



Sustainability Report 2023



Advancing Sustainability with Digital Transformation

Vodafone Qatar integrates and **advances sustainability with digital transformation**, aiming to be the top choice in telecommunications in Qatar. We invest in infrastructure to enhance connectivity, empower our team, and embrace eco-friendly practices, aligning with global sustainability standards to connect for a better future.



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About This Report

Vodafone Qatar's Sustainability Report 2023 marks its fourth annual sustainability report, offering insights into the company's Environment, Social, and Governance (ESG) activities and performance throughout the year.

Covering the period from January 1, 2023, to December 31, 2023, this report has been developed in accordance with the GRI Sustainability Reporting Standards, focusing on Vodafone Qatar's material sustainability issues.

It is important to note that this report specifically addresses Vodafone Qatar's operations and does not include data pertaining to Vodafone Group, which can be found separately. The scope of this report encompasses all Vodafone Qatar's operating facilities situated in Qatar, while data from its subsidiaries, external contractors, suppliers, and clients are excluded unless otherwise stated.



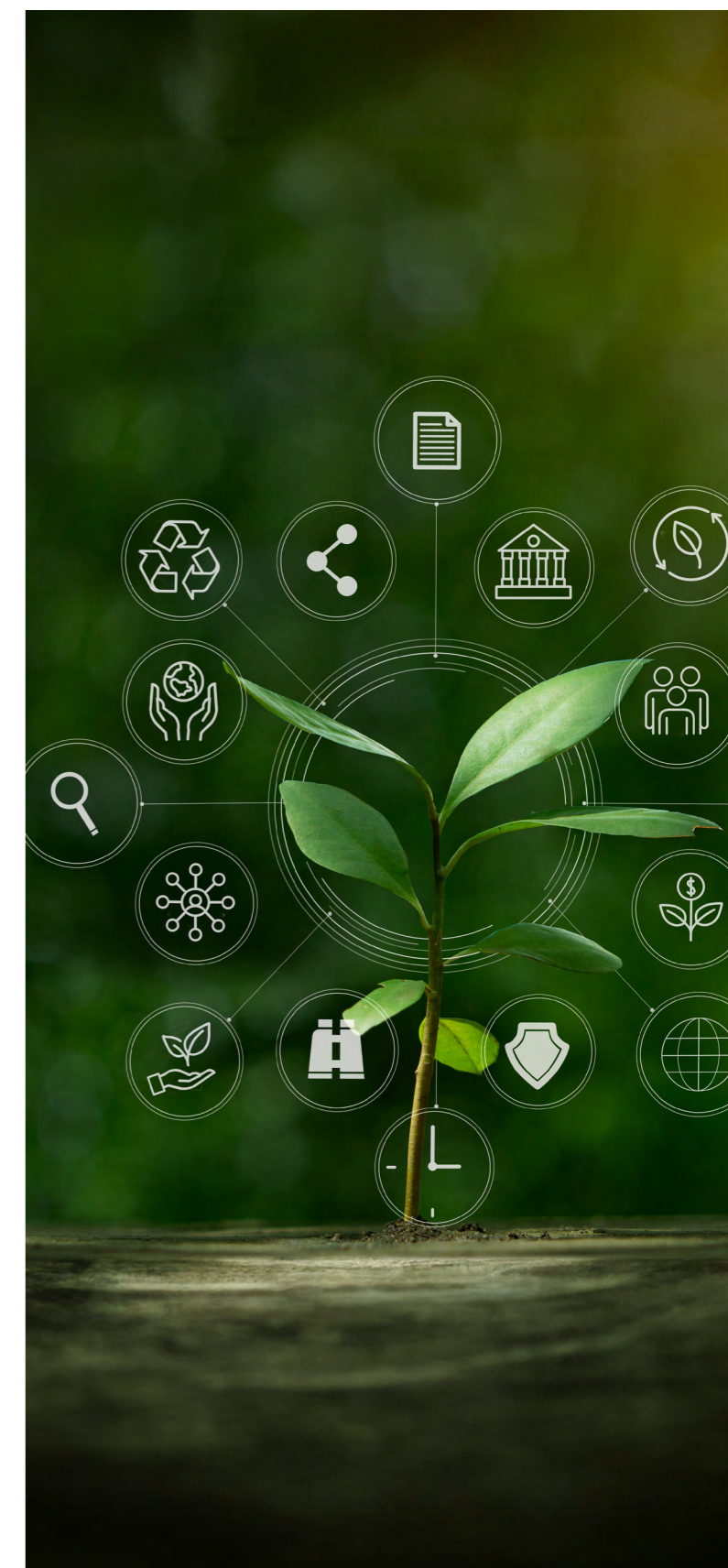
Feedback

We welcome your feedback on this report and our performance. Please send your comments to:

sustainability@vodafone.qa

Cautionary Message

Vodafone Qatar has made every effort to ensure that this report is as accurate and truthful as possible. However, by their nature, forward-looking statements are qualified to inherent risks and uncertainties surrounding future expectations that could cause actual results to differ materially from these projected or implied statements. Such statements are subject to risks that are beyond Vodafone Qatar's ability to control and therefore do not represent a guarantee that events implied in these forward-looking statements will occur. The forward-looking statements may include (without limitation) words such as "forecast", "anticipate", "estimate", "believe", "project", "plan", "intend", "prospective" and other words and terms of similar meaning in connection with any discussion of the timing or nature of future operating or consolidated financial performance or other events.





A Message from Our CEO

It is my pleasure to introduce Vodafone Qatar's fourth annual Sustainability Report, which outlines progress made against our ESG criteria in 2023.

We take our responsibilities towards protecting our planet very seriously and continuously look for ways to reduce the impact of our operations while maintaining the delivery of cutting-edge technological solutions that connect communities across Qatar, enabling them to prosper and grow.

Creating a new roadmap

2023 was a landmark year in which we developed a new three-year sustainability strategy roadmap, in line with our sustainability framework of 'Connecting for a Better Future'. Within this sit three critical pillars - Digital Enrichment, Human Prosperity, and Safeguarding the Planet - which also align with Qatar's National Vision 2030 and the United Nations Sustainable Development Goals (UN SDGs).

Faster, greener internet for smarter, more efficient cities

In 2023 Vodafone Qatar launched some of the fastest internet services ever seen in the Middle East.

Last March, we were honoured to be able to announce the creation of the Middle East's first ever smart 'Gigacity' in Msheireb Downtown, Doha. Through collaboration with our esteemed partner, Nokia, we provided a super-fast fibre network capable of 25Gbps across the entire district, followed by the launch of our Giga Home offering, which uses speeds nearly ten times faster than previous average, creating efficiencies on a scale never seen before.

Sheikh Hamad Abdulla Jassim Al-Thani
CEO, Vodafone Qatar

A digital-first approach

Our pioneering work on the development of Internet of Things (IoT) technologies, which help to reduce the environmental footprint of houses, cities and businesses across the country, through smart energy monitoring, is a prime example of our digital-first approach to sustainability.

Once again, our groundbreaking smart city project in Msheireb Downtown, where urban operations are run on Vodafone Qatar's IoT systems, remains a living example of how technology can be leveraged to reduce greenhouse gas emissions and improve resource efficiency and waste management.

Looking to the future

We advance sustainability with digital transformation hand in hand. Sustainability remains integral to our business and to the long-term success of Vodafone Qatar, as we continue to empower Qatar's digital future and strive towards a connected, inclusive, and harmonious society.

I am excited about the challenges and opportunities that lie ahead, and I would like to thank all our stakeholders for their continued trust and support.



About Vodafone Qatar

As a leading telecommunications provider in Qatar, Vodafone Qatar is dedicated to driving Qatar's digital transformation and connecting its citizens to a brighter future. Since our inception in 2009, we have been at the forefront of technological advancement, offering a comprehensive suite of services including voice, messaging, data, fixed communications, IoT and ICT managed services to cater to the diverse needs of consumers and businesses alike. With 2.15 million mobile customers, and a mobile customer market share of 44.6%, Vodafone Qatar demonstrates a strong commitment to enhancing connectivity experiences.

One of our proudest achievements is our leadership in the deployment of 5G services. As pioneers in the field, we were among the first operators globally to offer commercial 5G solutions, marking a significant milestone in Qatar's telecommunications landscape. Since 2018, the rollout of our 5G network reflects our dedication to innovation and to providing customers with cutting-edge technology.

Beyond telecommunications, Vodafone Qatar plays a pivotal role in shaping Qatar's digital infrastructure, serving as the backbone for many of the country's iconic developments. Our investments in fixed network infrastructure contribute to Qatar's economic growth and enhance the quality of life for its citizens.

Through leveraging digital technology, we aim to drive socioeconomic progress, foster inclusivity, and prioritise environmental sustainability. Our social investments are aligned with our purpose of connecting the people of Qatar and supporting them on their journey towards a better future.

With corporate governance and transparency at the core of our operations, Vodafone Qatar boasts a diverse shareholder base of over 25,000 institutional and retail investors, with 90% Qatari ownership. As a member of the Qatar Stock Exchange, we uphold the highest standards of governance, maintaining a paid-up capital of QR 4.227 billion.

In this report, we invite you to explore our sustainability journey as we continue to empower Qatar's digital future and strive towards a connected, inclusive, and sustainable society.



Our Charter

The Company's vision for the future is rooted in its mission to connect today's ideas with tomorrow's technologies by pioneering digital innovation and becoming Qatar's first choice for telecommunications and digital services. Vodafone Qatar strives to remain aligned with its slogan 'Together We Can,' which speaks to how the partnership between technology and the human spirit can turn societal challenges into achievements.



Our Vision

To pioneer digital innovation and to be people's first choice in telecom and digital services.



Our Mission

Connect today's ideas with tomorrow's technologies.

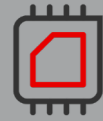


Membership of Association

- Global System for Mobile Communications Association (GSMA)
- Middle East Investor Relations Association (MEIRA)



2023 Sustainability Performance Highlights



Digital Enrichment

2.15

million mobile customers

99%

of customer complaints resolved

ISO 27001

certification cycle's third surveillance audit completed

0

Maintained zero data breaches



Human Prosperity

30%

nationalisation rate of senior management positions

100%

of full-time employees received a performance and career development review

25hrs

hours of training per employee

100%

of grievances were resolved



Safeguarding the Planet

15%

Reduced water consumption by 15%

58%

of total procurement spending allocated to local suppliers

64%

of suppliers are locally based

104

sites converted to commercial power



01 Sustainability at Vodafone Qatar

Vodafone Qatar is dedicated to minimising our environmental impact, fostering social inclusivity, and driving economic prosperity for Qatar's future.

We advance our sustainability performance aligned with our digital transformation. We centre our sustainability strategy around three key areas: digital enrichment, human prosperity, and safeguarding the planet.

Through innovation and collaboration, we are committed to building a sustainable and resilient society for generations to come.

Sustainability Strategy

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20

We created our sustainability framework known as 'Connecting for a Better Future'. Our framework is also aligned with the Vodafone Group's ESG strategy.

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22

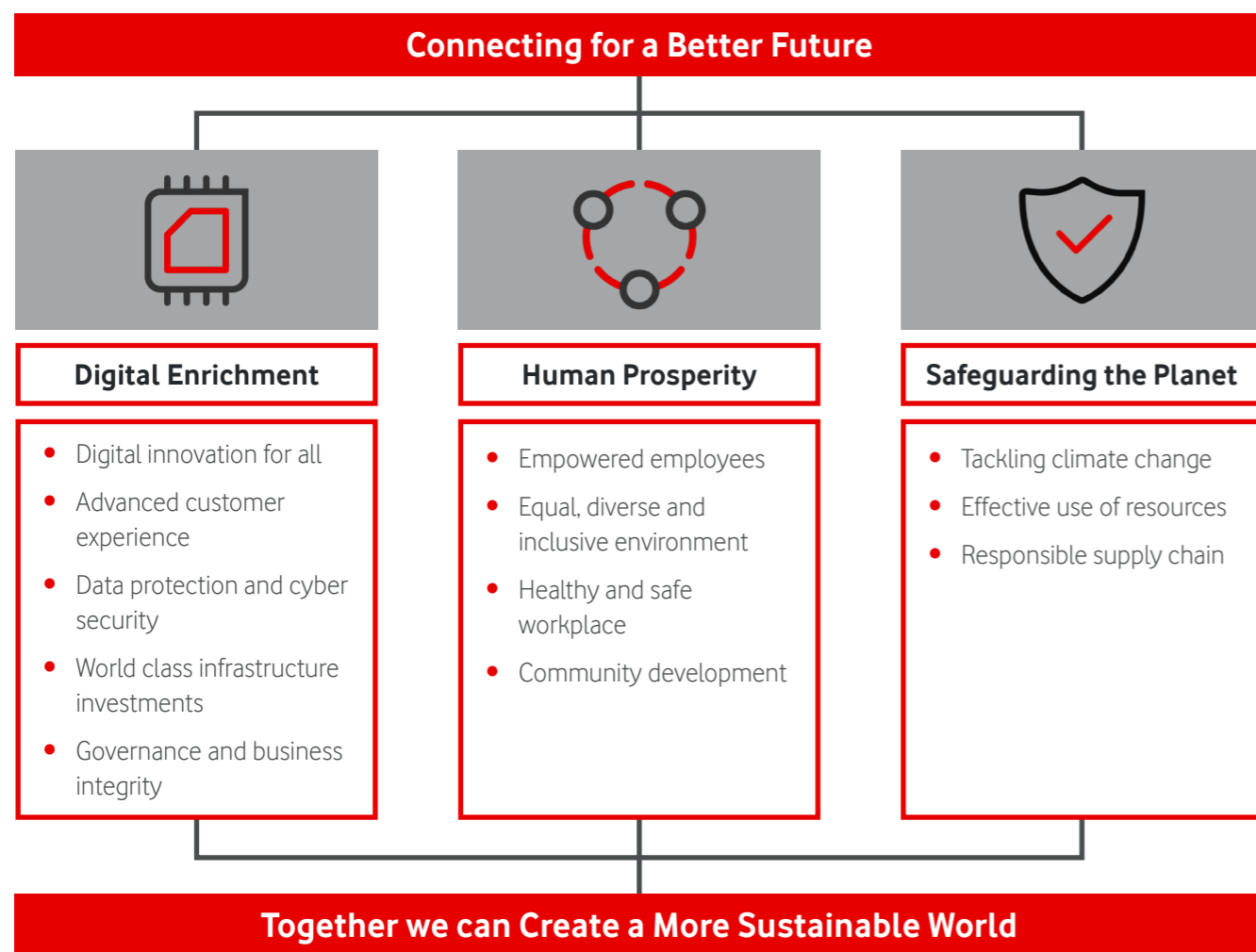
We refreshed our materiality assessment and the sustainability framework's focus areas. The framework guides our entire reporting process, highlighting and strengthening values that both Vodafone Qatar and our stakeholders can endorse and support.

20
23

In alignment with our corporate strategy, national ESG priorities including the Qatar National Vision 2030, regional and international rating agencies requirements, and the UN SDGs, we created a 3-year sustainability strategy roadmap. We identified actions for the year 2024, 2025 and 2026 to improve our sustainability performance and become the sustainable telecom company of choice in the region. We aim to disclose our progress on the KPIs defined in the sustainability strategy roadmap in the 2024 Sustainability Report.

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become the sustainable telecom company of choice in the region



Digital Enrichment

Vodafone Qatar is renowned for its commitment to quality and value, largely attributed to our dedicated efforts in digital innovation for all within Qatar.

Our strategy revolves around close collaboration with customers, facilitating digital enrichment by bolstering network accessibility.

As a frontrunner in the telecommunications sector, we pledge to uphold our leadership status through prioritising advanced customer experiences, investing in world-class infrastructure, maintaining integrity in our operations, and ensuring robust data protection and cyber security measures.



Human Prosperity

At Vodafone Qatar, people are at the heart of our operations. We are steadfast in cultivating an environment that advocates for fairness, fosters employee growth, and champions equal opportunities.

Upholding the highest standards of health, safety, and risk management across our operations ensures the well-being of our workforce.

Moreover, our dedication extends beyond our employees to the communities we serve. Aligned with the Qatar National Vision 2030 and the UN SDGs, we actively participate in initiatives that generate positive social impact, alleviate poverty, and promote youth education.



Safeguarding the Planet

We are committed to minimising our environmental footprint through proactive measures and responsible practices. By integrating sustainability considerations into every aspect of our operations, we strive to mitigate environmental impacts and promote ecological resilience.

From reducing waste and conserving resources to investing in renewable energy and embracing circular economy principles, we are dedicated to preserving the planet for future generations. Our efforts are aligned with global sustainability frameworks, including the UN SDGs, as we work collaboratively towards a more sustainable and resilient future.

