



Together we can

**vodafone**

2025

**SUSTAINABILITY  
REPORT**

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# DRIVING INTELLIGENT ENERGY FOR A RESOURCEFUL FUTURE

## Intelligent Energy. Resourceful Future

Vodafone Qatar is advancing its role as a technology enabler by embedding intelligent energy solutions across its operations and digital services. Through data-driven optimisation, energy-efficient infrastructure, and smart technologies, the company enhances operational performance while reducing resource consumption and environmental impact. By integrating intelligent systems into networks, platforms, and customer solutions, Vodafone Qatar supports more efficient energy use across its value chain, enabling businesses and communities to operate more sustainably and adapt to evolving challenges. This approach reflects that intelligent energy is not only about efficiency, but a key enabler for building a more resourceful, resilient and sustainable future.



# ABOUT THIS REPORT

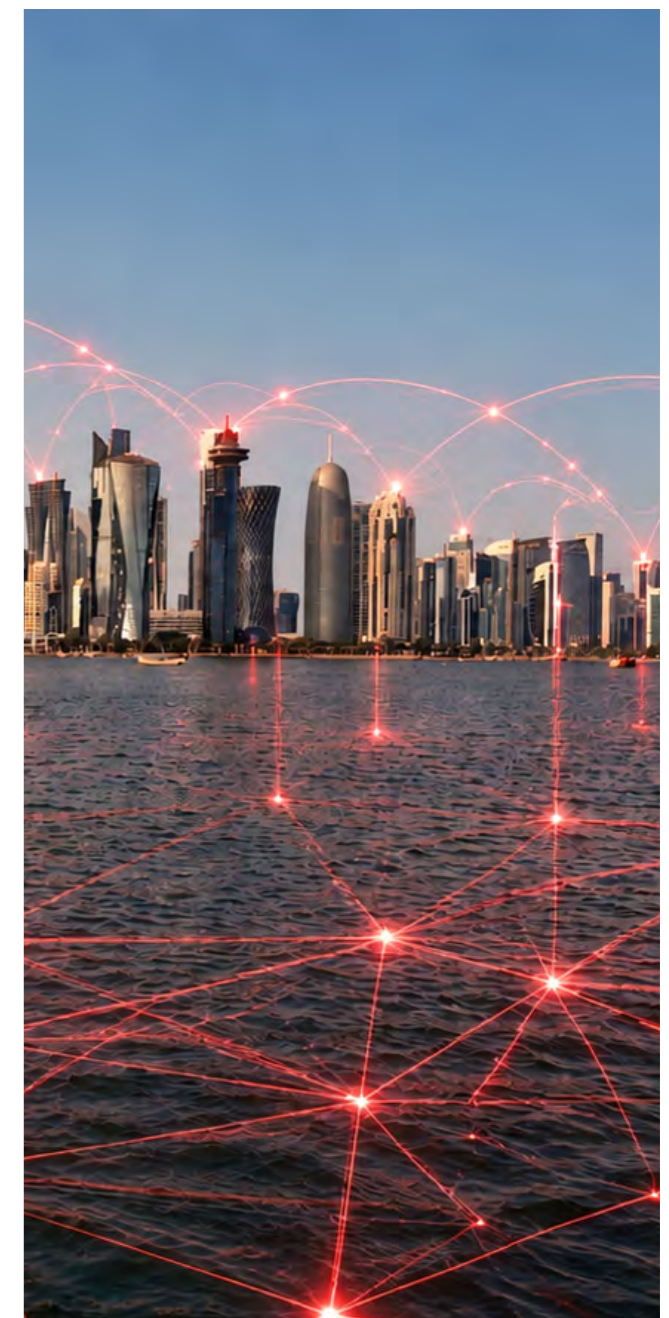
Vodafone Qatar's 2025 Sustainability Report marks the sixth edition of our company's annual sustainability disclosure, offering an overview of our Environmental, Social, and Governance (ESG) initiatives and achievements throughout the year.

This report covers the period from 1 January 2025 to 31 December 2025 and has been prepared in line with the Global Reporting Initiative (GRI) Sustainability Reporting Standards, highlighting Vodafone Qatar's key sustainability priorities.

This report focuses exclusively on Vodafone Qatar's operations and does not incorporate data related to Vodafone Group, which is reported separately. The scope includes all operational facilities within Qatar. Data from subsidiaries, external contractors, suppliers, and clients are excluded unless explicitly stated otherwise.

### Feedback:

We value your feedback on this report and our overall performance. Please direct your comments to: [sustainability@vodafone.qa](mailto: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



**Sheikh Hamad Abdulla Jassim Al-Thani**  
CEO, Vodafone Qatar

Sustainability is deeply rooted in the way organisations generate long-term value, particularly in sectors such as telecommunications that power connectivity, foster innovation and advance economic growth. As the global digital economy continues to expand at pace, expectations around responsible business practices are also rising, reinforcing the need to embed sustainability across all facets of business.

At Vodafone Qatar, we consider sustainability both as a strategic priority and a shared responsibility. In this light, I am pleased to present Vodafone Qatar's sixth annual Sustainability Report, which outlines the progress achieved over the past year in advancing our Environmental, Social, and Governance (ESG) priorities.

We believe our value extends beyond the products and services we offer, and encompasses the broader economic, environmental and social impact we make. Our sustainability journey advances under three central pillars: Digital Enrichment, Human Prosperity, and Safeguarding the Planet - all of which support our ambition to enhance quality of life and create avenues for a more inclusive and sustainable future.

**A growing commitment to sustainable impact**

As a leading telecommunications provider, Vodafone Qatar takes every opportunity to identify ways in

which we can enrich and enhance experiences for our customers and businesses. We recognise that this responsibility also brings with it a broader obligation to operate to the highest standards of ethics and integrity, especially in relation to our shared environment.

Therefore, guided by the concept of 'Connecting for a Better Future' that pivots our three-year sustainability strategy, we continue to take a structured and future-driven approach to sustainability. Our focus remains on areas where we can deliver the greatest impact to support community resilience and inclusive growth.

**Delivering Sustainability Through Action**

Our commitment to sustainability is reflected in how we operate and the solutions we deliver. Across our business, we continue to adopt smarter, more efficient practices that reduce our environmental impact while improving performance.

This includes ongoing efforts to optimise energy and water use, manage waste responsibly, and create more sustainable work environments. A key milestone in this journey was the achievement of a 4-star Global Sustainability Assessment System (GSAS) 'Design & Build' certification for our Lusail headquarters, reinforcing our commitment to sustainable infrastructure and operations.

**Our Path Forward**

We remain committed to building on the momentum of 2025 and continuing to strengthen our sustainability performance in the years ahead. By leveraging innovation, enhancing operational efficiency, and embedding responsible practices across our business, we will continue to drive meaningful environmental and social impact.

As we move forward, our focus remains on creating enduring value for our stakeholders whilst contributing to a more resilient future for all.



# ABOUT VODAFONE QATAR

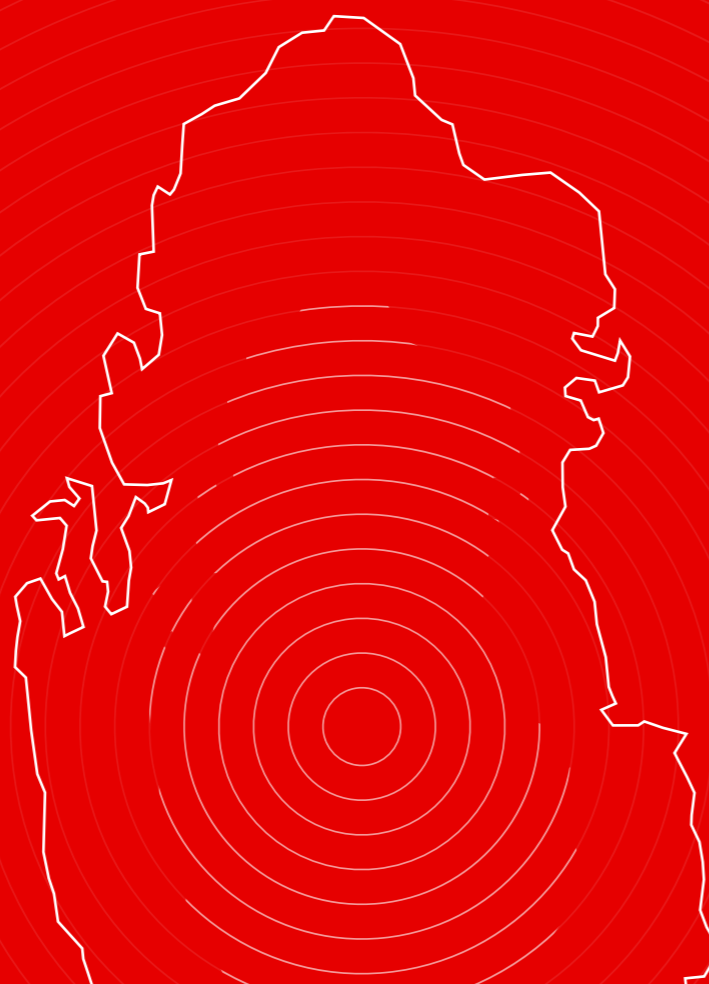
Vodafone Qatar remains focused on helping drive the country's sustainable digital future and supporting national goals for a more resilient and inclusive society. Since beginning operations in 2009, the company has continued to expand its digital infrastructure and communication services to provide reliable and secure connectivity for individuals, businesses, and government organisations. These long-term investments support Qatar's ongoing digital progress and contribute to the development of a strong and future-ready digital ecosystem.

