours	10,611	13,329	13,187
Total training provided for Senior Management	Hours	2,316	4,413	3,525
Total training provided for Middle Management	Hours	4,021	4,682	5,804
Total number of training hours for staff	Hours	4,274	4,234	3,858
Average hours of training per employee	Hours	12.10	11.60	12
Average hours of training per female employee	Hours	13.20	12.70	15
Average hours of training per male employee	Hours	11.70	11.20	11
Average hours of training per Senior Management employee	Hours	21.10	33.40	29
Average hours of training per Middle Management employee	Hours	10.80	12.80	16
Average hours of training per staff employee	Hours	12.6	11.6	12.1
Parental leave (males)	Number	29	24	27
Parental leave (females)	Number	13	22	12
Total parental leaves	Number	42	46	39
Employees returned to work after parental leave (males)	Number	29	24	27
Employees returned to work after parental leave (females)	Number	11	22	12
Total employees returned to work after parental leave	Number	40	46	39
Return to work rate	Percentage	95	100	100
Turnover rate	Percentage	3.60	4.03	12
Total number of employees who left the organisation	Number	43	46	128
Total employee wages and benefits	QR '000	973,092	1,036,789	1,018,658
Ratio of basic salary of women to men	Percentage	109	114	115
Ratio of remuneration of women to men	Percentage	101	102	103
Number of grievances filed in the reporting period	Number	40	16	26
Number of grievances addressed or resolved	Number	38	16	26
Grievances filed prior to the reporting period that were resolved during the reporting period	Number	0	0	0
Work hours (employees)	Hours	2,481,600	2,424,576	3,704,448
Work hours (contractors)	Hours	2,691,685	2,697,911	5,029,022
Heat stress events	Number	0	0	0



Pillar / Measures	Unit	2023	2024	2025
8.3.1 Employee Welfare and Development				
Chairman's independence	Y/N	Yes	Yes	Yes
Total number of board members	Number	10	10	10
Male members of the Board of Directors	Number	10	10	10
Female members of the Board of Directors	Number	0	0	0
Percentage of board independence	Percentage	40	40	40
Total number of non-independent members	Number	6	6	6
Number of incidents of discrimination reported	Number	-	0	0
Number of incidents of discrimination reviewed	Number	-	0	0
Number of incidents of discrimination resolved	Number	-	0	0
Total number of training hours delivered to board members	Hours	-	8	4
Number of sustainability/ESG training hours provided to the Board of Directors	Hours	-	-	4
8.3.1 Employee Welfare and Development				
Customer satisfaction results	Percentage	82	82	81.9
Percentage of customers actively responding to the survey	Percentage	10	10	9.3
Customer complaints received through communication channels	Number	352,209	348,419	338,188
Percentage of customer complaints that were answered	Percentage	99.90	99.70	100
Percentage of customer complaints that were solved	Percentage	99.90	99.90	99.96
Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes	Number	0	0	0
Privacy training sessions offered to employees	Number	2	1	2
Attempted cyberattacks	Number	15,872,937	7,742,693	39,488,984
Actual cyber breaches	Number	-	0	0
Complaints received from outside parties and substantiated by the organisation	Number	-	-	1
Complaints from regulatory bodies	Number	19	0	0



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THANK YOU...

PIONEERING SUSTAINABILITY