We are steadfast in our commitment to fostering an ethical and sustainable value chain, placing a keen emphasis on upholding human rights, ensuring fair labour practices, enhancing the environmental performance of our suppliers, and ensuring responsible material sourcing.

These endeavours are essential in preserving the health of our planet and securing a prosperous future for generations to come.

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We have developed a

3 year

sustainability strategy roadmap





Sustainability Governance

The Steering Committee, at the executive management level, plays a pivotal role in implementing our sustainability strategy roadmap. With the Chief Executive Officer (CEO) as the chair and the Chief Human Resources Officer (CHRO) as an active advocate, the committee comprises diverse functional leaders within the organisation, ensuring comprehensive representation. They are forward-thinking in identifying and addressing sustainability challenges, seizing new opportunities along the way. By 2024, our vision is to evolve the Steering Committee into a dedicated Sustainability Committee.

The sustainability risks and opportunities are also catalogued in our Enterprise Risk Register for regular assessment regarding their impact and likelihood. Each specific risk factor is allocated to designated risk owners, tasked with evaluating and actioning mitigation strategies. This strategic approach facilitates early identification and resolution of sustainability risks. Moreover, our commitment to transparency is manifested in providing stakeholders with detailed reports on our organisation's performance, including extensive sustainability reports that feature performance metrics and materiality assessments.

Listening to Our Stakeholders

We recognise the importance of engaging with our stakeholders on our sustainability journey. Through proactive communication and dialogue, we prioritise understanding their perspectives on key issues that impact our business and the communities we serve.

Internally, we value our employees' input, ensuring that their voices are heard. Externally, we engage with customers, shareholders, analysts, suppliers, regulators, government bodies, and the media, fostering open communication channels to gather valuable insights.

We use tailored communication channels to engage all our stakeholders and ensure their voices are heard. We consider their feedback in enhancing our business practices and in adopting a more long-term approach to risk management that takes sustainability challenges into account.

This collaborative approach enables us to identify emerging trends, anticipate challenges, and align our strategies with stakeholder expectations. By incorporating stakeholder feedback into our operations, we aim to build trust, enhance transparency, and drive sustainable outcomes for all.



Stakeholder Groups	The methods of engagement
Investors	Official website, investor presentations, annual reports, sustainability reports, annual general meetings, quarterly investor meetings, roadshows, one-on-one sessions.
Employees	Employee engagement surveys, weekly newsletters, gathering events (town halls and Sahoo), sport tournaments, workshops, seminars and consultations focused on health, official website, annual reports, sustainability reports.
Public authorities	Regulatory consultations, compliance reports, seminars, disclosures, official website, annual reports, sustainability reports.
Charitable and humanitarian organisations	Sponsorships, partnerships, social responsibility initiatives
Universities	Career fairs, sponsorships, workshops
Customers	Surveys, feedback channels, customer service channels, official website, annual reports, sustainability reports.
Suppliers	Supplier meetings, performance reviews, official website, annual reports, sustainability reports.

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we aim to build trust, enhance transparency, and drive sustainable outcomes for all



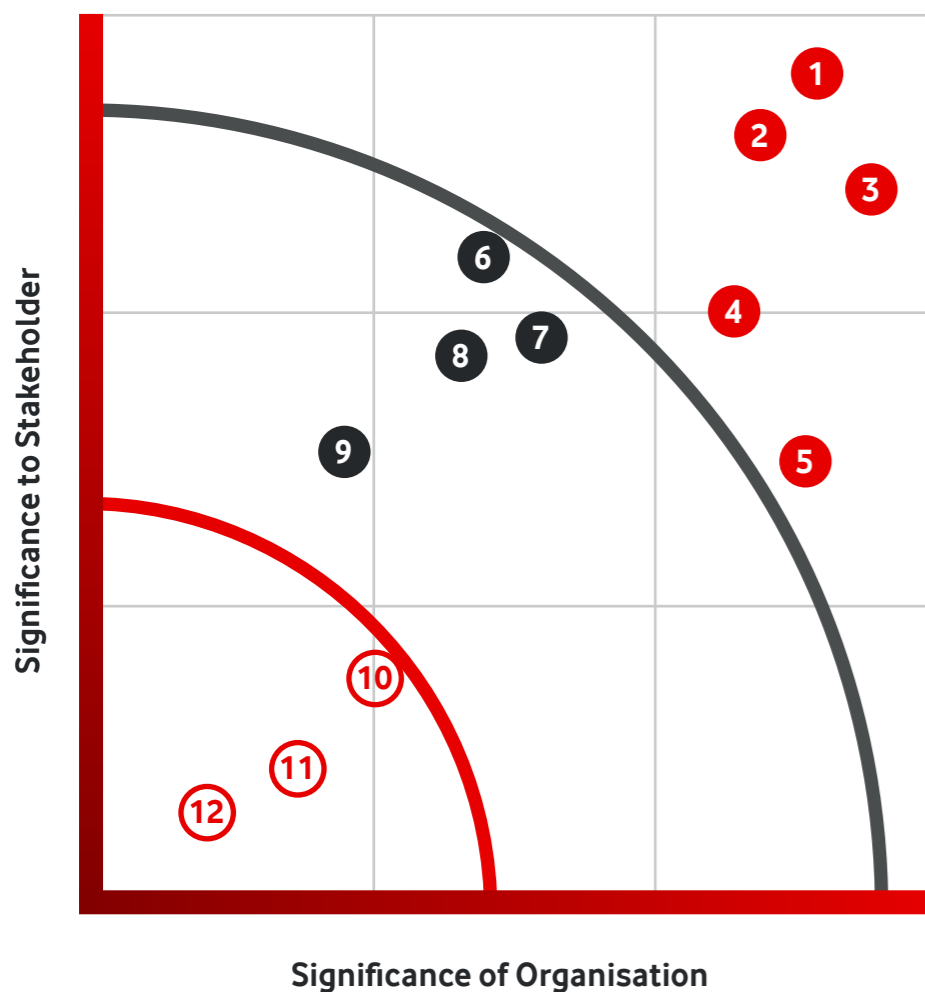


Material Issues

We are committed to understanding and addressing the sustainability issues that are most significant to our stakeholders and our business. Through a rigorous materiality assessment process, we identify the ESG factors that have the greatest impact on our organisation and are of the highest concern to our stakeholders.

We enhanced our materiality assessment in 2022 to incorporate risk assessments, internal expertise, and strategic guidance.

This allowed us to remain aligned to changing perspectives and ESG trends in our industry, identifying and prioritising the more pressing economic, environmental, and social issues for our business. Key issues identified through this process included responsible data usage and privacy protection, digital inclusion, governance, and business engagement.



Most Important

- 1 Data protection and cyber security
- 2 Digital innovation for all
- 3 Advanced customer experience
- 4 Governance and business integrity
- 5 Healthy and safe workplace

Very Important

- 6 Tackling climate change
- 7 Empowered employees
- 8 World class infrastructure investments
- 9 Equal, diverse and inclusive environment

Important

- 10 Community development
- 11 Effective use of resources
- 12 Responsible supply chain

	Material Issues	Relevant Strategy Pillar	Why this Issue Matters	Contributions to SDGs
Most Important	Data protection and cyber security	Digital Enrichment	Ensuring data privacy and safeguarding against cyber threats is paramount in maintaining trust and integrity with our customers. Vodafone Qatar is committed to implementing robust measures and protocols to protect customer data and mitigate cyber risks effectively.	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
	Digital innovation for all	Digital Enrichment	Vodafone Qatar believes in leveraging digital innovation to create opportunities and empower all segments of society. Our commitment lies in ensuring that our digital solutions are accessible, inclusive, and contribute to bridging the digital divide.	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
	Advanced customer experience	Digital Enrichment	Providing an exceptional customer experience is central to our values at Vodafone Qatar. We are dedicated to continuously enhancing our services, leveraging technology and expertise to meet and exceed customer expectations at every touchpoint.	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
	Governance and business integrity	Digital Enrichment	Upholding high standards of governance and integrity is fundamental to our business operations. Vodafone Qatar is committed to conducting business ethically, transparently, and in compliance with all applicable laws and regulations.	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
	Healthy and safe workplace	Human Prosperity	Vodafone Qatar prioritises the health, safety, and well-being of its employees. We are committed to fostering a culture of safety and providing a supportive work environment that promotes physical and mental wellness.	3 GOOD HEALTH AND WELL-BEING 8 DECENT WORK AND ECONOMIC GROWTH
Very Important	Tackling climate change	Safeguarding the Planet	Recognising the urgent need to address climate change, Vodafone Qatar is committed to reducing its environmental footprint and contributing to sustainability efforts. We are dedicated to implementing initiatives that mitigate our impact on the environment and promote sustainable practices.	13 CLIMATE ACTION
	Empowered employees	Human Prosperity	We believe that empowered employees drive innovation and success. We are committed to providing opportunities for growth, development, and empowerment to all our employees, enabling them to reach their full potential.	8 DECENT WORK AND ECONOMIC GROWTH
	World class infrastructure investments	Digital Enrichment	Vodafone Qatar is committed to investing in world-class infrastructure to provide reliable, high-quality telecommunications services. We strive to build and maintain infrastructure that supports connectivity, innovation, and economic growth.	8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
Important	Equal, diverse and inclusive environment	Human Prosperity	Diversity and inclusion are core values at Vodafone Qatar. We are committed to fostering an environment where all employees feel valued, respected, and included.	8 DECENT WORK AND ECONOMIC GROWTH
	Community development	Human Prosperity	Vodafone Qatar is dedicated to making a positive impact on the communities we serve. We are committed to supporting community development initiatives that address social challenges, promote education, and empower individuals and groups.	4 QUALITY EDUCATION 17 PARTNERSHIPS FOR THE GOALS
	Effective use of resources	Safeguarding the Planet	Using resources efficiently and responsibly is of importance to us. We are committed to minimising waste, conserving energy, and optimising resource utilisation across our operations.	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
	Responsible supply chain	Safeguarding the Planet	Vodafone Qatar is committed to ensuring that our entire supply chain operates ethically and responsibly. We strive to work with suppliers and partners who share our commitment to sustainability, transparency, and ethical business practices.	8 DECENT WORK AND ECONOMIC GROWTH 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

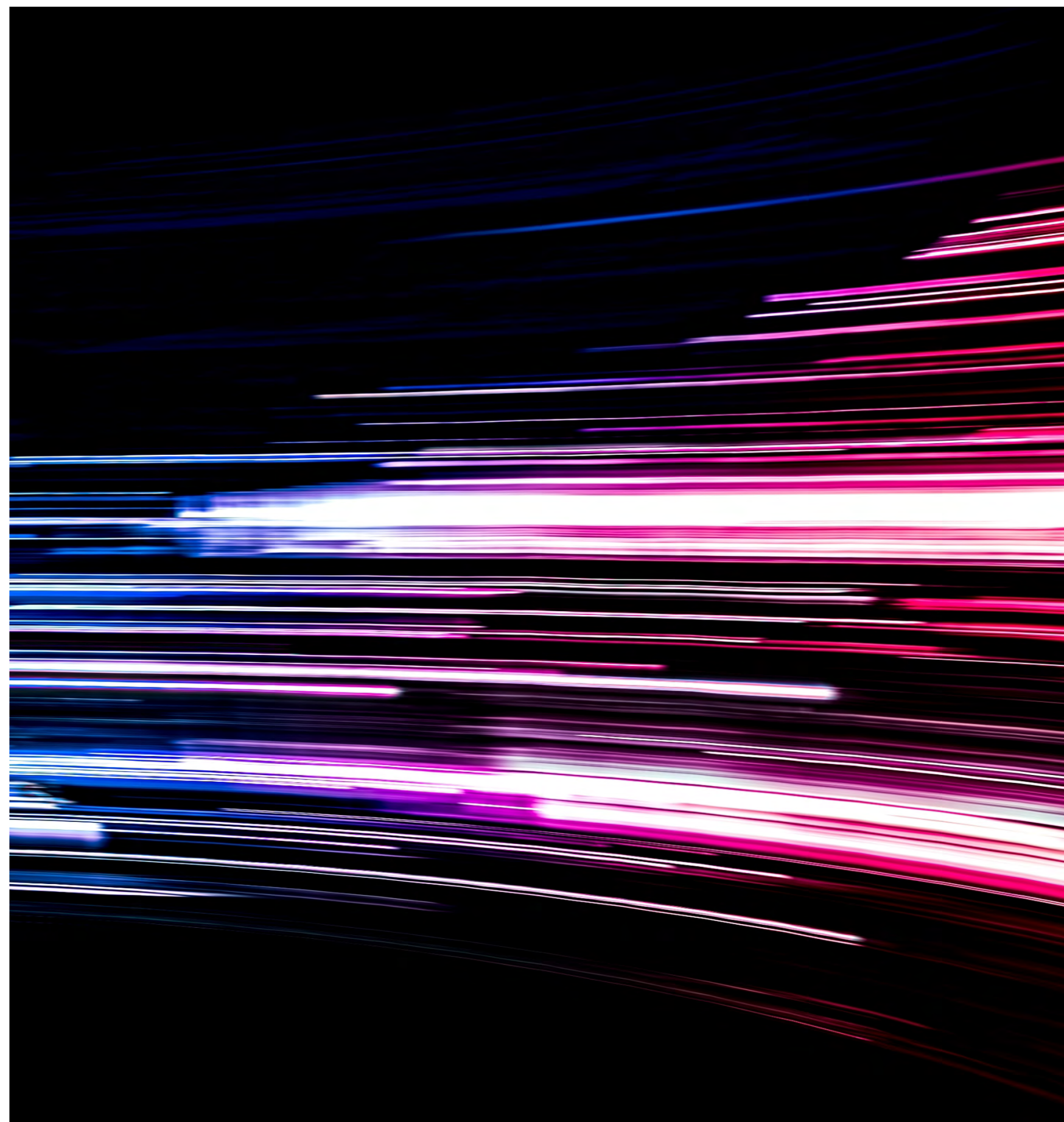


02 Digital Enrichment

In an era defined by digital transformation, Vodafone Qatar is dedicated to harnessing technology for societal enrichment and sustainable development.

As we pioneer advancements in telecommunications, we acknowledge our responsibility to drive positive change and integrate sound governance into our digital enrichment initiatives.

From bridging the digital divide to promoting digital literacy and innovation, we recognise that connectivity serves as a catalyst for social progress and environmental stewardship.



Digital Innovation for All

At Vodafone Qatar, we are dedicated to bridging today's ideas with tomorrow's technologies, striving to create a digital landscape that benefits all. Our mission is clear: to continuously innovate our services, ensuring they evolve alongside the dynamic needs of Qatar's people, enabling them to harness digital solutions more efficiently and effectively.

In 2023 we continued to focus on digital transformation, cultivating an environment of innovation while enhancing the customer experience. We invested in the digitalisation of key services, laying the foundation for a more connected and empowered society.

Digital Initiatives and Solutions

Digital Payments

Digital payments are crucial for improving transaction efficiency, cutting costs, and promoting sustainability by reducing environmental impact. Our company leads in this arena, supporting the Qatar Central Bank's vision for a cashless economy by 2030.

In 2022, Vodafone Qatar's Infinity Payment Solutions, a separate financial entity and 100% subsidiary, launched iPay, Qatar's first licensed e-wallet, enabling instant transfers and payments both locally and internationally. iPay is accessible to all consumers, regardless of their telecom provider. Users can easily register with iPay for quick local and international transfers, payments at merchant stores, and utilities.

Vodafone Qatar has also integrated Apple Pay and Google Pay for secure, contactless payments via iPhones and Android mobile devices. We have further digitised our services, using digital payment machines for bill payments and recharges, thus minimising paper use and environmental impact.

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Digital payments reached out to 88%

Our wide range of digital payment options and user-friendly digital channels are complementing the shift to digital invoice payments, which increased to 88% in 2023.

IoT Solutions

Vodafone's IoT solutions are a catalyst for digital transformation and sustainability in enterprise market in Qatar. By leveraging the comprehensive suite of IoT use cases provided by Vodafone, businesses can automate utilities, improve asset utilization, manage occupancy efficiently, and reduce costs, all while complying with regulations. The ability to monitor assets in real-time, such as through Vodafone IoT Asset Tracking, Fleet Management, Smart Parking, Vehicle Analytics, Cold Chain Management, Waste Management, and Workforce Management, empowers businesses to make informed decisions, optimize operations, and enhance security.

These solutions not only drive digital innovation but also support sustainable practices by improving resource efficiency and reducing operational waste. With Vodafone's IoT solutions, enterprises in Qatar can transform their operations to be more agile, customer-centric, and environmentally responsible, ensuring they remain competitive in a rapidly evolving digital landscape.

Subsea Cable Station

Vodafone Qatar established an international subsea cable station, hosting the world's largest subsea cable project. Through a strategic 20-year agreement with Saudi Telecom Company (STC), as part of the 2Africa consortium, we are spearheading the development and operation of an exclusive subsea cable station.