Innovation continues to shape how Vodafone Qatar operates. The company consistently upgrades its network and introduces new connectivity solutions that enhance efficiency, improve customer experience, and support more sustainable digital services. Through continued investment in networks and digital platforms, Vodafone Qatar contributes to enabling digital services and new economic opportunities while maintaining its role as a key technology partner in Qatar's broader digital transformation.

Beyond technology, Vodafone Qatar places strong emphasis on social impact through initiatives that expand digital skills, support youth development, and improve access to digital services. These efforts aim to enable wider participation in the digital economy and reflect the company's broader purpose of connecting communities and supporting their aspirations.

Governance and transparency remain fundamental to Vodafone Qatar's operations. The company continues to uphold clear ethical standards, transparent business practices, and robust compliance systems to ensure responsible decision-making across the organisation.

This 2025 Sustainability Report presents Vodafone Qatar's continued progress across its Environmental, Social, and Governance pillars as the company contributes to building a more connected, inclusive, and sustainable Qatar.



## OUR CHARTER

Vodafone Qatar's future vision is anchored in its mission to bridge today's ideas with tomorrow's technologies, driving digital innovation and establishing itself as Qatar's leading choice for telecom and digital services. The slogan, 'Together We Can,' reflects the belief that technology, combined with human capability, can support opportunity creation, address social challenges, and contribute to Qatar's progress towards its National Vision 2030.



## 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 ASSOCIATIONS

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

# 01

# SUSTAINABILITY AT VODAFONE QATAR

At Vodafone Qatar, we understand that the value of our company goes beyond the products and services we offer. It extends to our ability to generate economic, environmental, and social benefits. We focus our social investments around three crucial areas: digital enrichment, human prosperity, and safeguarding the planet.

By doing so, we aim to strengthen personal connections, improve quality of life, and provide opportunities for a brighter future for all.

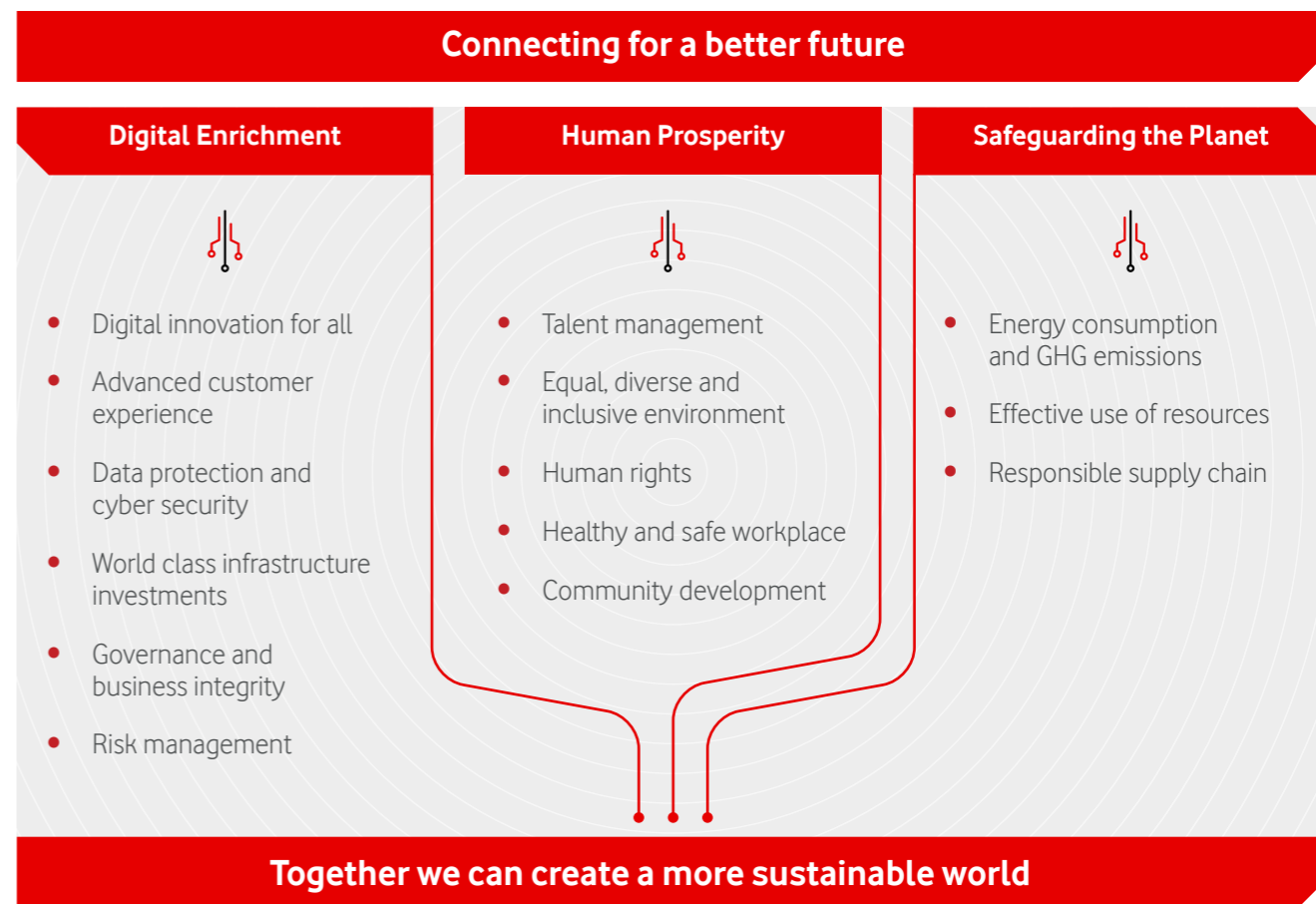
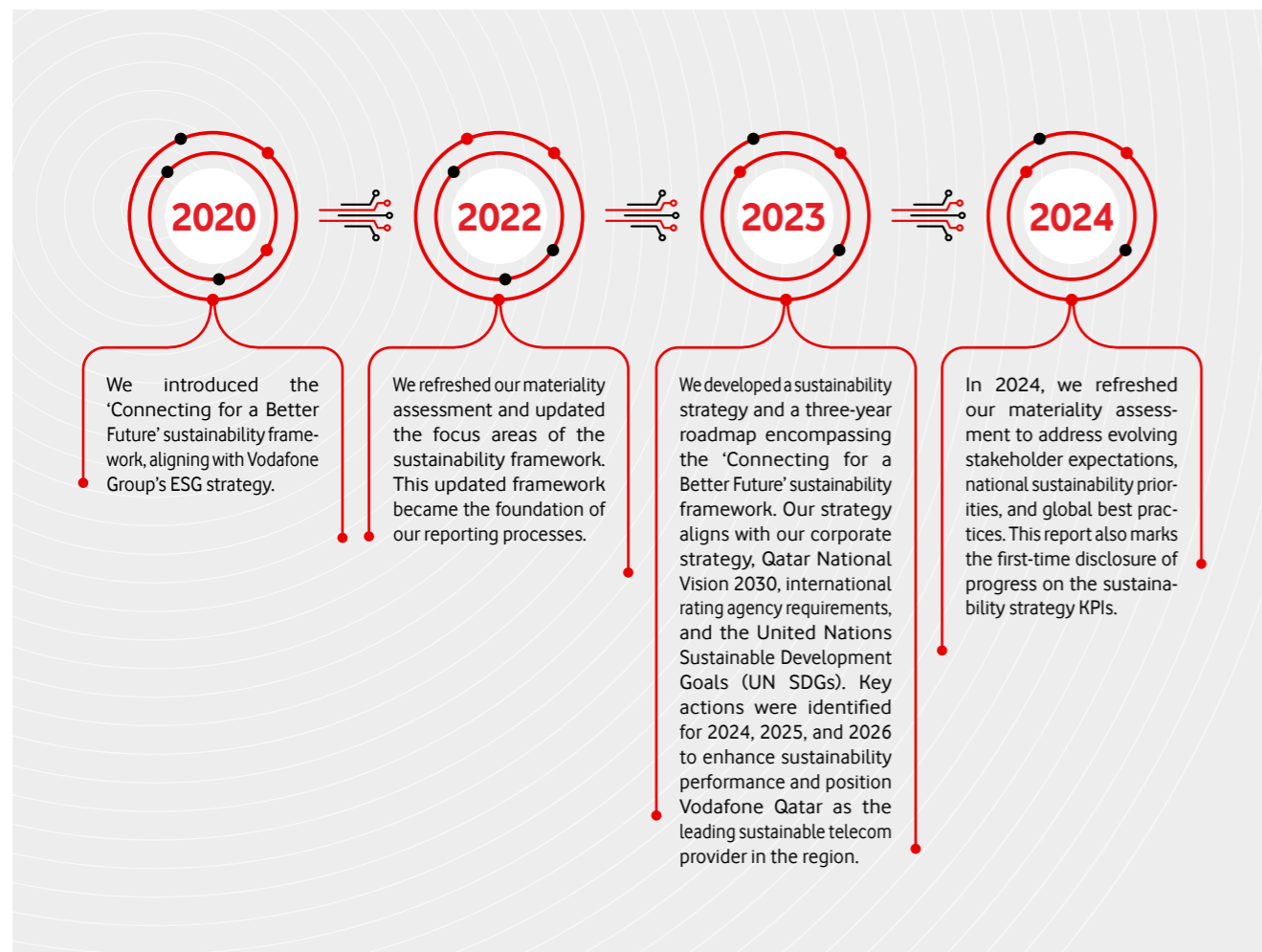


# SUSTAINABILITY STRATEGY

Vodafone Qatar’s sustainability management approach is a comprehensive strategy that aims to align business operations with environmental, social, and economic considerations. Our strategy targets three key areas: Inclusion for All, Planet, and Digital Society. Vodafone Qatar actively engages with and supports governing policies, practices, and disclosures, ensuring that we operate responsibly and ethically.

Our sustainability framework, ‘Connecting for a Better Future’, reflects the company’s commitment to contributing positively to society and the planet while maintaining its position as a leading telecommunications provider. It also encapsulates our understanding of sustainability by identifying crucial areas that require attention and balance. Our materiality assessment and the framework’s focus areas guide our entire reporting process, highlighting and strengthening values that both Vodafone Qatar and our stakeholders can endorse and support.

The sustainability framework is built upon three fundamental pillars: Digital Enrichment, Human Prosperity, and Safeguarding the Planet, which collectively represent the company’s multifaceted approach to sustainability. This approach aligns with our mission and values, as well as the material topics identified in our materiality assessment as most important to our business and stakeholders.



We have established a comprehensive set of key performance indicators (KPIs) to effectively measure progress against our sustainability strategy. These KPIs under each strategy pillar enable us to track performance, assess impact, and drive continuous improvement, ensuring alignment with our long-term objectives and stakeholder expectations.

## Digital Enrichment

Vodafone Qatar has a reputation for delivering quality and value, thanks to our significant focus on digital enrichment in Qatar. Our approach involves working closely with our customers and fostering digital innovation for all by enhancing network accessibility.

As a telecommunications industry leader, we are committed to maintaining our leadership position by offering an advanced customer experience, making world-class infrastructure investments, operating our business with integrity, and focusing on data protection and cybersecurity.

Our performance across: Digital Enrichment	2023	2024	2025
Mobile customers (#, in millions)	2.15	2.11	2.17
Share of digital invoice payment from total payments (%)	88	89	90
Digitally offered products out of all products (%)	100	100	100
Customer Effort Score* (#) (Call Centre)	1.8	1.9	1.5
Customer satisfaction rate (TNPS-Digital) (%)	61	67	73
Resolved customer complaints (%)	99.2	99.4	99.5

First Call Resolution (FCR) (%)	93.1	91.6	93.0
Complaint ratio vs. customer base (%)	1.1	1.2	1.1
Data security breaches involving customers' personally identifiable information (#)	0	0	0
Share of data security breaches involving customers' personally identifiable information (%)	0	0	0
Share of employees trained on risks related to corruption (%)	100	100	100

\*Lower scores reflect enhanced performance.

### Human Prosperity

At Vodafone Qatar, we place people at the heart of our operations. We believe that providing a fair and supportive work environment that promotes equal opportunities and employee development is crucial not only to our employees' well-being but also to attracting the best talent and achieving sustainable business growth. To this end, we prioritise maintaining the highest standards in health and safety and proactively managing risks at all our operational areas.

Our commitment to people extends beyond our employees to the communities we serve. As part of the National 2030 Vision and the UN Sustainable Development Goals, we take seriously our responsibility to create positive social value, contribute to poverty alleviation, and support the education of youth.

Our performance across: Human Prosperity	2023	2024	2025
Nationalisation rate among total workforce (%)	21	25	27
Nationalisation rate of senior management (%)	30	22	27
Nationalisation rate of new hires (%)	18	63	29
Female employment rate (%)	19	19	18
Share of females in senior and middle management (%)	11	0	0
Availability of diversity & inclusion policy (Yes/No)	Yes	Yes	Yes
Female turnover rate (%)	12	11	13
Average hours of training per employee (#)	25	29	40
Share of employees familiarised with Doing What's Right (%)	100	100	100
Total hours of health and safety training provided to employees	858	663	584
Total value of community investments (QR)	8,382,000	5,949,938	8,100,752

Local community development programmes (#)	21	15	18
Whistleblowing cases recorded (#)	0	0	0
Discrimination and harassment incidents (#)	0	0	0
Human rights complaints (#)	0	0	0

### Safeguarding the Planet

As a responsible corporate citizen, Vodafone Qatar acknowledges the urgent need to tackle climate change, optimise resource use, and ensure a responsible value chain. We are committed to maximising the efficient use of resources throughout our operations and supply chain, and we are continuously exploring innovative ways to reduce our environmental impact.

Moreover, we take responsibility for ensuring that our value chain is ethical and sustainable, with a particular focus on human rights, labour practices, and responsible sourcing of materials. We firmly believe that these efforts are critical to safeguarding the well-being of our planet and future generations.

## Sustainability Governance

At the executive management level, our Steering Committee drives the execution of our sustainability strategy roadmap. Chaired by the Chief Executive Officer (CEO) and supported by the Chief Human Resources Officer (CHRO), the Committee brings together leaders from across the organisation, ensuring diverse representation and valuable insights. This structure enables the proactive identification of sustainability challenges and opportunities.

Sustainability risks and opportunities are logged in our Enterprise Risk Register for regular evaluation. Each risk is assigned to dedicated owners responsible for mitigation measures, enabling early detection and effective management.

We uphold transparency by engaging stakeholders and publishing detailed performance reports, including comprehensive sustainability reports with key performance indicators (KPIs) and materiality assessments.

## Listening to Our Stakeholders

Engaging with stakeholders is essential to shaping our sustainability efforts. By actively listening to employees, customers, investors, regulators, and communities, we ensure our initiatives align with their needs and expectations. This enables us to address risks, seize opportunities, and drive shared value.

ships strengthen our ability to address emerging risks and uncover new opportunities, reinforcing our role as a responsible corporate citizen.

We maintain open communication channels – including surveys, forums, partnerships, and digital platforms – to foster transparency and collaboration. These relation-

We actively engage with our employees, customers, investors, regulators, and communities to understand evolving expectations and integrate their feedback into our strategic decision-making. This ensures that our sustainability initiatives align with societal needs and drive shared value for all.