Amplifying Digital Accessibility with 'Digital Vodafone'

Our 'Digital Vodafone' initiative is pivotal in boosting digital accessibility and enriching user experiences across various platforms and channels.

We have expanded real-time, personalised offerings, utilising advanced technologies like artificial intelligence to customise services based on user preferences.

AI-Powered Instant SIM Activation on QID & Passport

Vodafone Qatar has upgraded its 'e-KYC – Electronically Know Your Customer' process to include passport and Qatar ID number (QID) verifications for new SIM activations via the My Vodafone App. This enhancement allows both visitors and residents in Qatar to instantly join the Vodafone network online.

Digitalisation-Focused Partnerships

Google Cloud Partnership

Vodafone Qatar joined Google Cloud's Partner Interconnect initiative, offering businesses of all sizes in Qatar direct Interconnect Services. This collaboration accelerates cloud adoption and supports the digital transformation journey by providing businesses with a private Vodafone Qatar network connectivity service, guaranteeing high availability, low latency, and enhanced security.

Additionally, Vodafone Qatar assumed a premier sponsorship role for Google Cloud's region launch event at the Qatar National Convention Centre.

Collaboration with Microsoft for AI Digital Contact Centre Solution

Vodafone Qatar and Microsoft signed a memorandum of understanding (MoU) to offer an end-to-end AI Digital Contact Centre Platform, equipping contact centres with modern digital tools to engage customers across various channels. This innovative solution integrates comprehensive AI capabilities, fostering self-service experiences, live customer engagement, collaborative agent experiences, business process automation, and advanced telephony.

with AI-driven face recognition in the app swiftly verifying passport details and offering options for eSIM downloads or physical SIM card deliveries at no extra cost, complete with real-time tracking.

The Middle East First Gigacity

Vodafone Qatar has taken significant strides in advancing connectivity in the region. In collaboration with Nokia, Vodafone Qatar played a pivotal role in transforming Msheireb Smart City into the Middle East's first Gigacity. By leveraging state-of-the-art fibre technology, they achieved speeds of up to 25 Gbps. The two companies also successfully conducted trials reaching 100Gb/s on a single PON (Passive Optical Network) wavelength, setting a new standard for high-speed internet connectivity in the region.

In June 2023, Vodafone Qatar introduced 'Gigabit-only' speeds for their Home Connectivity Giga Home service, becoming the first telecom provider in the Middle East to offer such high speeds, starting from 1 Gbps. This initiative, which provides speeds nearly ten times faster than standard offerings, is set to redefine home connectivity, enabling high-definition streaming, immersive AR/VR experiences, AI integration, and high-end gaming.

We became the Platinum Sponsor for the "From Imagination to Reality: Rise with Microsoft AI" event, organised by Microsoft in cooperation with the Ministry of Communications and Information Technology (MCIT).

Exclusive Telecom Partnership for Project Qatar 2023

Vodafone Qatar announced its Exclusive Telecom Partnership for Project Qatar 2023 at the Doha Exhibition and Convention Centre. This partnership positioned Vodafone Qatar as a key facilitator of connectivity, networking, and business leads among participants from Qatar and the Gulf Cooperation Council.

Partnership with Qatar Financial Centre (QFC) for Business Solutions

In November 2023, Vodafone Qatar, and QFC signed an MoU to enhance business solutions in Qatar. Vodafone will offer tailored communication, digital, and technology services to new and existing QFC licensed firms, fostering flexibility and business agility.

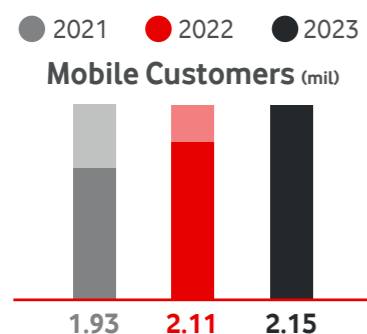
Digital Products	2021	2022	2023
Share of digital invoice payment from total payments	80%	84%	88%
Digitally offered products out of all products	100%	100%	100%
Share of digitally acquired customers	0.7%	1.2%	2.2%



Advanced Customer Experience

We believe that exceptional customer service is not just a goal but a fundamental commitment to our community. In 2023, we embarked on a journey to redefine the standards of customer care, leveraging innovation and technology to deliver unparalleled support and satisfaction. Our focus is on providing our customer advisors with the necessary skills and tools to deliver the desired level of customer service, which is regularly monitored through high-quality audits. As a result of these efforts, our number of mobile customers has increased slightly to 2.15 million in 2023.

Customer Experience



Training for Our Customer Advisors

In 2023, we have continued our transformative journey to elevate the skills and expertise of our customer advisors. Through a comprehensive approach, we have built upon our diverse training and coaching initiatives covering crucial areas such as product knowledge, service delivery, effective communication, language proficiency, and more.

To ensure uniformity and excellence across channels, we have introduced an Omni-channel standardised training programme, accessible via a knowledge portal accessible company-wide. Additionally, to gauge and enhance comprehension of our offerings, we have established a robust skills and knowledge evaluation framework.

Our training sessions, facilitated by industry-leading experts, cater to both new recruits and seasoned associates alike. Embracing our 'Digital First' ethos, we have transitioned towards digital e-learning platforms, bidding farewell to conventional classroom setups. Through interactive modules including live activities, gamified learning experiences, and engaging quizzes, we are fostering a culture of continuous improvement and empowerment among our team members.

Initiatives for Enhanced Customer Experience

In our ongoing pursuit of customer satisfaction, we uphold a comprehensive approach, blending daily feedback analysis with strategic initiatives aimed at continual improvement. Through rigorous call listening and interaction analysis, we pinpoint areas for enhancement. Insights gleaned from our quality monitoring exercises informed pivotal actions in 2023:



Product Enhancement

We conducted thorough reviews and implemented enhancements for both mobile and fixed broadband services, ensuring our offerings meet and exceed customer expectations. This included strengthening our quality assurance and control for home products to increase penetration and continuously improve installation and usage experience.



Network Expansion

Recognising the importance of connectivity, we bolstered our network infrastructure, increasing coverage areas for 5G and fibre connectivity to deliver a seamless experience to our customers. During new launches we monitored feedback and provided immediate responses on the products and compliance.



Digital Transformation

Embracing the digital age, we streamlined processes through enhancements to the My Vodafone App and website, empowering customers with user-friendly platforms for managing their services effortlessly. We monitor these journeys through the My Vodafone App and Web to improve user experience.



Customer service enhancements

Placing a focus on sales and retention to optimise digital and contact centre sales and retention process and customer effort root cause analysis as part of Voice of Customer (VOC) project.

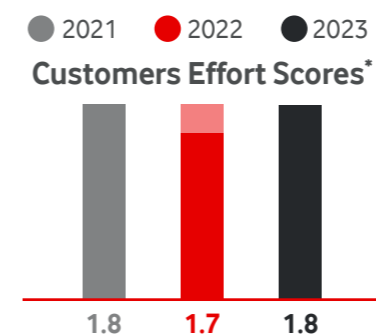
Monitoring Customer Satisfaction

Our commitment to customer satisfaction extends beyond these initiatives. We diligently monitor, measure, and prioritise customer feedback, leveraging metrics such as Customer Effort Score (CES), Net Promoter Score (NPS), and Touchpoint Net Promoter Score (TNPS) to gauge performance.

By amalgamating NPS survey data with network feedback, we gain a holistic view of customer sentiment, enabling us to identify actionable areas for improvement. These insights inform our prioritised improvement programmes, which are executed and monitored using advanced technology.

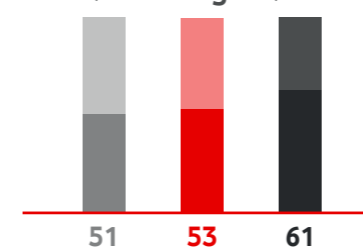
Our frontline teams embody our dedication to service excellence, consistently delivering exceptional experiences to our customers. In 2023, our CES score increased slightly from 1.7 in 2022 to 1.8 in 2023. While we strive for a lower CES score (indicating a smoother customer experience), we remain committed to monitoring, measuring, and prioritising customer satisfaction.

Customer Satisfaction



*Lower score shows better performance

Customer Satisfaction Rate (TNPS-Digital) (%)





Addressing Customer Feedback

We consider customer feedback to be an invaluable resource guiding our business efforts. Through active engagement and transparent communication channels, we strive to understand the evolving needs and expectations of our customers, ensuring that their voices are heard and acted upon.

We recognise that each customer interaction presents an opportunity for improvement and innovation. As such, we have implemented robust feedback mechanisms across our platforms to gather insights and suggestions directly from our customers. Customers can easily connect with us by dialling 111 from their Vodafone mobile or by dialling 77007111 while roaming, live chatting with AI powered chatbot (Labeeb) or an agent through the My Vodafone App, chatting with on WhatsApp, emailing us, visiting our retail stores, or through our website.

We have a proactive approach to issue resolution. Our highly trained customer service representatives are empowered to swiftly address and resolve any concerns, striving to resolve issues on the first contact. Should further technical assistance be required, a ticket is promptly generated to ensure efficient tracking and resolution of the customer's issue. Customers can track the progress of their tickets thru My Vodafone App.

A dedicated complaint management team will then contact the customer with the proposed resolution. The first call resolution (FCR) increased from 83.6% to 85.4%.

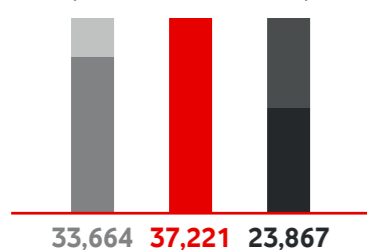
In addition to our frontline support, we have established a specialised complaint management team tasked with proactively reaching out to customers to propose resolutions. This team ensures that every concern is thoroughly addressed and resolved to the customer's satisfaction. If specialised technical support is necessary, the issue is escalated to our expert technical team for swift resolution. We follow a service-level agreement (SLA) framework for the complaint resolution process, and various stakeholders are involved in ensuring the process is completed efficiently. We take our customers' concerns seriously and strive to provide them with the best possible support experience.

“
We continue to resolve 99%
of our customer complaints

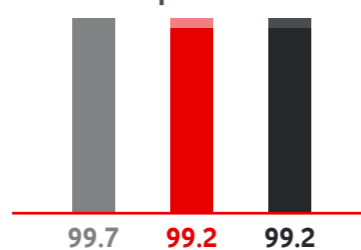
Customer Complaints

● 2021 ● 2022 ● 2023

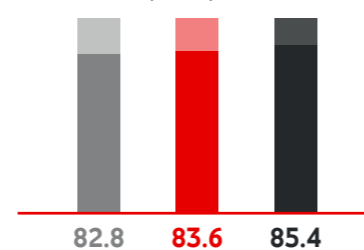
Number of customer complaints (mobile and fixed)



Resolved customer complaints (%)



First Call Resolution (FCR) (%)



Voice of Customer (VoC)

Since 2021, customers have been able to access our VoC Initiative, a collaborative effort between Vodafone Qatar and Vodafone Group. The primary objective was to streamline our operations by proactively transitioning customer interactions from traditional avenues to digital platforms, leveraging smart, integrated technologies to elevate the overall customer journey. Through diligent implementation of this initiative, we garnered invaluable insights into the challenges and preferences of our clientele, prompting strategic adjustments across our processes, product offerings, and technological infrastructure to better align with their expectations and alleviate pain points.

Our concerted efforts resulted in the development of self-service solutions tailored to address prevalent reasons for customer outreach across diverse channels. By the end of 2023, the programme facilitated a 12% reduction in overall customer contact frequency, concurrently achieving a commendable satisfaction rating exceeding 85%, compared to 11% and 83% respectively in 2022. Encouraged by these outcomes, we remain steadfast in our commitment to digitalisation and elevating customer experience standards, with plans to further fortify our efforts through the VoC Initiative in 2024 and beyond.

Conversational Marketing & Business WhatsApp

In a bid to elevate our sales and support interactions, we have integrated cutting-edge technology, migrating from conventional manual engagement models to AI-enabled frameworks like “Conversational Marketing” and the “WhatsApp Business Channel.” The adoption of these innovative channels has spurred a notable transformation in customer behaviour, with a discernible preference for the dynamic and adaptable conversational approach over traditional methods.

Central to this strategy is the deployment of chatbots, which engage users through real-time interactions, navigating through simple queries to discern their requirements. Subsequently, these chatbots efficiently qualify leads, fulfil immediate tasks, and route more complex inquiries to the appropriate personnel, ensuring a streamlined and personalised customer experience.

Labeeb (Chatbot)

Since 2020, we have provided customers with access to Labeeb, our cutting-edge AI chatbot, designed to redefine customer interactions. Labeeb utilises advanced natural language processing and machine learning to swiftly address queries and guide customers through essential service journeys. In 2023 Labeeb can now respond to customer queries and provide assistance with 18 key service journeys compared to four journeys in 2020.

Labeeb's learning journey is continuous. By analysing data for patterns and correlations, it constantly improves its responses, ensuring a seamless experience for our customers. Updates have enhanced Labeeb's abilities to provide ongoing assistance with products and services, making interactions more efficient.

As we look ahead to 2024, Labeeb will further leverage insights to enhance predictive capabilities, delivering an even more personalised customer experience. With Labeeb, we are committed to transforming customer support, making it smarter, faster, and more intuitive.





Data Protection and Cyber Security

As we look ahead to 2024, Labeeb will further leverage insights to enhance predictive capabilities, delivering an even more personalised customer experience.

Leadership and Governance

Led by our CEO, who holds ultimate responsibility for data privacy and cyber security, we have established a comprehensive framework and governance structure to uphold the highest standards of information security.

Responsibilities for data privacy and cyber security have been specifically delegated to our Head of Corporate Security and Information Security Senior Manager. Their roles, along with the broader governance structure and information security responsibilities, are clearly outlined in our Data Privacy Policy and Cyber and Information Security Policy. These policies serve as guiding principles for our approach to information security, which is governed by our Information Security Management System (ISMS), owned by the Technology Security Department.

Our commitment to transparency extends to our customers as well. Our Data Privacy Policy is readily accessible and covers a broad spectrum of topics, including information collection, usage, sharing, security protocols, and online safety measures. Customers can easily find information on how to reach out to us with any privacy concerns or queries they may have.

With Labeeb, we are committed to transforming customer support, making it smarter, faster, and more intuitive.

The ISMS Core Committee, which led by Technology Security Department under CTO, and the ISMS Executive Committee, which comprises of IS process champions from other functional departments, oversee the implementation and continuous improvement of our information security measures. We believe that information custodians and end-users also play a crucial role in maintaining information security, which is why we prioritise comprehensive training and awareness programmes for all employees.

Our Technology Security and Corporate Security Departments adhere to ISO 27001 (Information Security Management) and ISO 22301 (Business Continuity Management System) standards, conducting annual surveillance audits to maintain compliance.

In 2023, we successfully completed the third surveillance audit for our current ISO 27001 certification cycle, demonstrating our ongoing commitment to upholding stringent security standards. To continually assess and enhance the resilience of our systems, we regularly conduct tests, audits, and risk assessments on all systems containing sensitive data.

“

In 2023, we have enriched our Information Security Compliance programme with consist of recertification for ISO27001 and new certifications for ISO 27017 (ISMS for Cloud) and PCI-DSS v4.0 (Payment Card Industry Data Security Standard).

Standards and Performance

Recognising the evolving nature of cyber threats, we collaborate with relevant public and state agencies, including the National Cyber Security Agency (NCSA), to address complex security challenges and mitigate risks effectively. We remain steadfast in our commitment to protecting sensitive data and maintaining the trust of our customers through proactive and robust cyber security measures.

We maintain alignment to the Qatar Cyber Security Framework. This acts as our guideline document for the proper control selections, implementation, and optimisation for our Defence in Depth Security Architecture and Strategy. The key domains we focus on include:

Cyber Governance:

Our cyber governance is established with the ISO 27001 Information Security Management System, which includes policies, procedures, risk management, audits, and regular reviews, as well as employee training and phishing simulation exercises to raise awareness. Additionally, we conduct multiple external assessments to assess our maturity and detect any potential compromises, including reviews of the “unknown” on the deep and dark web.

Network Security:

We have implemented and improved our network security measures by incorporating next generation firewalls with intrusion prevention and antimalware inspection capabilities to support efficient network segmentation and zoning. Additionally, we have installed web application firewalls to secure both on-premises and cloud applications, anti-DDOS for network traffic protection to protect our telecommunication, fixed and broadband customers, and secure VPN for remote users and connected third parties.

Security Monitoring and Operations:

We maintain a 24x7 Security Operation Centre (SOC) with logs monitoring and alert notifications, along with L1, L2 and L3 support covering comprehensive detection.