**Stakeholder groups**

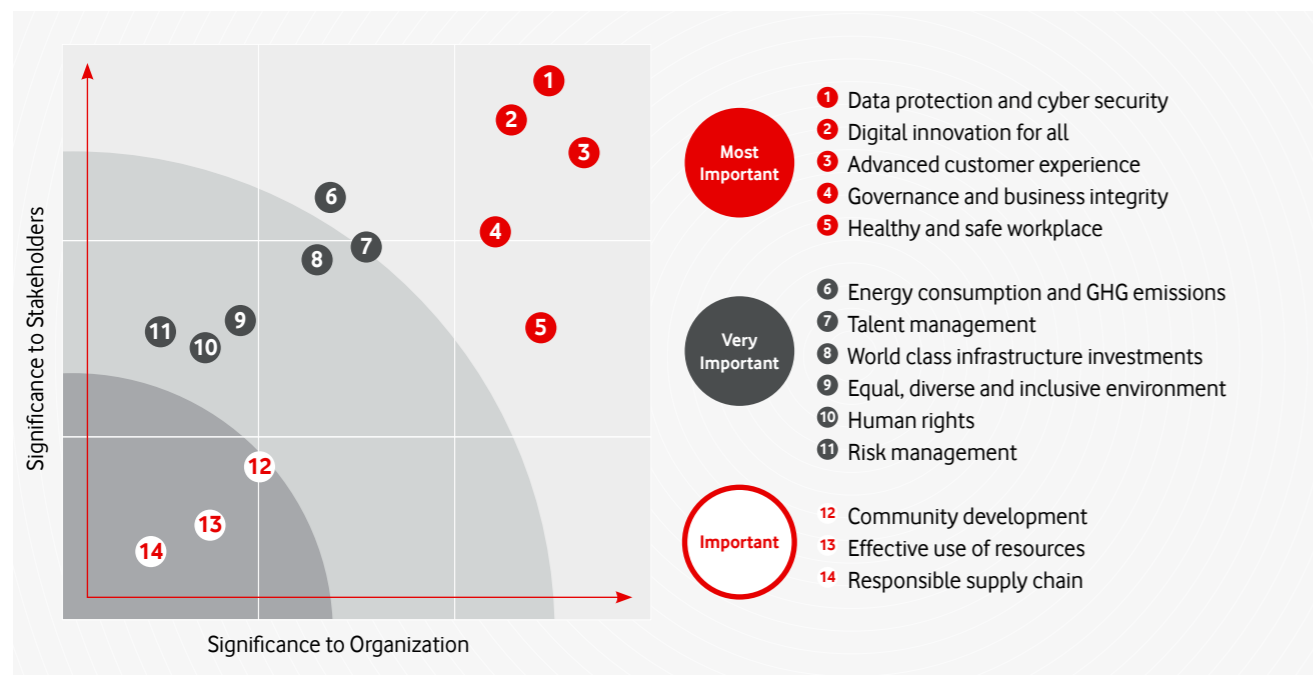
**The methods of engagement**

Investors		Official website, investor presentations, annual reports, sustainability reports, annual general meetings, quarterly investor meetings, roadshows, one-on-one sessions.
Employees		Employee engagement surveys, newsletters, town halls, Sohour gatherings, sports tournaments, workshops, seminars, health consultations, official website, 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, official website, sustainability reports.
Suppliers		Supplier meetings, performance reviews, official website, sustainability reports.

**Material Issues**

Our comprehensive materiality assessment identifies and prioritises the most pressing economic, environmental, and social issues for our company and our stakeholders.

In 2025, we maintained this assessment to better reflect stakeholder expectations, national sustainability goals, and global ESG trends. This process involved benchmarking against peers, consulting ESG rating agencies, and aligning with the Third Qatar National Development Strategy (2024-2030).



Priority	Material Issues	Relevant Pillar	Our Approach	Contribution to UN SDGs
<b>Most Important</b>	<b>Data protection and cyber security</b>	<b>Digital Enrichment</b>	We continually refine our cybersecurity protocols to counter emerging threats, conducting frequent audits and investing in employee awareness. Collaboration with industry partners ensures the safeguarding of sensitive information.	
	<b>Digital innovation for all</b>	<b>Digital Enrichment</b>	By championing digital inclusivity, we develop solutions that broaden societal access to technology, ensuring equitable participation in the digital economy through strategic partnerships and local initiatives.	
	<b>Advanced customer experience</b>	<b>Digital Enrichment</b>	We enhance user satisfaction by integrating customer feedback into digital service improvements, leveraging innovative technologies to personalise interactions and streamline service delivery.	 
	<b>Governance and business integrity</b>	<b>Digital Enrichment</b>	Ethical governance remains a cornerstone of our operations. We enforce anti-corruption policies, foster transparency, and engage regularly with stakeholders to ensure compliance and build trust across all levels of the organisation.	
	<b>Healthy and safe workplace</b>	<b>Human Prosperity</b>	Our occupational health and safety programmes include mental health support, employee engagement initiatives, and robust risk assessments to ensure a secure working environment for all staff.	 
<b>Very Important</b>	<b>Energy consumption and GHG emissions</b>	<b>Safeguarding the Planet</b>	We implement energy-saving measures and transition to renewable sources, working to reduce greenhouse gas emissions (GHG) through operational efficiencies and sustainable project investments.	

Priority	Material Issues	Relevant Pillar	Our Approach	Contribution to UNSDGs
Very Important	Talent management	Human Prosperity	Talent retention and development are central to our success. We offer mentorship, skills training, and leadership programmes to empower employees and foster career growth.	
	World class infrastructure investments	Digital Enrichment	We enhance our digital capabilities by investing in resilient, future-ready infrastructure designed to meet evolving market demands and technological advancements.	 
	Equal, diverse and inclusive environment	Human Prosperity	Our D&I strategies ensure equitable opportunities for all employees, with targeted initiatives that support under-represented groups and promote fairness throughout the organisation.	
	Human rights	Human Prosperity	We are dedicated to upholding human rights across all operations, implementing due diligence measures and advocating for ethical practices within our workforce and supply chain.	 
	Risk management	Digital Enrichment	By embedding risk assessment into our daily operations, we proactively identify and mitigate potential business disruptions, ensuring long-term resilience and stability.	
Important	Community development	Human Prosperity	We drive local development through social investment programmes, supporting education, employment, and infrastructure to benefit communities and enhance economic resilience.	 
	Effective use of resources	Safeguarding the Planet	Our resource management initiatives focus on minimising waste, improving recycling efforts, and optimising operational efficiencies to reduce environmental impact.	
	Responsible supply chain	Safeguarding the Planet	We collaborate closely with suppliers to uphold ethical standards, conducting regular assessments to ensure environmental and social accountability across our procurement processes.	 



# KEY PERFORMANCE HIGHLIGHTS OF 2025

## DIGITAL ENRICHMENT



**2.17**

million mobile customers



**ZERO**

data breaches recorded



**99%**

of customer complaints resolved



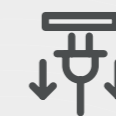
**90%**

of total payments processed digitally

## SAFEGUARDING THE PLANET

**3%**

reduction in Scope 1 GHG emissions



**52%**

total procurement spending allocated to local suppliers



**10%**

increase in total energy consumption compared to 2024



Global Sustainability Assessment System - Design & Build (GSAS-D&B) certification achieved for our headquarters' office in Lusail



**7%**

increase in total GHG emissions (Scope 1 & 2), driven by higher electricity



Continued expansion of renewable-powered telecom sites through solar system deployment



## HUMAN PROSPERITY

**40 HOURS**

of training per employee, a 38% increase from 2023



**29%**

new hires Qatari nationals, compared to 63% in 2023



**100%**

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



# 02

## DIGITAL ENRICHMENT

Vodafone Qatar is widely recognised for its dedication to delivering quality and value, driven by a strong focus on fostering digital innovation across Qatar. The company's strategy remains centred on collaborating closely with customers to facilitate digital enrichment through optimising network accessibility.

As a leader in the telecommunications sector, Vodafone Qatar continues to prioritise customer experience, invest in resilient infrastructure, uphold operational integrity, and strengthen data protection and cybersecurity measures.



# DIGITAL INNOVATION FOR ALL

Innovation remains central to Vodafone Qatar’s ambition to support a thriving digital society. The company continues to adapt its services to meet the evolving needs of Qatar’s digital landscape, delivering solutions that support individuals and businesses while enhancing convenience and accessibility. Through continued service digitalisation, Vodafone Qatar contributes to a more connected and technologically enabled environment, supporting national digital transformation objectives.

## Digital Initiatives and Solutions

### Advancing Digital Payments

Vodafone Qatar continues to support Qatar’s transition towards a cashless economy in alignment with the Qatar Central Bank’s 2030 vision. The company’s focus remains on ensuring digital payments are secure, seamless, and accessible to customers.

Following the launch of iPay through its subsidiary, Infinity Payment Solutions, digital transactions have continued to grow. As Qatar’s first licensed e-wallet, iPay enables instant domestic and international transfers and provides payroll services for businesses and employees. iPay remains the only fintech payment service provider in the country issuing Himyan Cards in line with Qatar’s national payment card scheme. Integration with platforms such as Apple Pay and Google Pay further enhances secure, contactless payment options.

Aligned with Vodafone Qatar’s sustainability commitments, digital kiosks and paperless billing introduced in previous years have continued to reduce paper consumption across retail operations. In 2025, these efforts were further strengthened through the introduction of digital e-receipts, enabling customers to access and download payment records through the application without printed copies. Flexible monthly instalment plans for device purchases were also introduced, allowing customers to extend device usage cycles, supporting more responsible consumption and reducing premature device replacement while improving affordability and convenience.

The share of digital payments out of total payments reached 90% in 2025.

Digital Products	2023	2024	2025
Share of digital invoice payment from total payments (%)	88	89	90
Digitally offered products out of all products (%)	100	100	100
Share of digitally acquired customers (%)	2.2	2.5	5.6

### Enhancing Accessibility with ‘Digital Vodafone’

The Digital Vodafone initiative continues to strengthen accessibility and customer experience through digital-first services that reduce reliance on physical interactions and paper-based processes. Building on capabilities introduced in previous years, Vodafone Qatar further simplified digital journeys and enhanced support processes in 2025, enabling customers to manage services remotely while contributing to a lower environmental footprint.