Incident Handling and Response:

The implementation of Vodafone’s SOC includes incident response playbooks and tabletop drills for simulations. Our team also participated in the National Cyber Drill and Watan Exercise hosted by the National Cyber Security Agency.

“

Once again in 2023, we report zero data breaches

End Point Security:

We employ multiple technologies to provide host and network-based controls for end-user computing, servers, and data centres. These controls include host-based detection and response, as well as antimalware software. For non-compatible devices in our data centre, we have implemented network-based detection and response.

Application Security:

We conduct regular security assessments of our business applications, websites, and mobile apps (both Android and IOS) for application testing per iteration.

Data Protection:

We utilise Microsoft Office 365, which includes the information classification feature that covers secret, confidential, internal, and public data. To protect remote access, we have implemented secure encrypted VPN technology with a multi-factor authentication feature.

Change and Patch Management:

We have implemented a comprehensive change and patch management programme as part of ISO 27001 covering all processes i.e., Identification, authorisation, approvals, and implementation.

Continued Over





Data Privacy:

In Vodafone we are fully compliant with the Personal Data Privacy Protection Law (Qatari Law No.13 of 2016).Our Data Privacy Policy is established and available on our website.

Internet of Things:

All relevant controls including access control, hardening, integrity, encryption, application, and network security have been implemented in the IoT applications and infrastructure.

Identity and Access Management:

The employment lifecycle has an automated process for user identity creation and deletion. For platform access, we implement privilege access monitoring controls with multi-factor authentication.

Cloud Security:

We have implemented all necessary controls for cloud applications, including web application firewalls and cloud security access broker.



Cyber Security Training

In 2023, as part of our ongoing commitment to data privacy and cyber security, we have implemented robust measures to bolster security awareness and reinforce best practices among our staff. Through mandatory training sessions, we continuously remind our employees of their responsibilities and underscore the potential repercussions of non-compliance with our policies.

These training sessions are comprehensive and tailored to address various aspects of security and privacy. Monthly sessions are dedicated to new hires, aimed at elevating their awareness of cyber security threats. Specialised security awareness sessions delve into common threats and challenges, equipping our staff with the knowledge and tools needed to safeguard sensitive information effectively. We also conduct phishing simulation exercises to sharpen our employees' ability to identify and mitigate potential risks.

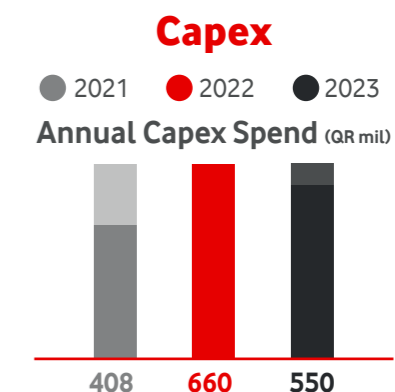


World-Class Infrastructure Investments

We make no compromises in delivering the best network experience to our customers. Following our notable achievements and the recognition received during the 2022 World Cup, we have further enhanced our radio network's coverage, capacity, and service quality, facilitating broader access to 5G speeds as the adoption of 5G-capable devices continues to rise.

By the close of 2023, over 85% of our outdoor radio network sites were 5G enabled, and the total number of our network sites, both indoor and outdoor, saw a 9% increase compared to the previous year.

Moreover, we have significantly upgraded our Home Fibre network using state-of-the-art XG-PON Technology, enabling us to offer exceptional Home Fibre speeds starting at 1Gbps.



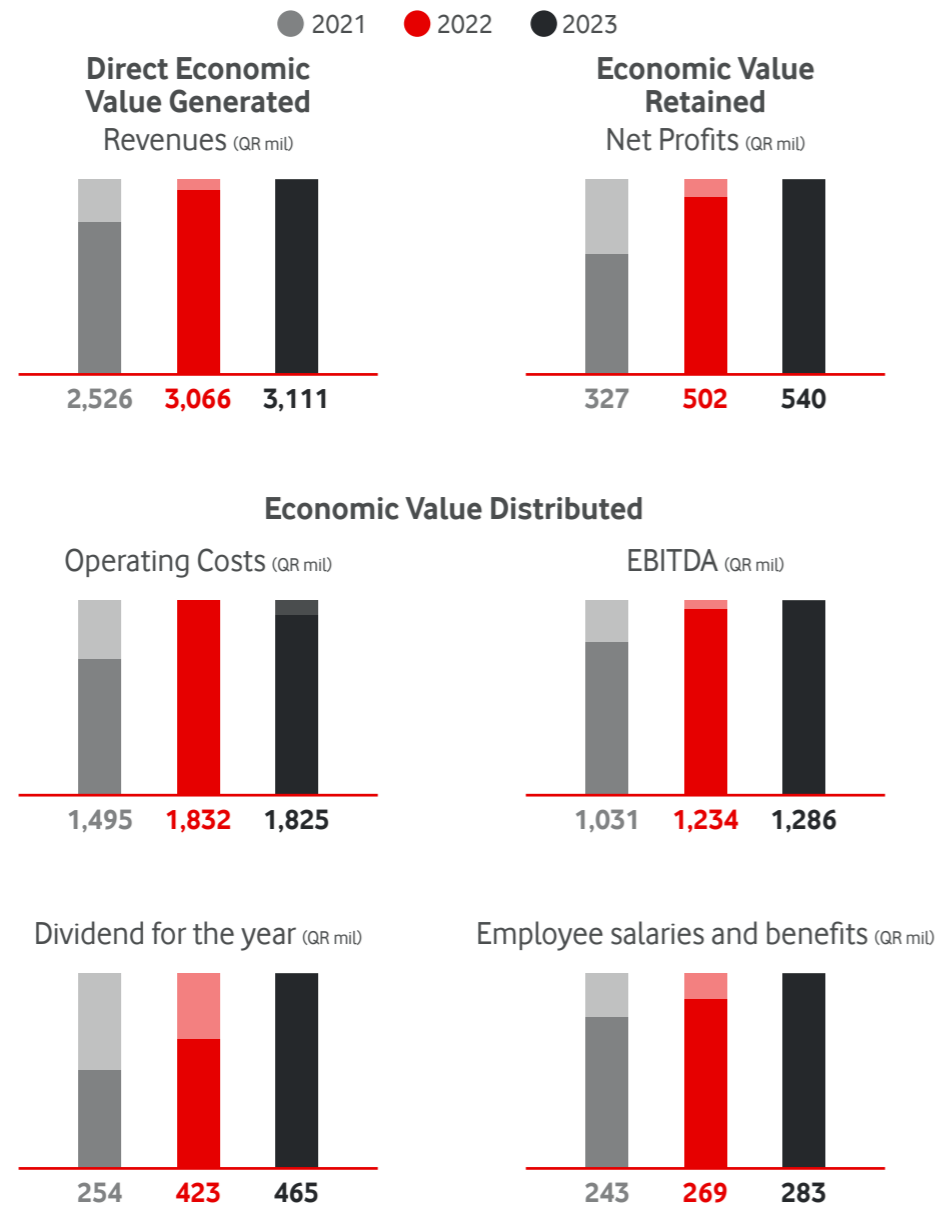


Digital 2023 Strategy and Economic Performance

Vodafone Qatar's digital strategy, initiated in 2018, has propelled the company to remarkable financial growth over the past three years. Notably, revenues have exhibited a consistent upward trend, with a significant increase from 2021 to 2022 and a further modest rise in 2023. This growth trajectory signifies the successful execution of strategic initiatives aimed at expanding market share and capitalising on emerging opportunities in Qatar's telecommunications sector. Meanwhile, prudent cost management practices have complemented revenue growth, leading to a relatively stable operating cost structure despite incremental investments in operations.

Moreover, dividend distribution has increased steadily over the years, indicative of Vodafone Qatar's robust financial performance and commitment to delivering value to its shareholders. This increase in dividend distribution is supported by a corresponding growth in net profits, demonstrating the company's capacity to translate revenue growth into sustained profitability. These financial outcomes underscore the success of Vodafone Qatar's digital transformation journey and its strategic focus on leveraging digital technologies to enhance operational performance and shareholder value. A detailed report of our financial highlights can be found in our **2023 Annual Report** and a summary can be found below

Economic Performance



Governance and Business Integrity

In alignment with our digital strategy, Vodafone Qatar prioritises corporate governance, ethics, and integrity as fundamental pillars guiding our operations. Through transparent governance structures and ethical decision-making frameworks, we

integrate digital advancements with ethical principles, ensuring that our digital initiatives are grounded in integrity and accountability.

Board of Directors

At Vodafone Qatar, our Board of Directors plays a pivotal role in guiding the strategic direction of the company and ensuring that we operate with integrity, transparency, and accountability. Our board governance is deeply integrated with our digital strategy. Comprised of experienced professionals from diverse backgrounds, our Board is entrusted with upholding the highest standards of corporate governance and ethical conduct.

Vodafone Qatar's Board Charter complies with Article (8) of the Qatar Financial Markets Authority (QFMA) Corporate Governance Code and provides additional details about the Board's duties, functions, and responsibilities, as well as the obligations of individual Board members. It is available online [here](#).





Board Composition

The Annual General Assembly (AGA) of shareholders convened on 28 February 2022 elected three Independent Board members to the Company's Board, and Vodafone and Qatar Foundation LLC, the private founder of the Company, appointed four Board members for a maximum term of three years commencing from the date of the AGA (2022-2023-2024).

On 9 March 2023, the private founder appointed Mr. Nasser Bin Abdulla Nasser Al Misnad as a new Board member replacing Mr. Nasser Hassan Al Naimi, in accordance with Article (29.2) of the Company's Articles of Association.

The current Board of Directors as of 31 December 2023 comprises seven (7) members as detailed below.

Vodafone Qatar's Board of Directors include:



H.E. Mr. Abdulla Bin Nasser Al Misnad

Chairman of the Board of Directors
Non-Executive and Independent



H.E. Mr. Akbar Al Baker

Vice-Chairman of the Board of Directors
Non-Executive and Independent



Mr. Rashid Fahad Al-Naimi

Board Member and Managing Director
Executive
(Vodafone & Qatar Foundation LLC)



H.E. Sheikh Hamad Bin Faisal Thani Jassim Al-Thani

Board Member
Non-Executive and Independent



H.E. Sheikh Saoud Abdul Rahman Hassan Al-Thani

Board Member
Non-Executive
(Vodafone & Qatar Foundation LLC)



Mr. Nasser Jaralla Al-Marri

Board Member
Non-Executive
(Vodafone & Qatar Foundation LLC)



Mr. Nasser Abdulla Al Misnad

Board Member
Non-Executive
(Vodafone & Qatar Foundation LLC)

Board Structure	2021	2022	2023
Chairman's level of independence	100%	100%	100%
Male members of the Board of Directors	7	7	7
Female members of the Board of Directors*	0	0	0
Executive members of the Board of Directors	1	1	1
Non-executive members of the Board of Directors	6	6	6
Independent directors on the Board of Directors	3	3	3

* On 20 February 2024, at the Vodafone Qatar AGA, Ms Alnowar Al-Khulafi was elected by the company's shareholders as an independent board member, replacing H.E. Sh. Hamad Bin Faisal Thani Jassim Al-Thani. Accordingly, the total number of female members became one, while the number of male members became six.

Remuneration

Our approach to board remuneration is grounded in principles of accountability, alignment, and transparency, in accordance with the Commercial Companies Law No. (11) of 2015 and the QFMA Governance Code. These regulations stipulate that Board remuneration should not exceed 5% of the Company's net profit after deductions of reserves and legal deductions, while also ensuring dividends to shareholders are not less than 5% of the paid-up capital. As such, the shareholders approved the Board's recommendation for remuneration to its members, recognising their achievements during the financial year that ended on December 31, 2023.

Board Meetings

Vodafone Qatar's Articles of Association, Article 36, mandates the Board of Directors to hold meetings at least six times per year, with no more than three months passing between meetings. This is consistent with Article 14 of the QFMA Governance Code. During the financial year that ended on December 31, 2023, Vodafone Qatar held a total of six meetings, all of them were attended by the seven members of the Board.

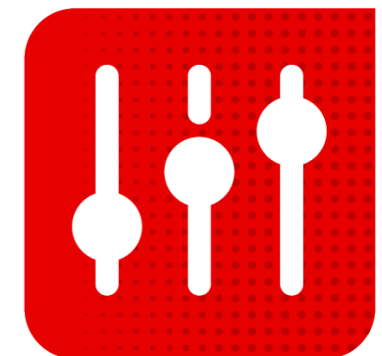
Voting

We prioritise the protection of shareholders' rights and uphold principles of fairness and transparency in all our operations.

These principles are enshrined in relevant laws and regulations, including the QFMA Governance Code and the Commercial Companies Law No. 11 of 2015 and its amendments, as well as in our own Articles of Association. We are committed to ensuring that shareholders' rights are respected in a just and equitable manner.

Internal Control Processes

Our Board assumes overall responsibility for internal risk management and control processes. Internal control processes are fundamental to Vodafone Qatar's operations, ensuring the reliability of financial reporting, compliance with laws and regulations, and safeguarding of assets. Please refer to our 2023 Annual Report for more information about our internal control processes





Business Continuity Management

Vodafone Qatar has developed a comprehensive business resilience framework to manage potential disruptions, ensuring quick operational recovery. A Business Continuity Management (BCM) Steering Committee/Crisis Management Team, consisting of Executive Committee Members, oversees the framework, continually reviewing and improving the BCM programme.

Our commitment to business continuity excellence was acknowledged with the recommendation for the continuation of ISO 22301:2019 certification. This certification, which encompasses all office premises and retail stores, was subject to a surveillance audit by the British Standards Institution (BSI), affirming the company's adherence to international standards in business continuity management.

Recovery and Continuity

Vodafone is certified for business continuity and management through ISO 22301 and are prepared with isolated offsite backups, simulation exercises and testing.

At Vodafone we conduct regular surprise testing of critical functions like NOC, Call Center, and Retail Operations. In all

Internally, we have devised various plans, including Business Continuity, Crisis Management, Technology Resilience, and Site Emergency Response, to handle emergencies and protect critical operations. These plans are backed by a detailed Business Continuity Risk Assessment and risk mitigation strategies.

We successfully participated in "Watan Exercise 2023" in cooperation with all participating authorities and entities to showcase the risks and incidents that the State of Qatar may face. VFQ demonstrated their skills and expertise in Network Recovery in different scenarios which were activated in the live telecom environment. This clearly shows that our telecom infrastructure has complete resiliency in the network which can support any network disruption.

these areas, the key is to not just test the technical systems but also the human element, ensuring that staff are well-prepared, processes are documented and effective, and there's a culture of resilience ingrained within the organization.



Enterprise Risk Management

At Vodafone we have developed an effective enterprise risk management strategy to proactively identify, assess, and manage risks that could impact Vodafone business objectives and overall performance. We have defined clear risk management objectives aligned with the organization's overall goals and strategic priorities. We have determined the desired risk appetite and tolerance levels.

By implementing ERM strategy, Vodafone has enhanced their ability to anticipate and respond to risks, protect value, and seize opportunities for growth and innovation.

Annually, the risk management function presents the top 10 enterprise risks to the Audit Committee, identifying those that could significantly affect our strategy, operations, viability, or

reputation. These risks and their mitigations are documented in our Risk Register. We continuously monitor, report, and manage these risks to ensure effective organisation-wide risk mitigation.

Fraud Management

At Vodafone Qatar, we prioritize mitigating fraudulent activities across all aspects of our telecommunications services. By deploying robust proactive fraud mitigation controls, we are able to minimize revenue losses, protect subscriber interests, safeguard network integrity, and maintain trust in our services. We continuously strive to improve our fraud management system to ensure the highest level of security for our customers.

Compliance and Audits

Vodafone Qatar maintains a comprehensive compliance programme, focusing on areas like economic sanctions, trade controls, network security, resilience, and anti-bribery, to manage significant risks and ensure regulatory adherence. The management team, along with the Compliance and Internal Audit teams, ensures robust internal control and compliance with governance policies. The Internal Audit team offers independent assurance and reports to the Audit Committee.



Internal Audits

Vodafone Qatar's Internal Audit Department plays a pivotal role in providing objective and independent assurance over critical business processes and projects. Operating independently from management, the department reviews business and technology processes, identifies risks, reviews controls, and develops recommendations.

In each of the six Audit Committee meetings held annually, the Internal Audit Department provides detailed reports covering compliance with internal control and risk management, fraud incidents, risks encountered, measures taken, and future recommendations. These reports comply with Article 22 of the QFMA Governance Code, ensuring regular reporting to the Board Audit Committee. The department also reports on particular issues more regularly, as needed.