During 2025, Vodafone Qatar expanded its digital ecosystem in response to evolving customer needs. The accelerated transition from physical SIMs to eSIMs enabled customers to activate new connections, switch from physical SIMs, and transfer services between devices digitally, reducing plastic usage and logistics-related emissions.

Additional initiatives included the introduction of Call+, enabling roaming calls through the My Vodafone App without requiring the receiving party to use the application, as well as features such as zero-balance recharges and personalised service recommendations to support more efficient service management.

### Digital-First Connectivity and Self-Service Enablement

Vodafone Qatar continued to expand its AI-powered self-activation journey, extending digital activation and service management to additional services that previously required in-store or assisted processes. Customers can activate multiple SIMs digitally, authorise trusted users to perform transactions on their behalf, update documentation without printing or visiting retail locations, and receive digital e-receipts through the application.

For enterprise customers, the Vodafone Business Portal was introduced to streamline account management, enabling bulk actions, faster service management, and reduced reliance on manual processes. Fully digital journeys for mobile number port-in and fibre self-activation were also launched, allowing customers to complete these services entirely online without store visits or installation scheduling.



## Driving Digital Partnerships

### Strengthening Partnership with Qatar Financial Centre

Vodafone Qatar continued its collaboration with Qatar Financial Centre (QFC), building on the 2023 Memorandum of Understanding and its expansion in 2024. The partnership provides customised technology and communication solutions to QFC-licensed firms, supporting operational efficiency and scalability for businesses operating within Qatar’s financial ecosystem.

### Cloud Collaboration with Microsoft

Through its partnership with Microsoft, Vodafone Qatar continues to enhance business communication through Vodafone Business Talk and Vodafone Calling. These cloud-based solutions integrate communication platforms, centralise call management functions, and improve operational efficiency. By supporting remote working models and reducing reliance on physical office infrastructure, these solutions also contribute to more efficient resource use.

### Google Collaboration for Business Growth

Vodafone Qatar’s partnership with Google supports businesses through cloud-based solutions that enable secure connectivity, collaboration, and data management. Integration of Google Pay within the My Vodafone App provides customers with secure, contactless payment options, supporting convenience and digital adoption.

### Enabling Security for Businesses

Vodafone Qatar provides enterprise security solutions designed to protect organisations from evolving cyber threats. Through Managed Security Services, the company delivers continuous monitoring, analytics, and advanced threat detection capabilities. In partnership with global technology providers, Vodafone Qatar offers endpoint-to-cloud security, DDoS mitigation, and secure network access solutions aligned with industry requirements. These services support responsible operations by enabling efficient and secure digital environments for business customers.

### Empowering SMEs with Vodafone Qatar and DHL

Vodafone Qatar continues its partnership with DHL Express Qatar’s DHL4SMEs programme to support small and medium enterprises through digital tools, training, and advisory support. The initiative helps SMEs strengthen operational efficiency, adopt digital technologies, and remain competitive in a digital-first market, contributing to Qatar’s broader economic diversification objectives.

# ADVANCED CUSTOMER EXPERIENCE

**At Vodafone Qatar, outstanding customer service remains a cornerstone of community engagement and the company’s brand promise. Customer experience continues to be enhanced through the integration of technology and innovation, with a focus on delivering reliable, efficient, and accessible support.**

Vodafone Qatar continues to equip customer advisors with enhanced tools and capabilities, supported by quality monitoring and audits to maintain consistent service standards and improve customer outcomes.

## CUSTOMER EXPERIENCE

### MOBILE CUSTOMERS (#, IN MILLIONS)



### Expanding 5G Network

Vodafone Qatar continued expanding its radio network nationwide, increasing the number of sites by 8% year-on-year in 2025. In addition, more than 90% of 5G outdoor sites were upgraded with a second carrier to enhance performance, while the 5G indoor footprint increased by 27% compared to the previous year, improving connectivity and customer experience across multiple environments.

### Voice of Customer (VOC)

The Voice of Customer (VoC) initiative supports the continuous improvement of customer journeys through digitalisation and data-driven insights. By transitioning traditional interactions to digital channels and expanding self-service solutions, Vodafone Qatar has reduced overall customer contact by 44% over three years while maintaining service accessibility and responsiveness.

### Revamped My Vodafone Portal for Enterprise Customers

In 2025, Vodafone Qatar launched the new My Vodafone Portal for enterprise customers, designed to simplify service management and improve operational visibility. The platform enables businesses to independently manage telecom services through real-time dashboards and integrated management tools, including service tracking, SIM management, billing controls, and fleet monitoring.

The portal supports a wide range of services, including mobility, fixed-line, Push-to-Talk Plus, IoT, and third-party solutions. Features such as bulk actions and simplified navigation reduce operational complexity and enable faster decision-making, supporting business efficiency and digital adoption.



### Revamped Conversational Chat

During 2025, Vodafone Qatar further enhanced its conversational marketing platform, improving user interface functionality and personalisation for business customers. Enhancements to WhatsApp for Business enabled faster response times and improved integration with customer communication workflows.

These improvements complement the conversational chat interface, supporting more accurate responses, reducing physical interactions, and contributing to lower operational impact through digital engagement.

### Driving Sustainable Digital Transformation Through Strategic Partnerships

Vodafone Business Qatar continues to align innovation initiatives with responsible operational practices by supporting digital transformation through strategic partnerships and technology collaborations. Participation in industry platforms such as Web Summit and Mobile World Congress enabled the company to showcase solutions supporting digital adoption, operational efficiency, and inclusive access to technology.

Collaborations with global technology partners introduced solutions including 5G-enabled applications, AI-driven analytics, immersive digital platforms, and industrial IoT capabilities supporting predictive maintenance and efficiency improvements. These initiatives reinforce Vodafone Qatar's role in enabling secure connectivity and supporting organisations in adopting more efficient and digitally enabled operating models.

### Digital Personalised Recharge with My Best Offer

Vodafone Qatar has continued reducing reliance on physical recharge cards, with more than 99% of prepaid recharges now completed through digital channels. Building on this progress, the introduction of My Best Offer provides personalised digital recharge options through the My Vodafone App and eTop-up terminals.

By delivering recharge journeys entirely through digital channels, the initiative enhances customer convenience while reducing material usage and supporting resource efficiency.

### End-to-End Digital Home Internet Self-Activation

Vodafone Qatar launched a fully digital home internet self-activation journey, enabling customers to activate home Wi-Fi services independently through digital verification and application processes. The solution removes the need for store visits or technician appointments when equipment is already available, simplifying activation while improving efficiency and convenience for customers.

### Global Services for Travellers

Vodafone Qatar's international service portfolio continues to provide seamless connectivity for customers travelling abroad. Services such as Roam Like Home, Unlimited Plans with roaming allowances, and the Passport Pack, covering more than 180 countries, ensure uninterrupted access to communication services internationally.



## Training for Customer Advisors

Vodafone Qatar continues to invest in developing the skills and capabilities of customer advisors to maintain high standards of service delivery. Training programmes focus on product knowledge, communication skills, and customer engagement, supported by a company-wide standardised training framework accessible through an omni-channel portal. Regular evaluations and knowledge assessments support continuous improvement and alignment with evolving customer expectations.

Interactive e-learning modules, live sessions, and practical learning approaches support scalable training delivery, reinforcing Vodafone Qatar's Digital First approach and fostering a culture of continuous development.

### Vodafone Qatar Launched Business in Retail



In 2025, Vodafone Qatar proudly introduced its Business in Retail initiative, a strategic move designed to bring enterprise-grade solutions closer to SoHos, SMEs and entrepreneurs through key retail touchpoints. This launch reflects Vodafone's commitment to sustainability and digital inclusion, ensuring businesses of all sizes can access innovative services from our retail stores.

The program emphasizes practices, including on the spot onboarding and digital-first solutions that minimise resource consumption. By integrating sustainability into every step, Vodafone Qatar is not only empowering businesses but also contributing to Qatar's national vision.

This milestone reinforces Vodafone's role as a technology leader and sustainability advocate, enabling businesses to thrive responsibly in an increasingly digital economy.

## Monitoring Customer Satisfaction

Vodafone Qatar monitors customer satisfaction through established metrics, including Customer Effort Score (CES), Net Promoter Score (NPS), and Touchpoint Net Promoter Score (TNPS). Integrating customer feedback with network performance data enables targeted improvement initiatives and supports ongoing service enhancement.

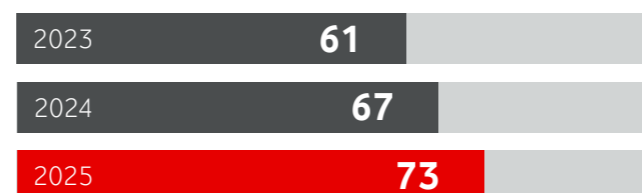
In 2025, the Call Centre Customer Effort Score was 1.5, while digital channel TNPS increased from 67% to 73%.

### CUSTOMER SATISFACTION

CES\* (Call Center) (#)



TNPS-Digital (%)



\*Lower scores reflect enhanced performance.

## Addressing Customer Feedback

Vodafone Qatar monitors customer satisfaction through established metrics, including Customer Effort Score (CES), Net Promoter Score (NPS), and Touchpoint Net Promoter Score (TNPS). Integrating customer feedback with network performance data enables targeted improvement initiatives and supports ongoing service enhancement.

### CUSTOMER COMPLAINTS

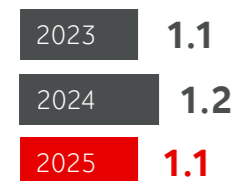
Customer complaints (mobile and fixed) (#)



Resolved customer complaints (%)



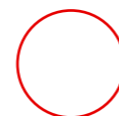
Complaint ratio vs. customer base (%)



First Call Resolution (FCR) (%)\*



\*Until 2024, FCR3 counted any repeat call within three days. From 2024, only calls for the same reason within three days are counted, holding agents accountable for unresolved issues.



## Data Protection and Cyber Security

At Vodafone Qatar, the protection of customer data and the maintenance of robust cyber security measures remain fundamental to operational excellence, regulatory compliance, and customer trust. In 2025, we continued to invest in advanced security technologies and align our practices with international standards to safeguard customer and stakeholder information. By embedding best-in-class cyber security practices across our operations, we aim to maintain a secure and resilient digital environment that supports Qatar's growing digital economy.

In alignment with national priorities, Vodafone Qatar works closely with public and state entities, including the National Cyber Security Agency (NCSA), to address emerging cyber threats and strengthen collective cyber resilience across the State of Qatar. We conduct privacy impact assessments for relevant initiatives and maintain a publicly accessible Privacy Policy to support transparency and accountability in how personal data is collected, processed, and protected.

In 2025, Vodafone Qatar maintained a strong record in protecting customer data, with no material data breaches reported during the year.

Our practices align with the Qatar Cyber Security Framework, guiding our Defence in Depth Security Architecture and Strategy. Key focus areas include:

- Network Security:** Next-generation firewalls, intrusion prevention systems, refreshed anti-DDoS protections, and network segmentation are deployed to maintain a robust, multi-layered defence against external and internal threats.
- Change and Patch Management:** A structured authorisation and approval process, aligned with ISO 27001:2022 requirements, helps ensure security controls are maintained throughout system changes and updates.
- Security Monitoring & Operations:** A 24/7, intelligence-driven Security Operations Centre (SOC) leverages artificial intelligence and advanced analytics to continuously monitor digital environments, identify potential cyber risks, and enable timely, coordinated incident response. AI-enabled insights enhance visibility and prioritisation under defined governance and human oversight. Staffed by Level 1, Level 2, and Level 3 security specialists, the SOC supports service continuity and strengthens the resilience of digital services.
- Identity & Access Management:** Automated user lifecycle management, supported by multi-factor authentication and privileged access controls, restricts access to critical systems and data to authorised personnel.
- Cloud Security:** Firewalls, endpoint protection, and a Cloud Access Security Broker (CASB) are used to protect cloud environments, supported by regular surveillance audits aligned with ISO 27017 standards.
- Agentic AI in Cyber Security:** An AI agent is implemented for incident triage for anti-phishing and data loss prevention.
- End Point Security:** Layered security controls are applied across servers and user devices, including host-based detection, antimalware solutions with enhanced coverage on telecom modernised workloads, and network-based response capabilities to reduce the risk of compromise.
- Application Security:** Regular security assessments of business applications, websites, and mobile applications are conducted to identify and remediate vulnerabilities early in the development lifecycle, supporting secure-by-design principles. Vulnerability assessment systems cover servers, workstations, cloud and containers, and the telecom network.



### Advancing SOC Maturity Through AI-Enabled Cyber Defence

As digital services expand across Qatar’s economy, Vodafone Qatar continues to strengthen its cyber security capabilities to protect customer data, maintain service continuity, and support national cyber resilience objectives. In line with the National Cyber Security Agency (NCSA) framework and Vodafone Group Responsible Operations principles, Vodafone Qatar enhanced the maturity of its Security Operations Centre (SOC) during 2025.

The SOC transitioned towards an intelligence-driven operating model, integrating artificial intelligence and advanced analytics to improve visibility across networks, cloud platforms, and digital services. These capabilities support earlier detection of potential threats, improved prioritisation of cyber risks, and faster, more coordinated incident response.

The introduction of AI-enabled monitoring and automated response playbooks reduced manual intervention and alert fatigue, allowing security specialists to focus on analysis and decision-making. This strengthened operational efficiency while maintaining strong governance through defined escalation processes and human oversight.

The enhanced SOC contributes to Vodafone Qatar’s commitment to responsible operations by safeguarding stakeholder information, strengthening trust in digital services, and supporting the resilience of infrastructure underpinning Qatar’s digital economy. Vodafone Qatar continues to develop SOC capabilities through expanded AI use cases, increased automation, and ongoing collaboration with national cyber security stakeholders.

“The evolution of our SOC through AI and advanced analytics has strengthened our ability to protect customers, ensure service continuity, and support Qatar’s national cyber resilience. By combining intelligent automation with strong governance and human expertise, we are building a cyber security capability that is resilient, responsible, and future-ready.”



# WORLD-CLASS INFRASTRUCTURE INVESTMENTS

In 2025, Vodafone Qatar continued to advance its digital strategy through technology partnerships and infrastructure upgrades, reinforcing its commitment to innovation, operational efficiency, and environmental responsibility. Investments focused on enhancing network performance, strengthening digital resilience, and supporting sustainable connectivity aligned with Qatar’s evolving digital economy.

A key milestone during the year was the modernisation of the nationwide 5G network in collaboration with Nokia. The upgrade introduced capabilities including near zero-touch automation, network slicing, and enhanced security features, enabling lower latency and improved capacity for enterprise and consumer services.

Vodafone Qatar also accelerated its cloud-native transformation through partnerships with Meeza and Google Cloud, migrating critical IT and network functions to a secure multi-cloud architecture. This transition supports

faster service delivery, advanced analytics capabilities, and generative AI applications, while reducing reliance on legacy infrastructure and improving scalability.

To further enhance cybersecurity and digital resilience, Vodafone Qatar is working towards establishing a Cybersecurity Operations Centre (CSOC) powered by Microsoft Security Copilot. The platform is strengthening threat detection and incident response through advanced AI driven capabilities. In parallel, AI enabled customer experience solutions are being introduced, including a smart IVR system and next generation voice services delivered via Azure Communication Services, supporting seamless connectivity through the My Vodafone application.

These investments support improved customer experience and operational performance while contributing to Vodafone Qatar’s ESG objectives through energy efficiency, digital inclusion, and secure connectivity.

## Leadership and Governance

Data privacy, cyber security, and the responsible use of advanced technologies, including artificial intelligence, continue to be prioritised at the highest levels of the organisation. Ultimate accountability is held by the Chief Executive Officer, ensuring cyber risk management and AI-enabled security capabilities are governed in line with Vodafone Qatar’s ethical standards, national regulatory expectations, and Vodafone Group Responsible Operations principles.

Day-to-day operational leadership is overseen by the Head of Corporate Security and the Information Security Senior Manager, with responsibilities defined in Vodafone Qatar’s Data Privacy Policy and Cyber and Information Security Policy. Vodafone Qatar operates an Information Security Management System (ISMS) managed by the Technology Security Department. The ISMS is supported by cross-functional governance committees that provide strategic oversight of cyber risks, review the effectiveness of security and AI-enabled controls, and ensure ongoing alignment with regulatory, business, and national cyber resilience requirements. These mechanisms support the responsible and proportionate application of automation and AI, with clear accountability and human oversight.

## Cyber Security Training

In 2025, Vodafone Qatar continued to strengthen its cyber security culture by enhancing employee awareness and reinforcing best practices across the organisation. Mandatory cyber security and data privacy training programmes reinforce employee responsibilities and compliance with internal policies and regulatory requirements. The National Cyber Security Awareness programme delivered by the National Cyber Security Agency was extended to Vodafone Qatar employees, and cyber security staff participated in advanced training arranged by the Agency.

Cyber security awareness is embedded into monthly onboarding sessions for new employees. Role-based and specialised training supports teams in developing the skills required to address evolving cyber threats and protect sensitive information. Regular phishing simulations further strengthen organisational readiness by helping employees recognise and report suspicious activity.

CAPEX	2023	2024	2025
Annual Capex spend (QR million)	550	441	535

## Corporate Strategy and Economic Performance

Vodafone Qatar’s strategy in 2025 continued to balance financial performance with responsible growth. The company’s digital-first approach remains a key driver of performance, supporting continued revenue growth while advancing initiatives aligned with Qatar’s transition towards a sustainable and knowledge-based economy.