“Compliant with QFMA laws and the Governance Code, Vodafone Qatar has a clean compliance record as of 2023, with no QFMA-imposed sanctions or penalties

External Audits

External audits are conducted annually by reputable audit firms to provide an independent assessment not only of our financial statements and compliance with applicable laws and regulations but also of our Internal Controls Over Financial Reporting (ICOFR) and governance practices. These audits ensure that our financial reporting is transparent, accurate, and compliant with international accounting standards, while also assessing the effectiveness of our internal controls and governance framework. The results of external audits, including assessments of ICOFR and governance, are presented to the Audit Committee and the Board of Directors for review and approval.





Conflicts of Interest and Related Party Transactions

Our Conflict of Interest Policy, a key part of our Governance Policy framework and Code of Conduct, ensures transparency and manages potential conflicts among employees, aligning with international standards to protect both the company and its staff. Executives and key personnel must disclose potential conflicts for approval to prevent improprieties.

Additionally, our Related Parties Transaction Policy helps the Board and Senior Executives manage transactions with related parties, requiring identification, disclosure, and management to avoid conflicts and comply with legal standards.

The Board excludes related parties from discussions and decisions on such transactions, which are conducted at market prices to safeguard the company's interests.

Throughout the financial year ending December 31st, 2023, Vodafone Qatar did not engage in any major transactions with related parties as defined in the QFMA Governance Code. This commitment to transparency and integrity underscores our dedication to upholding the highest standards of corporate governance and ethical conduct.

Anti-Bribery

Our commitment to ethical conduct encompasses compliance in areas like privacy, security, resilience, and anti-bribery. Our anti-bribery programme includes actions and measures are taken to actively manage identified sources of risk such as mandatory training for all staff in key positions of responsibility or influence. Breaches are treated as a serious disciplinary offence.



03 Human Prosperity

At Vodafone Qatar, we prioritise human prosperity, ensuring our employees are empowered to thrive and grow. Through robust training programmes, we invest in their development, embracing diversity and inclusion to foster innovation. Upholding human rights, we create a safe, healthy workplace while actively engaging in community development initiatives. Our goal is to create a workplace and world where every individual can flourish.





Empowered Employees

We prioritise talent identification and development as part of our commitment to nurturing a skilled workforce aligned with the Qatar National Vision 2030. Through our robust programme, we engage with promising Qatari interns and scholars early in their education journey, providing them with valuable exposure to our industry. Upon graduation, we welcome recent Qatari graduates through our Discover programme, offering rotational opportunities across various business functions to cultivate their skills and interests.

Retention Strategies

To retain top talent, we offer a competitive compensation package, including attractive benefits, competitive wages, and a modern approach to flexible working arrangements. Additionally, we provide performance-based pay structures and long-term incentive programmes to incentivise employee retention. As of 2023, our workforce expanded by 4%, reaching 558 employees. Our retention efforts continued to be steadfast, with the turnover rate remaining stable at 6.6%.

Professional Growth Opportunities

We believe in promoting internal hiring and providing our employees with ample opportunities for professional development. Collaborating with esteemed international institutions like HEC Paris and INSEAD, we offer tailored coaching and training programmes to groom Qatari nationals for leadership roles within Vodafone Qatar. Our fair performance assessments facilitate growth discussions, ensuring each employee receives constructive feedback and knows how to advance their career within our organisation.

ISO 9001:2015 Certification

Since 2020, Vodafone Qatar has been proudly certified as an ISO 9001:2015 Quality Management Systems organisation, underscoring our commitment to international HR best practices. This certification, awarded by the BSI, validates our dedication to maximising employee satisfaction and delivering excellence in customer service. The comprehensive audit conducted by BSI found no non-conformances, affirming our adherence to global standards and our focus on employee well-being and service excellence.

National Representation

We prioritise the hiring and empowerment of national employees, including female colleagues. Over the past three years, we have witnessed significant growth in the representation of national employees. We have achieved a 21% nationalisation rate overall and a 30% nationalisation rate in senior management roles in 2023.

21%

nationalisation rate overall

30%

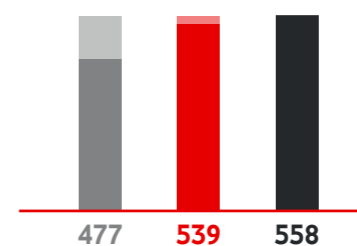
nationalisation rate in senior management



Headcount

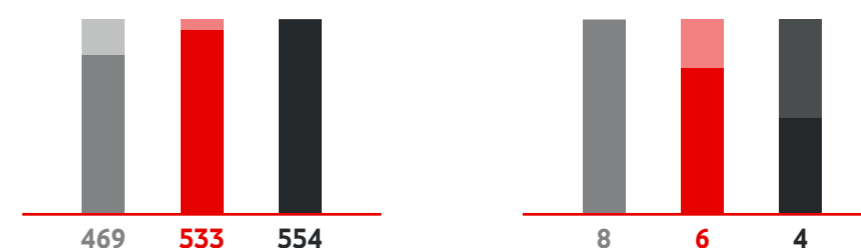
Total Workforce

● 2021 ● 2022 ● 2023
All employees (excluding trainees, students, and outsourced staff)



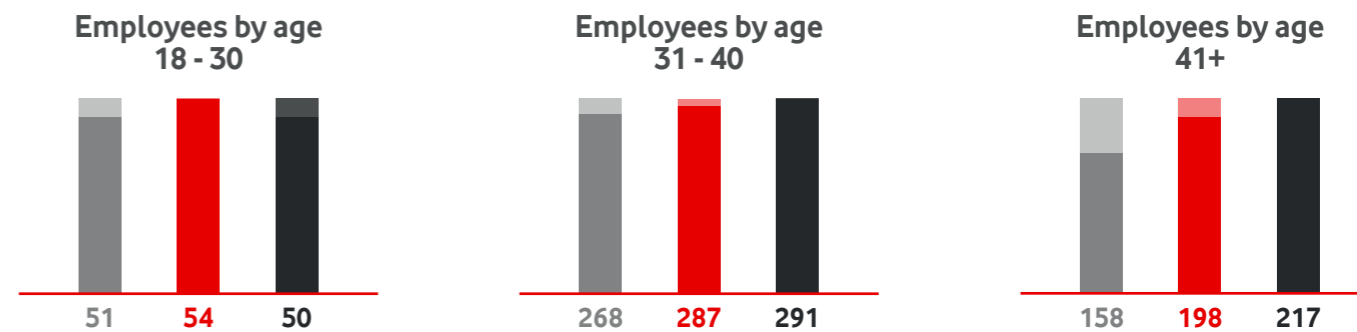
Employees by employment type

● 2021 ● 2022 ● 2023
Full-time employees Part-time employees



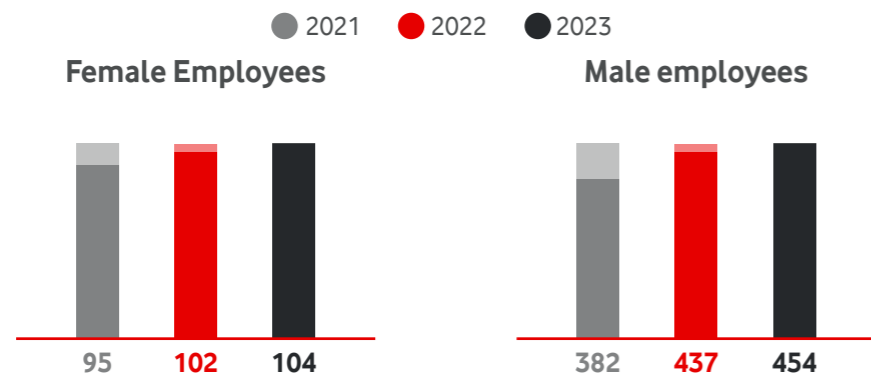
Employees by ages

● 2021 ● 2022 ● 2023

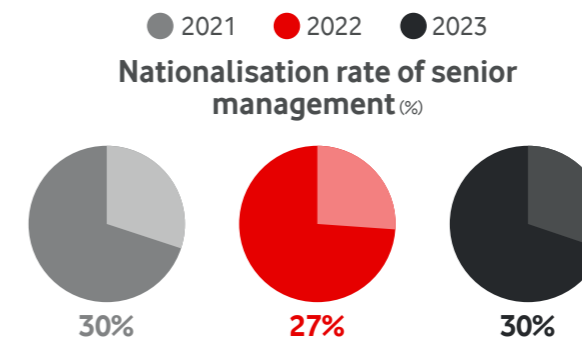




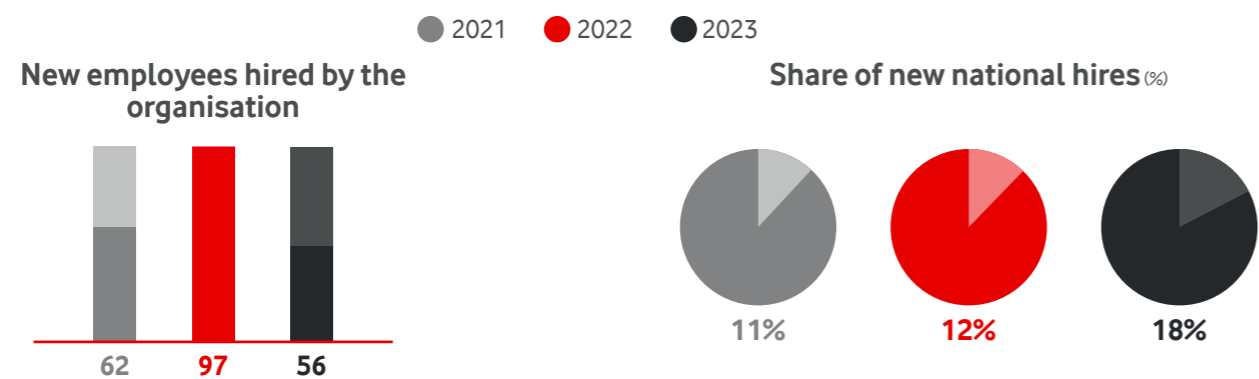
Employees by gender



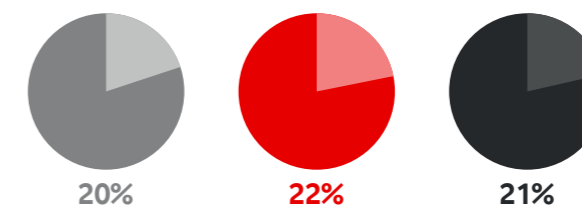
Nationalisation



New Hires



Nationalisation rate among total workforce (%)



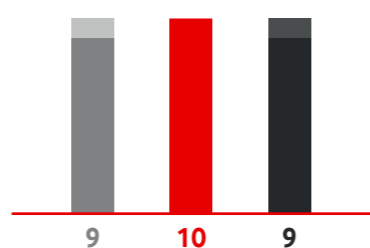
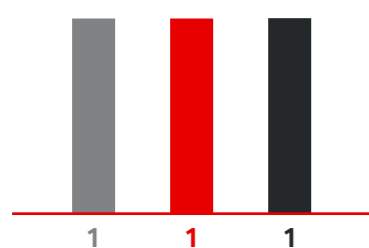


Female representation in management

● 2021 ● 2022 ● 2023

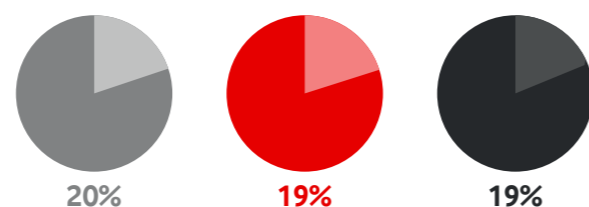
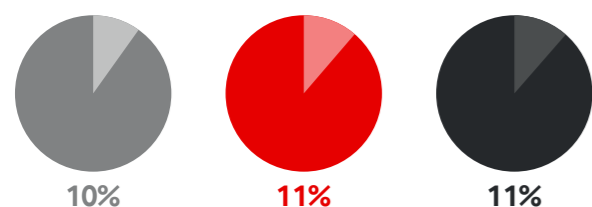
Females in senior management

Males in senior management



Share of females in senior management (%)

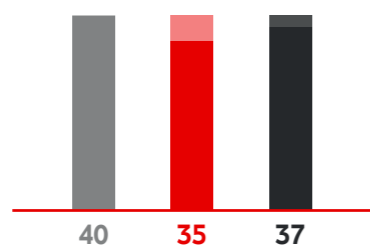
Share of women in senior and middle management (%)



Employee turnover

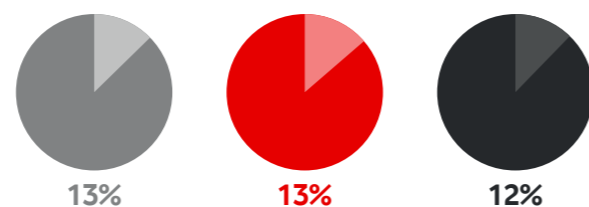
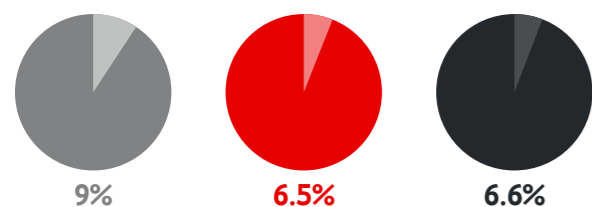
● 2021 ● 2022 ● 2023

Employees who left the organisation



Turnover rate (%)

Female turnover rate (%)



Training and Development

We prioritise the professional growth and development of our employees to empower them to reach their full potential and effectively contribute to our organisational objectives. In 2023, our commitment to employee development was reflected in

the completion of a total of 14,144 training hours amongst our employees, averaging 25 hours per employee. This marks a significant increase compared to the past two years.

Trainings	2021	2022	2023
Total hours of training	9,533	10,059	14,144
Average hours of training per employee	20	19	25
Average hours of training per female employee	24	25	30
Average hours of training per male employee	19	17	24
Average hours of training per senior management employee	1	1	4
Average hours of training per middle management employee	18	15	16

Training Design Approach

Our training initiatives are carefully crafted using the Analysis, Design, Development, Implementation, and Evaluation (ADDIE) model. This approach ensures that our training Programmes address identified skill gaps and align closely with our strategic goals. By following this structured methodology, we can effectively design and deliver training that meets the evolving needs of our workforce and the organisation as a whole.

Comprehensive Training Offerings

In collaboration with our esteemed vendors, Vodafone Qatar hosts a variety of training sessions throughout the year. These sessions cater to different aspects of employee development, including general training open to all employees, specialised functional training to enhance specific skill sets, and management training for leadership development. By offering diverse training opportunities, we ensure that employees at all levels have access to the resources they need to grow and succeed in their roles.

The average hours of training per employee have also shown a positive trajectory, rising from 20 hours in 2021 to 25 hours in 2023. This increase can be attributed to our concerted efforts to expand our training offerings and encourage employees to participate in various learning opportunities.

Notably, female employees have consistently spent more time on training compared to their male counterparts, with an average of 30 hours in 2023, reflecting our commitment to gender equality and fostering the professional development of all employees.

Utilisation of E-Learning Platforms

To facilitate self-paced learning and development, we leverage two e-learning platforms: LinkedIn Learning, and Skillsoft. These platforms offer a wide range of courses covering various topics, allowing employees to enhance their skills and knowledge at their own convenience. We actively promote these platforms and encourage employees to take advantage of the wealth of resources available to them for continuous learning and professional development.

'Doing What's Right' Training

At Vodafone Qatar, we uphold the highest standards of professionalism and integrity, and we ensure that all employees are well-versed in our policies and practices. To this end, all employees are required to complete our 'Doing What's Right' training every two years. This comprehensive training programme covers essential topics such as our Code of Conduct, Health and Safety, Security, Privacy, and Anti-Bribery policies, reinforcing our commitment to ethical conduct and compliance across the organisation.



Employee Satisfaction

In our company, nurturing a workplace environment where employees feel fulfilled, valued, and motivated is a top priority. We are committed to ensuring that our workforce remains engaged, empowered, and satisfied in their roles. To achieve this, we have implemented various initiatives aimed at promoting employee satisfaction and well-being.

Clear Performance Objectives and Assessments

We believe in setting clear performance objectives with KPIs and behavioural competencies tailored to each role. These objectives serve as benchmarks for employee performance and are assessed using a robust cloud-based performance assessment tool. The performance evaluations are conducted annually, rating employees on a scale of one to five. Additionally, a formal Mid-Year review process is being implemented to monitor Performance objectives and progress, as well as to provide feedback.

Individual Development Plans

As part of the review process, employees are encouraged to prepare individual development plans in collaboration with their line managers.

These plans identify areas for training and development aimed at enhancing performance and career growth opportunities within the organisation.