During the year, Vodafone Qatar maintained disciplined cost management alongside targeted investments in next-generation technologies and network resilience. This

approach supported financial stability while enabling the integration of energy-efficient solutions and improved resource utilisation across operations.

Consistent growth in dividend distributions and sustained increases in net profit reflect Vodafone Qatar’s ability to generate long-term shareholder value while integrating ESG considerations into its business strategy. A detailed overview of financial performance is available in the 2025 Annual Report, with key highlights summarised below:

Economic Performance	2023	2024	2025
Direct Economic Value Generated			
Revenues (QR million)	3,111	3,190	3,447

Economic Value Distributed			
Operating costs (QR million)	1,825	1,825	1,939
EBITDA (QR million)	1,286	1,364	1,507
Dividend for the year (QR million)	465	507	507
Employee salaries and benefits (QR million)	273	289	301
Economic Value Retained			
Net profits (QR million)	540	601	702

# GOVERNANCE AND BUSINESS INTEGRITY

Vodafone Qatar places corporate governance, ethics, and integrity at the core of its operations. Governance structures and decision-making frameworks are designed to ensure that digital advancements and business activities are implemented with transparency, accountability, and integrity, supporting responsible growth and long-term value creation.

## Board of Directors

The Board of Directors plays a critical role in shaping our strategic direction while ensuring integrity, transparency, and accountability in all aspects of governance. Our board governance is fully aligned with our digital strategy, reinforcing a commitment to responsible leadership. Comprising seasoned professionals from diverse backgrounds, the Board upholds 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, outlining the Board’s duties, functions, and responsibilities, along with the obligations of individual Board members. Further details are available [online](#).

Board Structure	2023	2024	2025
Chairman’s level of independence (%)	100	100	100
Male members of the Board of Directors (#)	7	6	6
Female members of the Board of Directors (#)	0	1	1
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

## Business Continuity Management

Vodafone Qatar maintains a business resilience framework designed to anticipate, mitigate, and recover from potential disruptions while ensuring continuity of operations. Oversight is provided by the Business Continuity Management (BCM) Steering Committee and Crisis Management Team, comprising members of the Executive Committee.

The company renewed its ISO 22301:2019 certification, confirming alignment with international business continuity standards across all offices and retail operations. Business Continuity, Crisis Management, Technology Resilience, and Site Emergency Response plans are maintained and supported by ongoing risk assessments and structured response procedures.

Participation in four consecutive Watan Exercises, alongside national authorities and stakeholders, demonstrated network recovery capabilities under simulated real-world scenarios. Infrastructure resilience was further demonstrated during major national events, including the Arab Cup 2025, the Doha Tattoo, and National Day celebrations, where uninterrupted service was maintained during periods of high demand.

## Recovery and Continuity

Vodafone Qatar maintains strong preparedness through isolated offsite backups, simulation exercises, and continuous testing across critical functions including the Network Operations Centre, Call Centre, and Retail Operations. These exercises assess both technical performance and operational readiness, ensuring that response protocols and staff preparedness remain effective.

## Fraud Management

Vodafone Qatar implements comprehensive fraud mitigation measures to protect telecommunications infrastructure and customers from financial and security risks. Continuous enhancements to fraud management systems support proactive detection and mitigation of emerging threats while maintaining network integrity and customer trust.

## Compliance and Audits

For yet another year, Vodafone Qatar has maintained a flawless compliance record, with no sanctions or financial penalties imposed by the Qatar Financial Markets Authority (QFMA) in 2024 for non-compliance with any QFMA laws or relevant legislation. This underscores our company’s unwavering commitment to full adherence to all applicable QFMA regulations, including the

QFMA Corporate Governance Code, and international best practice governance principles. Our structured compliance approach has ensured a consistent track record of zero incidents of non-compliance over the past three years.

## Internal Audits

Vodafone Qatar’s Internal Audit Department plays a critical role in delivering objective and independent assurance over key business processes and projects. Operating independently from management, the department conducts thorough reviews of business and technology processes, identifies risks, evaluates control mechanisms, and formulates strategic recommendations to enhance governance and risk management.

Each year, the Internal Audit Department reports to the Audit Committee across six scheduled meetings, providing comprehensive insights into internal control compliance, risk management, fraud incidents, and risk mitigation measures, along with forward-looking recommendations. These reports are fully aligned with Article (22) of the QFMA Corporate Governance Code, ensuring transparent and structured reporting to the Board Audit Committee. Additionally, the department escalates specific issues to the Committee as needed, ensuring a proactive and responsive audit function.

## External Audits

Vodafone Qatar’s External Auditors conducted a reasonable assurance engagement to assess the Board of Directors’ description of internal control processes and their evaluation of the suitability of the design, implementation, and operational effectiveness of the Group’s Internal Control over Financial Reporting (ICOFR) as of 31 December 2024 (the “ICOFR Statement”). This engagement was carried out in compliance with Article (24) of the QFMA Corporate Governance Code.

Based on the results of their reasonable assurance procedures, the External Auditors concluded that the Board of Directors’ ICOFR Statement fairly presents that Vodafone Qatar’s ICOFR framework was properly designed, effectively implemented, and fully operational, in accordance with the COSO framework.

## Conflicts of Interest and Related Party Transactions

We uphold the highest standards of transparency and integrity through our Conflict of Interest Policy, a cornerstone of our Governance Policy framework and Code of Conduct. This policy is designed to identify, manage, and mitigate potential conflicts of interest among employees, aligning with international best practices to safeguard both our company and our workforce. Executives and key personnel are required to disclose any potential conflicts of interest for formal approval, ensuring that all decisions remain impartial and free from impropriety.

Additionally, our Related Parties Transaction Policy provides a structured framework for the Board and Senior Executives to manage transactions involving related parties. To prevent conflicts of interest, related parties are excluded from discussions and decision-making on such transactions, which are conducted at market prices to uphold Vodafone Qatar's financial and ethical integrity.

During the financial year ending 31 December 2025, Vodafone Qatar did not enter into any major transactions with related parties, as defined by the QFMA Corporate Governance Code. Other related party transactions are disclosed in our company's financial statements, which form part of the Annual Report.

## Anti-Bribery

Vodafone Qatar's commitment to ethical business conduct extends across key areas, including privacy, security, resilience, and anti-bribery compliance. Our Anti-Bribery Programme implements strict preventive measures to actively identify and mitigate bribery-related risks. Mandatory anti-bribery and anti-corruption training is required for all employees in positions of responsibility or influence, reinforcing a culture of integrity and compliance. Any breaches of anti-bribery regulations are regarded as serious disciplinary offences, with strict enforcement to ensure zero tolerance for corruption across all levels of the organisation.

## Risk management

Vodafone Qatar's Enterprise Risk Management (ERM) framework supports effective governance by balancing risks and opportunities while strengthening organisational resilience. The risk management function presents the top enterprise risks and associated mitigation measures annually to the Audit Committee, with all risks recorded in the Risk Register. This process supports informed decision-making and oversight of risks that may affect strategic objectives, operations, financial performance, or reputation.



# 03

## HUMAN PROSPERITY

People are at the heart of everything we do. We are committed to fostering a workplace rooted in fairness, professional growth, and equal opportunities for all. We prioritise health, safety, and risk management across our operations to support the wellbeing of our workforce. Our commitment extends beyond the workplace through active engagement with, and support for, local communities.

Aligned with Qatar National Vision 2030 and the UN Sustainable Development Goals (SDGs), we contribute to social progress by participating in initiatives that alleviate poverty, promote youth education, and support long-term positive impact.



# TALENT MANAGEMENT

**We are dedicated to cultivating a skilled and capable workforce in alignment with Qatar National Vision 2030. In 2025, our workforce comprised 544 employees. Our approach focuses on talent identification and development through structured training and leadership programmes to support employee growth and capability building.**

Retention is supported through competitive remuneration and benefits, flexible working arrangements, and career progression pathways. Performance-based pay structures and long-term incentive schemes further support the retention of high-performing employees.

## Opportunities for Professional Development

We are committed to fostering internal career progression and providing robust opportunities for professional growth. In collaboration with renowned institutions such as HEC Paris and INSEAD (Institut Européen d'Administration des Affaires), we offer tailored coaching and training to prepare Qatari nationals for leadership roles.

Our transparent performance evaluations promote meaningful development discussions, ensuring employees receive the feedback and guidance needed to advance their careers.

## National Representation

In alignment with our nationalisation objectives, we are dedicated to increasing the representation and empowerment of national employees, including women. Over the past three years, we have significantly enhanced national representation across our workforce.

In 2025, we achieved an overall nationalisation rate of 27%, with national employees occupying 27% of senior management roles. The nationalisation rate of new hires reached 29%, compared to 63% in 2024.