Rewarding Performance

Our 'pay for performance' award philosophy ensures that employees are recognised and rewarded for their contributions. Non-sales employees receive annual bonuses based on their assessment ratings, while retail and sales staff benefit from commission and incentive schemes that incentivise superior performance. Additionally, top-tier talent is eligible for participation in our long-term incentive plan.

Engagement and Feedback

In 2023, 100% of our full-time employees underwent performance and career development reviews.

100%

of our employees subject to performance review

Performance review*	2021	2022	2023
Full time employees who received a performance and career development review	459	482	542
Share of employees receiving a performance and career development review	100%	100%	100%

* The employees who joined after the 1st of October are not included in performance and career development cycle.

Grievance Mechanism

We foster a culture of transparency and integrity by encouraging employees to report any unethical behaviour or malpractice through our Speak Up and Grievance Policy. Employees have multiple channels to report concerns, including directly to their line managers, respective functional executives, or via email, SpeakUp.Qatar@vodafone.qa, directly to the Vodafone Qatar Speak Up Committee.

We are committed to investigating and addressing all reported concerns promptly and impartially to uphold our values and ensure a safe and ethical work environment for all employees.

In 2023, employees filed 64 grievances, an increase from 46 filed in 2022. All grievances were addressed or resolved.

Grievance mechanism	2021	2022	2023
Number of grievances filed in the reporting period	57	46	64
Number of these grievances addressed or resolved	57	46	64
Rate of grievances resolved	100%	100%	100%





Equal, Diverse and Inclusive Environment

Vodafone Qatar is deeply committed to cultivating an environment of equality, diversity, and inclusion (EDI) across all facets of our organisation. We firmly believe that by embracing diversity and promoting inclusion, we unlock the full potential of our workforce and drive innovation and creativity.

As advocates of equal opportunities, we strive to recruit and develop the most talented individuals, ensuring they have access to a supportive and discrimination-free work environment. Our commitment to gender equality is underscored by policies and initiatives aimed at empowering female employees, including equitable access to professional

development, fair compensation, and comprehensive maternity benefits.

With a workforce exceeding 500 individuals, females currently constitute 19% of our employee base. Recognising the importance of gender diversity, we have sustained efforts to enhance the representation of women within our organisation. Our initiatives focus on empowering female employees to advance to senior leadership positions through coaching, training, and targeted development opportunities. Moreover, we actively engage in outreach programmes at leading universities to expand the pool of skilled female talent.

Additionally, our robust whistleblowing system encourages transparency and accountability, allowing employees to report any concerns or grievances without fear of retaliation.

The number of whistleblowing cases remained at zero, underscoring the effectiveness of our internal processes and the trust our employees have in our commitment to addressing any issues promptly and impartially.

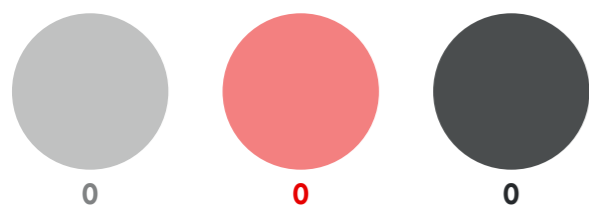
Non-Discrimination

We uphold a steadfast commitment to non-discrimination, fostering an inclusive work environment where all employees are treated with dignity and respect. Our zero-tolerance policy towards discrimination ensures that every individual, regardless of their background, gender, race, religion, or any other characteristic, is afforded equal opportunities and fair treatment. We are proud to report that incidents of discrimination have remained at zero for consecutive years.

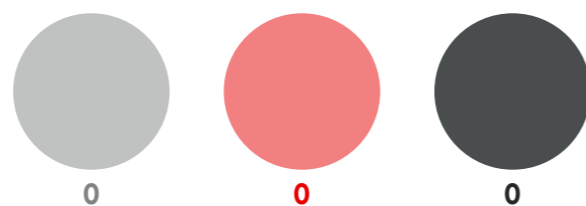
Non-discrimination

● 2021 ● 2022 ● 2023

Incidents of discrimination



Number of whistleblowing cases recorded



Parental Leave

We recognise the importance of supporting our employees during significant life events, including the birth of a child. Our parental leave policy enables employees to balance their personal and professional responsibilities.

Vodafone Qatar enhances the provisions of Qatar Labour Law by offering sixty days of fully paid maternity leave, which is ten days more than the statutory requirement. Additionally, following maternity leave, female employees benefit from the opportunity to take two hours off daily during normal working hours to care for their child, for up to one year from the conclusion of their maternity leave. While Qatar Labour Law does not mandate paternity leave, Vodafone Qatar supports its male employees by providing three days of fully paid paternity leave.

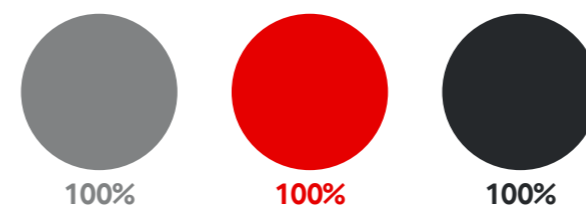
Female employees are eligible for parental leave upon the birth or adoption of a child, and they can take this leave in addition to any other available leave options, such as vacation or sick leave. We understand that every family's needs are different, so we offer a range of parental leave options to accommodate diverse family structures and circumstances.

By offering comprehensive parental leave benefits, we aim to support our employees in achieving a healthy work-life balance and creating a positive experience during this transformative time in their lives.

The number of whistleblowing cases remained at

zero

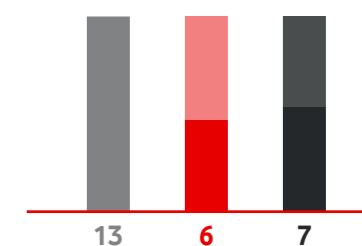
Return to work rate (%)



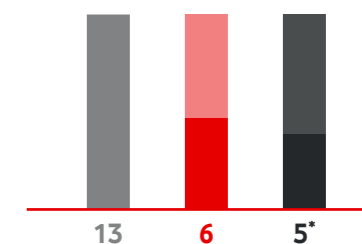
Parental Leave

● 2021 ● 2022 ● 2023

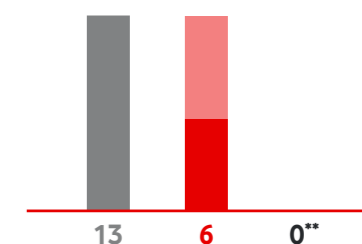
Female employees that took parental leave (maternity leave)



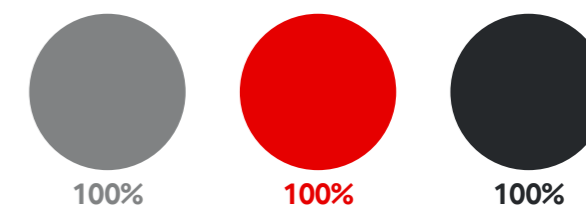
Female employees who returned to work after parental leave ended (return to work)



Female employees returned from parental leave who were still employed twelve months after return to work (retention)



Retention Rate (%)



*2 out of 7 female employees returned to work in 2024 due to the timing of parental leave.

**12-month period has not lapsed for any of the 7 female employees, but all are still employed at the reporting date



Human Rights

We are committed to upholding human rights in all aspects of our operations. We recognise the inherent dignity and worth of every individual and strive to ensure that all our employees, customers, and stakeholders are treated with fairness, respect, and equality. Our human rights policies are designed to comply with the Labour Law of Qatar and aligned to the wider Vodafone Group to ensure they are in line with best practices and international human rights standards, such as the UN Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights, and the International Labour Organisation (ILO) conventions, as long as they do not conflict with the laws of Qatar.

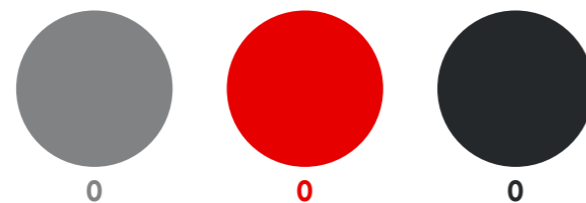
We are dedicated to promoting and protecting human rights throughout our supply chain, from the sourcing of raw materials to the delivery of our products and services. We conduct assessments and audits to identify and address any potential human rights risks and take proactive measures to mitigate them.

In our operations, we prioritise the health, safety, and well-being of our employees, providing a safe and healthy work environment free from discrimination, harassment, and exploitation. Through our commitment to human rights, we aim to contribute to the advancement of society and the well-being of all individuals, both within and beyond the borders of Qatar.

Human Rights

● 2021 ● 2022 ● 2023

Resolved Human rights complaints



Healthy and Safe Workplace

We are committed to fostering a workplace culture that prioritises the health, safety, and well-being of our employees, contractors, and business partners.

Through comprehensive health and safety (H&S) measures, we aim to mitigate risks and ensure a safe working environment for all stakeholders.

Occupational Health and Safety Management System

Our occupational health and safety management system, built on recognised risk management standards, serves as the cornerstone of our health and safety framework. It encompasses Vodafone Qatar's requirements for health and safety compliance, regularly updated to reflect evolving

regulations and industry standards. Compliance measures are established collaboratively with relevant personnel, utilising a range of approaches, including policy development, personnel training, and information dissemination via email distributions.

Proactive Risk Management

Our occupational health and safety management system, rooted in recognised risk management standards, ensures compliance and safety across all operations.

We update our practices to match current health and safety standards, promoting a safety-conscious culture through policies, training, and communication.

Employee activities are assessed and documented in the Risk Register, with risk mitigation strategies applied and shared company-wide. High-risk activities require specific permits, and any incidents prompt thorough investigations to devise preventative measures. High-risk violations may result in penalties, including potential contract termination for external contractors.

Risk Identified	Control in Place
Fire risk	Provision of isolated smoking rooms; enforcing housekeeping; prohibiting use of personal power extensions; maintenance to be done by trained and authorised persons; regular inspection of electrical and safety devices; provision of suitable fire control devices; provision of trained fire wardens. Regular planned preventive maintenance of firefighting and fire alarm systems, conforming with all local civil defence requirements.
Site visit risk	Health and safety induction must be completed prior to mobilisation to site; employee must read and understand the risk associated with their visit; strict compliance with Vodafone Qatar absolute rules; defensive driving for employees using company vehicles; only trained employees with complete fall protection equipment can work at height. Regular inspections of sites and contractors by Vodafone Qatar health and safety team.
Office risk	Enforcing housekeeping; proper stacking of folders, boxes, and closed drawers; no trailing cables; follow good lifting technique; ergonomics awareness; awareness of display screen equipment; proper labelling and storage of chemicals.
Inclement weather risk	Only go outdoors and/or drive if there is an emergency; appropriate dress for the weather; protect eyes, nose, and mouth during a sandstorm; abide to the Qatari law of minimised and limited working hours during day in summer.
Employees Driving for Work Risk	Drive only when necessary; plan your trip prior to departure; communicate your journey to colleagues; inspect your vehicle before use; do not be distracted by screens and other electronic devices while driving; take frequent breaks to alleviate fatigue; always follow driving rules.



Emergency Preparedness

We prioritise emergency preparedness and response by implementing robust resources and plans, including emergency evacuation drills and response procedures, to safeguard our employees in the event of an incident. Our management team sets clear health and safety objectives and performance criteria, promoting continuous improvement and accountability at all levels of the organisation.

In 2023, we achieved zero fatalities and incidents, reflecting our unwavering commitment to safety.

Our health and safety events, trainings, and initiatives further bolstered awareness and engagement among employees. Moving forward, we aim to maintain our stellar safety record and increase the number of first responders. We plan to enhance our safety systems by training an additional 10% of emergency responders yearly. Continuous improvement is also targeted for our plan regarding suppliers and workers' welfare. Additionally, we're committed to maintaining a positive culture and providing the highest standard of work equipment, tools, and personal protective equipment.

Collaborative Approach

Our health and safety team works closely with all departments to identify and mitigate risks, maintaining a Risk Register and issuing permits for high-risk activities to ensure safety compliance. We engage employees in health and safety through regular training, including first aid and fire marshal

courses, and a foundational course for safe network site inspections. We also ensure our third-party suppliers meet our strict health and safety standards, requiring them to undergo thorough onboarding, training, and inspections to align with our safety policies.

Health and Safety Training

Throughout the onboarding process, Vodafone Qatar ensures that all new employees undergo mandatory training covering essential health and safety topics, including our company policies and absolute rules. Employees are then required to complete the 'Doing What's Right,' training annually to reiterate key health and safety information. Over the years, there has been a significant increase in the total hours of health and safety training provided to employees, reflecting our commitment to enhancing employee preparedness and well-being.

In 2023, a total of 858 hours of health and safety training were completed, marking a

39% increase

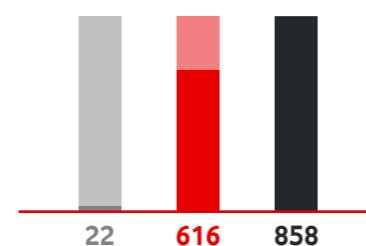
from the 616 hours in 2022

Moreover, the average hours of health and safety training per year per employee have also seen an increase over time. In 2023, employees completed an average of 1.5 hours of training.

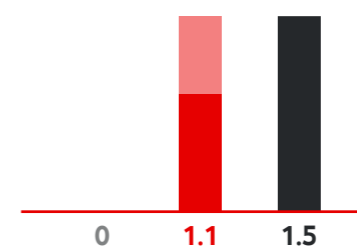
Health and Safety training

● 2021 ● 2022 ● 2023

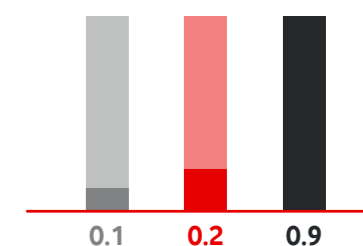
Total hours of H&S training provided to employees



Average hours of H&S training per year per employee



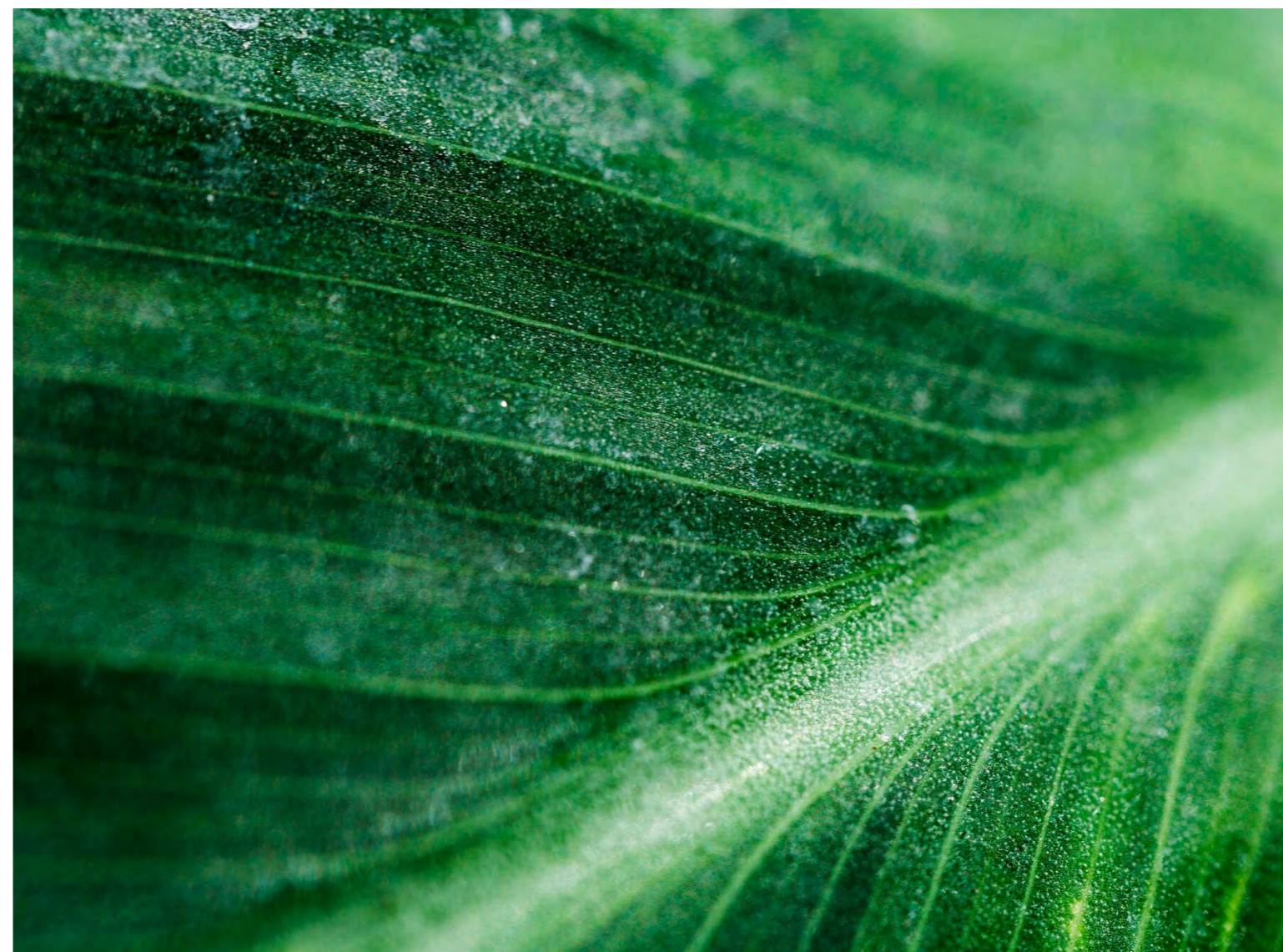
Average hours of H&S training per employee for nationals



Office Health Programmes

In 2023, Vodafone Qatar's health and safety team orchestrated a diverse array of 13 tailored health and wellness programmes, meticulously crafted to address employees' health concerns and seasonal conditions.

At the onset of each year, we strategically plan a comprehensive calendar of events, designed not only to tackle seasonal challenges but also to respond to evolving health needs identified throughout the year.





Community Development

We are committed to investing in the betterment of the communities where we operate. Our community investment initiatives encompass three key pillars—sport, innovation, and sustainability—all of which are integral components of our

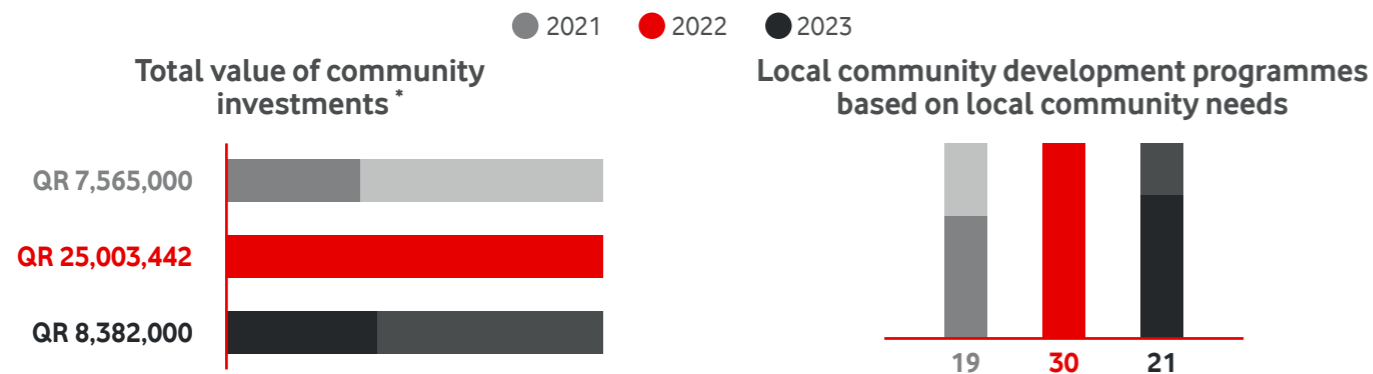
broader Corporate Social Responsibility (CSR) strategy. This strategy is underpinned by our core pillars: Digital Life, Inclusion for All, and Protection of the Planet.

CSR Strategy



We ensure that all our community development efforts align with this strategy and adhere to Vodafone Qatar's Code of Conduct.

Community investments and Sponsorships



* Vodafone Qatar's community investments decreased by 66%, largely due to the World Cup activities in 2022 being more extensive than in 2023. Despite this, investments increased by 11% compared to 2021.

Part-Time Employment Programme

Our Part-Time Employment Programme for Qatari students underscores our commitment to CSR and local talent development. By offering part-time employment opportunities, we provide students with valuable skills and practical

experience while contributing positively to the community. This initiative not only enhances our image as an employer of choice but also strengthens our relationship with the local community, fostering brand loyalty and trust.

Vodafone for All Programme

We are committed to ensuring accessibility for all, including individuals with disabilities, to stay connected. Our 'Vodafone for All' initiative addresses the unique needs of customers with disabilities, offering tailored solutions like communication aids, magnifiers, and navigation aids for various impairments.

In 2023, our commitment to inclusivity continued with the 'Vodafone for All' programme, which offered discounts to individuals with disabilities and retired citizens. Customers could avail themselves of a 50% discount on Vodafone Qatar plans and a 10% discount on specific handsets featuring accessibility features.

We also support the Global Accessibility Reporting Initiative (GARI), providing information on accessible mobile devices and offering a Vodafone Smartphone Accessibility Guide to help customers choose suitable devices. Details are available on the Vodafone Qatar [website page](#).



Aljawhara Programme

Aljawhara programme is dedicated to empowering Qatari women by equipping them with the skills to establish their own businesses and generate income by promoting Vodafone services within their communities. Beyond its commercial objectives, the programme serves as a means of social outreach to a segment of Qatari society traditionally difficult to engage due to cultural norms. By fostering a supportive community and providing access to technology, the programme enables women to integrate more fully into society and pursue personal and professional growth opportunities.





Donations & Sponsorships and Partnerships

We actively support community development through donations and sponsorships, guided by our Charitable Donations Policy. Requests for support undergo rigorous review by our Social Investments Committee and are overseen by our External Affairs Department. This ensures that all contributions are directed towards initiatives that leverage mobile communication technology for social welfare, environmental protection, or community support.

Qatar Red Crescent's Disaster Management Training Camp Sponsorship

Vodafone Qatar was the Platinum Sponsor for Qatar Red Crescent's Disaster Management Training Camp. This sponsorship underscored our commitment to supporting initiatives that contribute to disaster preparedness and response efforts in Qatar. By partnering with Qatar Red Crescent, we aim to enhance disaster management capabilities and ensure the safety and well-being of communities across the nation.

Academic Partnerships

Vodafone Qatar is committed to forging enduring partnerships with esteemed institutions.



The University of Doha for Science and Technology (UDST) UDST has signed a Memorandum of Understanding (MoU) with Vodafone Qatar, creating a cooperation framework that benefits both students and employees. This agreement includes sharing experiences and delivering customised training courses. Vodafone Qatar as a member of the University's Programme Advisory Committee, offer internships, and support student capstone projects. Students can enhance their field skills through visits to Vodafone Qatar's data centre and telecom infrastructure sites. The MoU also promises increased hiring opportunities for UDST graduates, particularly Qatari students and those born in Qatar, and extends to research and commercial collaboration in communication.



At last year's UDST career fair, Vodafone Qatar supported the Al Noor Institute for the Blind by donating assistive braille smartwatches and providing students with complimentary Vodafone Unlimited plans under the 'Vodafone for All' programme.



Vodafone Qatar, in partnership with Education Above All (EAA), has enabled essential internet access for over 2,000 financially disadvantaged students at Al Salam School. During the COVID-19 pandemic, we provided Mi-Fi devices to support uninterrupted home schooling. This initiative, renewed each academic year, helps to eliminate the digital divide, and ensure students have the necessary resources for academic success.



In the academic sphere, we extend our commitment to sustainability by collaborating with the College of Business and Economics at Qatar University. Through sponsorship, we facilitate a competition challenging students to integrate sustainability into their business planning. This initiative not only fosters knowledge exchange and digital inclusivity but also ensures that the next generation of industry leaders prioritises sustainability into business practices.





04 Safeguarding the Planet

In an era marked by escalating environmental challenges, safeguarding our planet has emerged as a business imperative.

We are dedicated to minimising our environmental footprint through initiatives aimed at reducing carbon emissions, promoting sustainable practices, minimising waste and pollution, and enhancing biodiversity conservation.

By integrating sustainability considerations into our operations and fostering collaboration with stakeholders, we aim to play a leading role in driving environmental sustainability and creating a more resilient future for all.





Tackling Climate Change

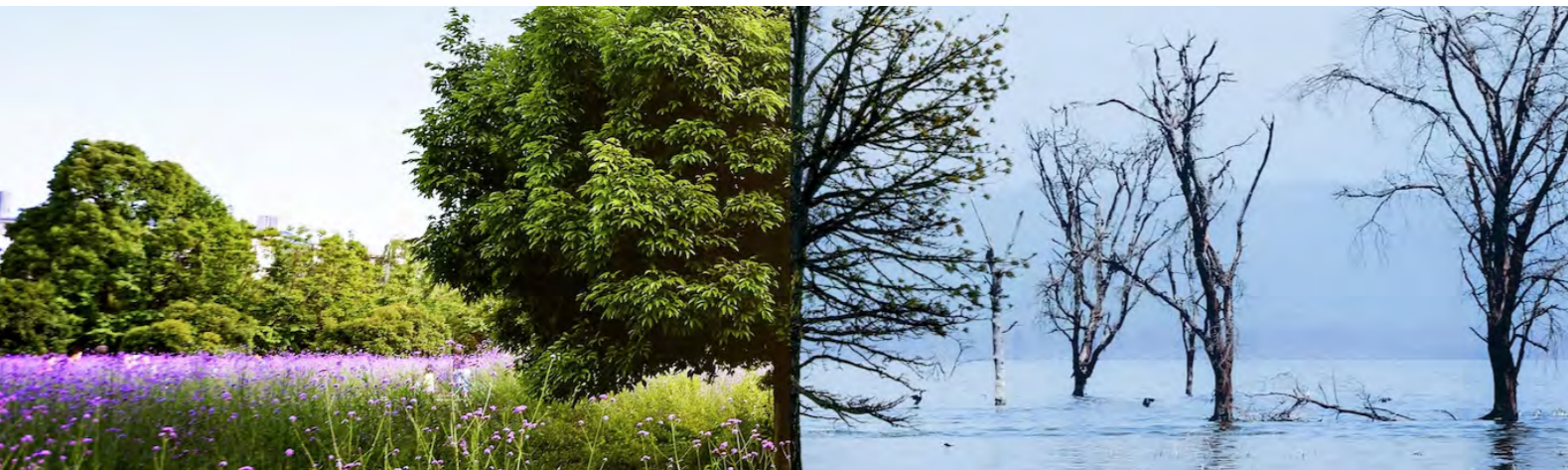
We acknowledge the significant role our operations play in contributing to direct carbon emissions, particularly through the electricity consumed by our data centres and sites. This impact is a pressing concern for us and our stakeholders alike. Looking ahead, we anticipate that our business will confront increasingly substantial impacts stemming from social, regulatory, and economic factors related to carbon emissions, presenting us with both challenges and opportunities.

From 2022 to 2023, Vodafone Qatar saw a 10% increase in direct energy use from fuel, with diesel consumption rising to 10,177,282 litres. This increase is mainly due to our network infrastructure expansion; we increased the number of sites by 9% from 2,208 to 2,403.

Additionally, introducing multiple carriers per site with 5G technology, which consumes more energy compared to 3G and 4G, has contributed to the rise in diesel consumption.

In response to this rise, Vodafone Qatar is committed to implementing initiatives in 2024 to reduce energy consumption and GHG emissions. These initiatives focus on hybrid power solutions that combine renewable energy sources such as solar with traditional options.

Likewise, our indirect energy use from electricity rose by 14%, reaching 43,270,553 kWh in 2023. This surge is driven by the expanded network operations and deployment of advanced telecommunications technologies.



Energy intensity per employee increased to 931 GJ in 2023, up by 7%, indicating growing energy needs for our operations and emphasising the importance of enhancing energy efficiency.

Despite these challenges, we have implemented measures to reduce our long-term energy consumption. In 2023, we assessed our energy management, identifying savings opportunities in heating, lighting, and HVAC systems. Installing automatic smart switches saved 20% of energy by ensuring lights are off in unoccupied areas from 6:30 am to 6:30 pm. Adjusting HVAC set points and locking thermostats at workstations also contributed to efficiency gains.

In the same period, Vodafone Qatar experienced significant increases in both direct and indirect greenhouse gas (GHG) emissions. Direct GHG emissions (Scope 1) rose to 26,868 tCO₂eq, a 10% increase and indirect GHG emissions (Scope 2) to 23,306 tCO₂eq, a 14% increase. These rises are mainly due to the higher energy consumption from our network expansion and technological advancements.

Total GHG emissions, combining Scope 1 and 2, increased to 50,174 tCO₂eq in 2023, up by 12%. GHG emissions intensity, measured as tCO₂eq per QR million, increased from 16.13 in 2022, showing a 10% rise. These trends highlight the urgent need for proactive GHG mitigation and a shift toward sustainable energy practices.

Energy Consumption	Unit	2021	2022	2023
Direct energy use from fuel (diesel)	litres	7,889,110	9,287,057	10,177,282
Indirect energy use (electricity)	kWh	25,872,143	38,084,160	43,270,553
Energy intensity	GJ/ QR million revenue	148	153	167
Energy intensity	GJ/ Employee	786	870	931
GHG Emissions				
Direct GHG emissions – Scope 1*	tCO ₂ eq	20,827	24,518	26,868
Direct GHG emissions – Scope 2**	tCO ₂ eq	13,935	20,512	23,306
Direct GHG emissions – Scope 1 & 2	tCO ₂ eq	34,762	45,030	50,174
GHG emissions intensity	tCO ₂ eq/ QR million revenue	13.76	14.69	16.13

* Based on diesel consumption only ** Based on electricity consumption only

Mitigation Efforts

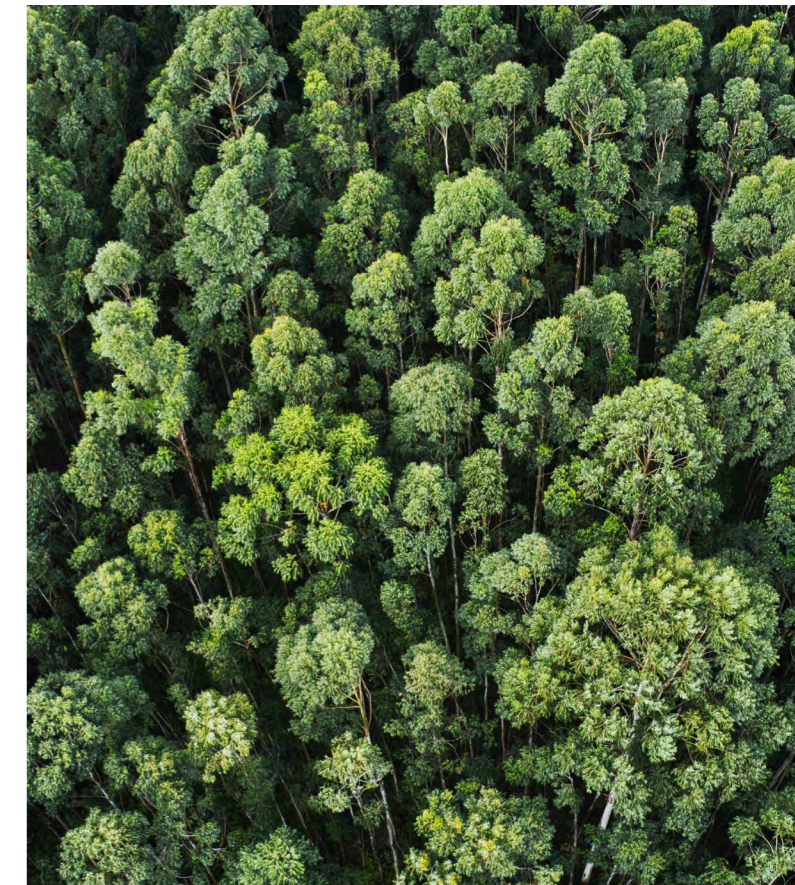
As part of our sustainability efforts, we have intensified the conversion of sites to commercial power to mitigate direct fuel consumption, which leads to higher emissions.

Between 2020 and 2023, a total of

318 sites

transitioned to a hybrid fuel consumption model, with 47 of these conversions taking place specifically in 2023.

By connecting sites to national grids, we aim to reduce our reliance on diesel fuel and lower our carbon emissions, the average fuel consumption across all sites decreased by 40%, thereby reducing our climate impact. Adding to this commitment, we deployed Power Cubes to harness energy from renewable sources, thereby contributing to a more sustainable energy ecosystem.





Advanced Hybrid Power Solution

Vodafone Qatar's Green Network initiative is poised to revolutionise the telecommunications landscape in Qatar. Through strategic investments in energy-efficient technologies, sustainable practices, and a focus on reducing carbon emissions, Vodafone Qatar is spearheading efforts to build an eco-friendly network by implementing innovative solutions aimed at curbing diesel generator (DG) runtime and fuel consumption. The advanced hybrid power solution includes a solar solution and an intelligent fuel removal solution, providing a green and reliable power supply. The intelligent fuel removal solution intelligently schedules solar energy, DG, grid, and lithium battery, greatly reducing the DG working time.



Transition to Sustainable Practices

Additionally, our strategic focus on enhancing telecommunication services, such as upgrading existing sites to 5G, has led to increased energy consumption and GHG emissions. To address this, we are steadily transitioning towards more sustainable energy sources and practices. In response to demand patterns and topographical constraints, we have expanded the deployment of Rapid Deployment Monopoles (RDMs) as an alternative to traditional telecommunications towers.

RDMs offer durability comparable to permanent structures while remaining mobile, enhancing their reusability, and minimising environmental impact. Moreover, we have strategically converted many Cells on Wheels (COWs) sites to RDMs, recognising that while COWs provide temporary solutions, they pose higher environmental risks and have reduced durability. Conversions from COWs to RDMs remained consistent from 2021 to 2022 with 23 and 22 sites respectively but rising to 26 sites in 2023. This progress ensures that our infrastructure investments contribute to long-term environmental stewardship while meeting the evolving needs of our customers and communities.

Sites Converted	2021	2022	2023
Sites converted to commercial power	104	55	104
Sites converted to hybrid model	75	107	47
Sites converted from COWs to RDM	23	22	26

Effective Use of Resources

The efficient and responsible use of resources is a fundamental part of our sustainability efforts. By implementing strategies to minimise waste, conserve water, and optimise energy usage, we strive to reduce our environmental footprint and contribute to a healthier planet. To achieve this, we have implemented

and continue to maintain dedicated management systems, including environmental management systems (EMS) based on industry best practices and internationally recognised standards.

Waste Management

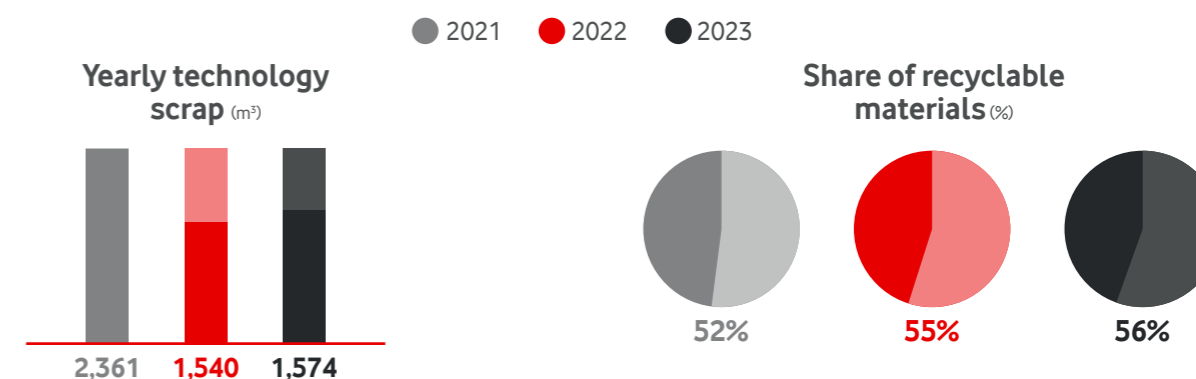
We prioritise responsible waste management to minimise our environmental impact and contribute to a sustainable future. We focus on reducing waste generation, promoting reuse, and recycling, and ensuring responsible disposal practices. We continuously seek opportunities for improvement through data-driven insights and stakeholder engagement, while empowering our employees to adopt environmentally responsible behaviours.

Our efforts include optimising packaging, digitising processes to reduce paper consumption, and partnering with certified recycling facilities.

We also strive to properly dispose of obsolete technologies by working with a registered scrapping company that recycles most of the materials. The expected recycle percentages from each scrap batch range from 40-65%.

In 2023, we continued our efforts to optimise waste management practices, despite facing operational challenges. We generated 1,574 m³ of technology scrap, representing a slight decrease of 2.2% from the previous year. Additionally, the percentage of recyclable materials increased to 56%, marking a 1% improvement compared to 2022.

Material Scrap (sites/hazards)





Water Management

We recognise the importance of responsible water management in minimising our environmental impact and preserving this vital resource. Through the adoption of efficient water usage technologies and practices, we are committed to reducing water consumption in our operations. This includes the implementation of water-saving fixtures, regular maintenance to address leaks, and employee awareness campaigns to promote responsible water usage.

Furthermore, we actively seek opportunities to recycle and reuse water where feasible, further contributing to the preservation of this precious resource. In 2023, we sought to understand our usage better and conducted a study to monitor our power management water faucet consumption. We found that by reducing the flow rate of water faucet aerators in washrooms and ablutions rooms we could reduce water consumption by 50%. A further 30% saving was made in toilets by reducing the flush tank level from 9 litres to 6 litres.

Thanks to these initiatives 2023, we used a total of 8,070 m³ of water, representing a 15% decrease from the previous year. This reduction came primarily as a result of installing regulators in faucets which reduced water consumption. Through ongoing efforts to optimise water usage efficiency and promote conservation initiatives, we aim to further decrease our water usage in the years to come.

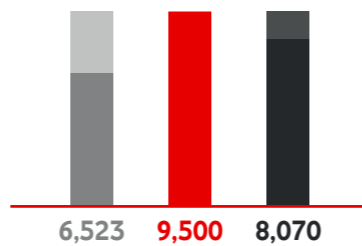
15%

decrease in water consumption

Water Consumption

● 2021 ● 2022 ● 2023

Fresh water used m³ (cubic meters)



Air Quality

Ensuring optimal indoor air quality is paramount at Vodafone Qatar, with rigorous testing conducted at our headquarters to comply with regulatory discharge standards. Specifically, real-time indoor air quality monitoring was undertaken at the Msheireb and Lusail Headquarters to assess environmental conditions. Given that individuals spend approximately 90% of their working hours indoors, the quality of indoor air is crucial for overall well-being. Unlike outdoor air, indoor air is subject to continuous recycling, potentially leading to the accumulation of pollutants, temperature variations, and humidity levels.

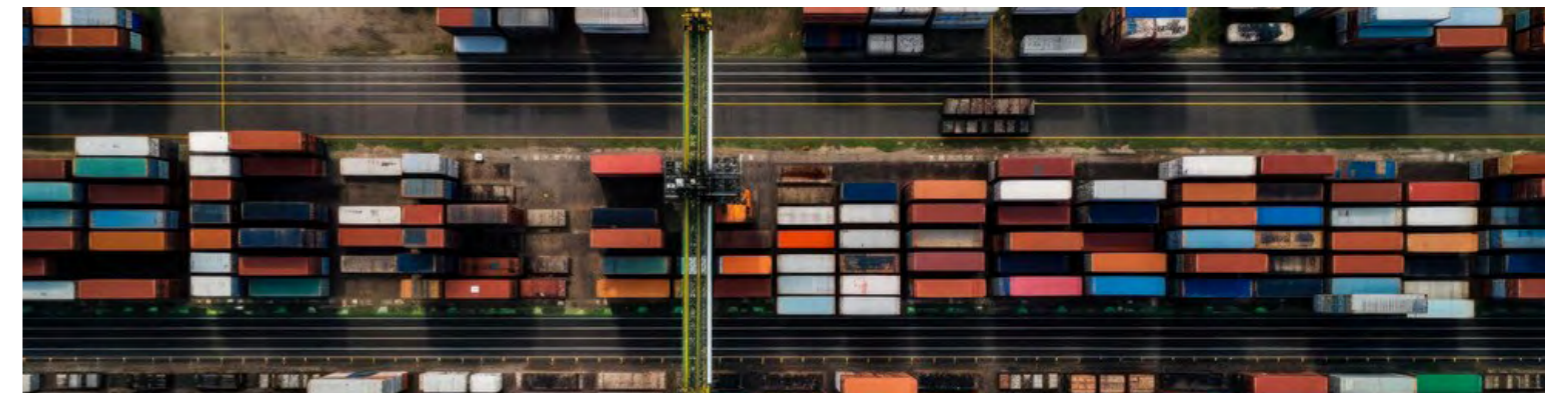
Our comprehensive assessment covered 10 different locations over 8-hour periods, focusing on key parameters such as carbon monoxide, carbon dioxide, sulphur dioxide, nitrogen dioxide, ozone, particulate matters 2.5 and 10, and total volatile organic compounds (TVOCs). The results revealed that both headquarters maintained air quality levels below the GSAS standards, providing a healthy and safe working environment for our employees.



Responsible Supply Chain

Our commitment to sustainability extends beyond our own operations to encompass our entire supply chain. We recognise the significant impact that our suppliers can have on issues such as environmental sustainability, labour practices, and ethical conduct. Therefore, we actively collaborate with our suppliers to ensure they meet our expectations in these critical areas.

By fostering close partnerships with our suppliers, we strive to enhance transparency within our supply chain and drive positive change throughout our operations.





Supply Chain Governance

Responsible business practices are at the core of our operations. We adhere to the highest ethical standards, ensuring compliance with laws and Vodafone policies, including our Code of Conduct. During supplier onboarding, rigorous checks confirm adherence to our policies, with our Corporate Security and Cyber Security & IT Team overseeing this verification process.

Our supplier selection process, documented and monitored through our enterprise software system, is designed to ensure transparency and fairness, providing equal opportunities for all potential suppliers. Evaluations are conducted digitally to identify the most suitable suppliers, fostering partnerships based on trust and accountability.

To drive continuous improvement, our suppliers undergo an annual requalification process, evaluated on environmental sustainability, labour practices, and ethical conduct. This process is conducted by both our supply chain management team and end-users, ensuring a comprehensive assessment.

We use a supplier scorecard to monitor performance, identifying improvement areas and recognising excellence. Our commitment to maintaining high standards is reflected in our 100% requalification rate.



Local Suppliers

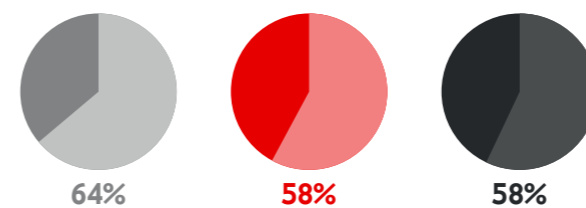
At Vodafone Qatar, we recognise the significance of nurturing strong connections within our local community, echoing the principles of sustainability and growth outlined in the Qatar Vision 2030. Our engagement with local suppliers transcends mere transactions; it embodies a collaborative spirit grounded in transparency, fairness, and respect.

In 2023, our commitment to local sourcing remained steadfast, with 58% of our spending directed towards locally based contractors and suppliers, consistent with the previous year. While the percentage of spending remained constant, the total number of suppliers engaged saw a decrease from 379 in 2022 to 342 in 2023. The percentage of locally based suppliers that we engaged with was 64% in 2023.

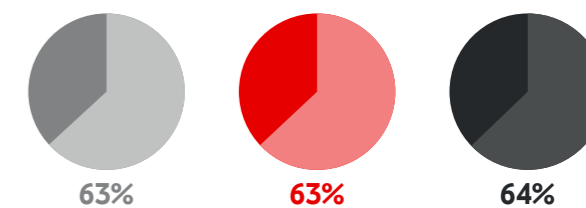
Local procurement

● 2021 ● 2022 ● 2023

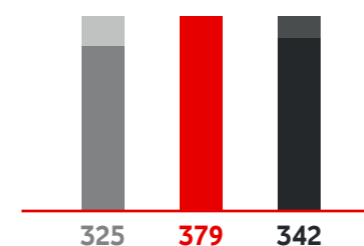
Share of spending on locally based contractors and suppliers of total spending (%)



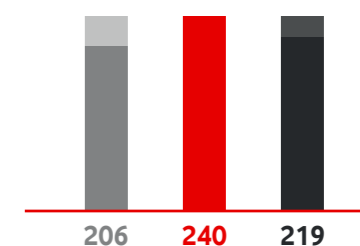
Share of locally based suppliers of total number of suppliers (%)



Total suppliers engaged



Local suppliers engaged



The fresh water usage covers HQ offices in Lusail and Msheireb. It excludes the clean water usage of retail stores and subsidiary offices. Fresh water usage by contractors and subsidiary employees working from HQ offices is also included in this figure.



05 Appendix





Air Quality

Statement of use	Vodafone Qatar has reported in accordance with the GRI Standards for the period 1st January 2023 to 31st December 2023.
GRI 1 USED	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	None

GRI Standard/ other source	Disclosure	Location/ Direct Answer	Omission	
			Reason	Explanation
General Disclosure				
GRI 2: General Disclosures 2021	2-1 Organizational details	7	A grey cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available	
	2-2 Entities included in the organization's sustainability reporting	7		
	2-3 Reporting period, frequency and contact point	5		
	2-4 Restatements of information	No restatements have been made		
	2-5 External assurance	External assurance was not obtained for this report		
	2-6 Activities, value chain and other business relationships	6,65-67		
	2-7 Employees	40-44		
	2-8 Workers who are not employees	40-44		
	2-9 Governance structure and composition	32-33		
	2-10 Nomination and selection of the highest governance body	32-33		
	2-11 Chair of the highest governance body	32		
	2-12 Role of the highest governance body in overseeing the management of impacts	14		
	2-13 Delegation of responsibility for managing impacts	14		
	2-14 Role of the highest governance body in sustainability reporting	14		
	2-15 Conflicts of interest	36		
	2-16 Communication of critical concerns	47		
	2-17 Collective knowledge of the highest governance body	Annual Report		

GRI Standard/ other source	Disclosure	Location/ Direct Answer	Omission	
			Reason	Explanation
GRI 2: General Disclosures 2021 (continued)	2-18 Evaluation of the performance of the highest governance body	Not Available	Information unavailable/incomplete	
	2-19 Remuneration policies	33		
	2-20 Process to determine remuneration	33		
	2-21 Annual total compensation ratio	Not Available	Confidentiality constraints	Company's policy
	2-22 Statement on sustainable development strategy	11		
	2-23 Policy commitments	Not Available	Information unavailable/incomplete	
	2-24 Embedding policy commitments	Not Available	Information unavailable/incomplete	
	2-25 Processes to remediate negative impacts	47		
	2-26 Mechanisms for seeking advice and raising concerns	47		
	2-27 Compliance with laws and regulations	35		
	2-28 Membership associations	7		
	2-29 Approach to stakeholder engagement	15		
	2-30 Collective bargaining agreements	Not Applicable	Legal prohibitions	Prohibited in Qatar

Material Topics

GRI 3: Material Topics 2021	3-1 Process to determine material topics	16-17	A grey cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.
	3-2 List of material topics	17	

World class infrastructure investments

GRI 3: Material Topics 2021	3-3 Management of material topics	29
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	30

Responsible supply chain

GRI 3: Material Topics 2021	3-3 Management of material topics	65
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	67

Governance and business integrity

GRI 3: Material Topics 2021	3-3 Management of material topics	31
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	37





GRI Standard/ other source	Disclosure	Location/ Direct Answer	Omission	
			Reason	Explanation
Governance and business integrity				
GRI 3: Material Topics 2021	3-3 Management of material topics	60		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	61		
	302-3 Energy intensity	61		
	302-4 Reduction of energy consumption	61		
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	61		
	305-2 Energy indirect (Scope 2) GHG emissions	61		
	305-4 GHG emissions intensity	61		
Effective use of resources				
GRI 3: Material Topics 2021	3-3 Management of material topics	63		
GRI 303: Water and Effluents 2018	303-5 Water consumption	64		
GRI 306: Waste 2020	306-3 Waste generated	63		
	306-4 Waste diverted from disposal	63		
Empowered employees				
GRI 3: Material Topics 2021	3-3 Management of material topics	40		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	42, 44		
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	45		
	404-2 Programs for upgrading employee skills and transition assistance programs	45		
	404-3 Percentage of employees receiving regular performance and career development reviews	46		
Healthy and safe workplace				
GRI 3: Material Topics 2021	3-3 Management of material topics	51		

GRI Standard/ other source	Disclosure	Location/ Direct Answer	Omission	
			Reason	Explanation
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	51		
	403-2 Hazard identification, risk assessment, and incident investigation	51		
	403-3 Occupational health services	52		
	403-4 Worker participation, consultation, and communication on occupational health and safety	52		
	403-5 Worker training on occupational health and safety	53		
Equal, diverse and inclusive environment				
GRI 3: Material Topics 2021	3-3 Management of material topics	48		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	33		
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	48		
GRI 401: Employment 2016	401-3 Parental leave	49		
Community development				
GRI 3: Material Topics 2021	3-3 Management of material topics	54		
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	54		
Data protection and cyber security				
GRI 3: Material Topics 2021	3-3 Management of material topics	26		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	27		
We also report on topics that are not covered by the GRI standards				
Digital innovation for all				
GRI 3: Material Topics 2021	3-3 Management of material topics	20		
Advanced customer experience				
GRI 3: Material Topics 2021	3-3 Management of material topics	22		