## ISO 9001 Certification

Since 2020, Vodafone Qatar has maintained ISO 9001:2015 – Quality Management Systems (QMS) – Requirements certification, reinforcing our adherence to international human resources best practices. This certification, issued by the British Standards Institution (BSI), reflects our ongoing commitment to enhancing employee satisfaction and delivering exceptional customer service. BSI's thorough audit identified no non-conformities, reinforcing our focus on meeting global standards and prioritising employee welfare and service quality.

Headcount	2023	2024	2025
<b>Total workforce</b>			
All employees (excluding trainees, students, and outsourced staff) (#)	558	535	544
<b>Employees by employment type</b>			
Full-time employees (#)	554	530	540
Part-time employees (#)	4	5	4

About Vodafone Qatar	Sustainability at Vodafone Qatar	Digital Enrichment	Human Prosperity	Safeguarding the Planet	Appendix
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## Employees by age

Employees by age 18-30 (#)	44	48	38
Employees by age 31-40 (#)	286	235	210
Employees by age 41+ (#)	228	252	296

## Employees by gender

Female employees (#)	104	96	96
Male employees (#)	454	434	444

## New hires

New employees hired by the organisation (#)	56	24	49
Nationalisation rate of new hires (%)	18	63	29

## Nationalisation

Male national employees (#)	39	42	45
Female national employees (#)	34	39	39
All national employees (#)	73	81	84
Employees of other nationalities (#)	485	454	460
Nationalisation rate of senior management (%)	30	22	27
Nationalisation rate among total workforce (%)	21	25	27

## Female representation in management

Females in senior management (#)	1	0	0
Males in senior management (#)	9	9	11
Share of females in senior management (%)	11	0	0
Share of women in senior and middle management (%)	11	0	0

## Employee turnover

Employees who left the organisation (#)	37	47	40
Turnover rate (%)	6.6	8.8	7.3
Female turnover rate (%)	12	11	13

## Training and Development

We are committed to fostering the growth and development of our employees, enabling them to reach their full potential and contribute to our success. In 2025, employees completed 21,662 hours of training, averaging 40 hours per person, reflecting a 38% increase from 2024. Our programmes are designed to enhance technical skills, leadership capabilities, and personal

development, aligning with both individual aspirations and organisational goals.

Our training programmes are guided by the ADDIE model (analyse, design, develop, implement, evaluate), ensuring a structured and targeted approach to address skill gaps and support long-term strategic objectives.

Trainings	2023	2024	2025
Total hours of training (#)	14,144	15,327	21,662
Average hours of training per employee (#)	25	29	40
Average hours of training per female employee (#)	30	29	36
Average hours of training per male employee (#)	24	29	41
Average hours of training per senior management employee (#)	4	10	7
Average hours of training per middle management employee (#)	16	23	27

### Diverse Learning Opportunities

We collaborate with trusted partners to offer a wide range of development programmes, including general, functional, and leadership training. These initiatives ensure employees at all levels gain essential skills and knowledge to support their career progression.

### E-Learning Platforms

We facilitate continuous learning through platforms like LinkedIn Learning and Skillsoft, offering employees flexible access to courses across various disciplines. These platforms enable ongoing skill enhancement tailored to each employee's convenience and needs.

### Ethics and Compliance Training

To promote integrity and accountability, all employees participate in the 'Doing What's Right' training every two years. This programme covers key policies, including our Code of Conduct, health and safety, privacy and security, and anti-bribery measures, reinforcing our commitment to ethical standards.

### Microsoft Initiative – Building Digital Resilience

Through advanced Microsoft certifications in Azure, Power BI, Copilot, and security administration, employees enhanced their expertise in cloud technologies and cybersecurity. These skills promote operational efficiency and secure, scalable solutions, contributing to environmental and business sustainability.

### AI & Generative AI – Enabling Digital Transformation

Two sessions on AI and Generative AI provided employees with practical knowledge of artificial intelligence and its applications in telecom. By fostering AI literacy, we enable smarter processes and resource efficiency, supporting sustainable digital growth.

### Lunch & Learn – Promoting Awareness and Responsibility

Our Lunch & Learn series featured Cybercrime Awareness and Sustainability Awareness sessions. These initiatives reinforced ethical practices, data security, and ESG principles, fostering a culture of responsibility and purpose-driven action across the organization.

### AML in the Digital World – Reinforcing Compliance

Vodafone Qatar delivered two sessions on Anti-Money Laundering (AML) in the Digital World, focusing on regulatory frameworks, digital threats, and the role of advanced technologies in combating financial crime. This initiative strengthens ethical standards and governance, ensuring resilience and trust—key pillars of sustainable business.



### Mini MBA Program – Developing Future-Ready Leaders

As a cornerstone of our leadership development strategy, Vodafone Qatar sponsored 19 senior leaders to attend the Telecom Mini MBA in London, delivered by Informa UK. This intensive five-day program provided a global perspective on the evolving telecommunications landscape, equipping participants with advanced knowledge in strategy, technology, and leadership.

The curriculum covered critical areas such as digital transformation, customer experience, and sustainable business practices, enabling leaders to anticipate industry trends and drive innovation responsibly. Through collaborative projects and exposure to Vodafone's international operations, participants gained practical insights into applying global best practices within the local context.

This initiative strengthens our leadership pipeline and reinforces our commitment to sustainability by fostering strategic thinking, ethical decision-making, and resilience in a rapidly changing business environment. By investing in future-ready leaders, we ensure long-term value creation for our customers, employees, and society.



### Cybersecurity Programs – In collaboration with the National Cybersecurity Agency (NCSA)

Vodafone Qatar partnered with the National Cyber Security Agency (NCSA) to launch a self-paced Cybersecurity Awareness Program, completed by 955 employees. The program covered phishing prevention, safe browsing, password hygiene, and incident reporting, equipping employees with essential skills to protect our digital environment.

In addition, our Cybersecurity team pursued advanced courses to enhance expertise in managing complex threats. These initiatives reinforce ethical practices, safeguard critical data, and ensure operational resilience—key elements of sustainable business.



## Employee Satisfaction

Creating a workplace where employees feel valued, motivated, and fulfilled remains a top priority at Vodafone Qatar. We are dedicated to fostering engagement and satisfaction through initiatives that enhance well-being and promote professional growth.

### Performance Management

We set clear performance objectives aligned with KPIs and role-specific competencies, assessed through a cloud-based platform. Employees undergo annual performance reviews, rated on a scale of one to five, with a formal mid-year review offering progress checks and constructive feedback to guide year-end evaluations. Employees collaborate with their managers to create individual development plans, focusing on skills enhancement and career advancement.

100% of our employees received performance and career development reviews since 2022

### Recognising and Rewarding Excellence

Our 'pay for performance' approach ensures that employees are recognised and rewarded for their contributions. Annual bonuses are directly linked to performance ratings, while sales and retail teams benefit from commission and incentive schemes. High-performing employees may also qualify for long-term incentive plans.

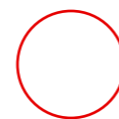
### Grievance Mechanism

We promote transparency and integrity by encouraging employees to report unethical behaviour through our Speak Up and Grievance Policy. Reports can be submitted to line managers, functional executives, or the Vodafone Qatar Speak Up Committee via email at:

[SpeakUp.Qatar@vodafone.qa](mailto:SpeakUp.Qatar@vodafone.qa) or through the dedicated hotline: 77732587.

In 2025, 87 grievances were filed, up from 79 in 2024, with all cases addressed and resolved promptly,

Grievance mechanism	2023	2024	2025
Grievances filed in the reporting period (#)	64	79	87
Grievances addressed or resolved (#)	64	79	87
Rate of grievances resolved (%)	100	100	100



# EQUAL, DIVERSE AND INCLUSIVE ENVIRONMENT

**We foster an inclusive workplace that champions equality and diversity at every level. Embracing diverse perspectives fuels innovation and strengthens our organisational culture. Our Diversity and Inclusion Policy define our commitment to fostering a fair, respectful, and equitable workplace where all employees feel valued and have equal opportunities.**

Our commitment to equal opportunities is reflected in our recruitment and talent development practices, ensuring a supportive, discrimination-free environment. Gender equality remains a top priority, embedded in policies designed to promote fair pay, professional growth, and comprehensive maternity benefits for female employees.

Women make up 18% of our workforce. We continue to drive female career advancement initiatives, offering leadership training and collaborating with universities to nurture a strong pipeline of female talent.

### Non-Discrimination

We maintain a zero-tolerance approach to discrimination and aim to ensure equal opportunities regardless of background, gender, race, or religion. In 2025, no incidents of discrimination were recorded. Our Speak Up/whistleblowing system enables employees and external stakeholders to confidentially report concerns without fear of retaliation.

Over the last three years, no whistleblowing cases, including discrimination or harassment incidents, were recorded.

### Parental Leave

At Vodafone Qatar, we provide comprehensive parental leave policies to support employees in balancing work and family responsibilities during significant milestones.

We go beyond the Qatar Labour Law by offering 60 days of fully paid maternity leave – 10 days more than legally mandated. After maternity leave, female employees are entitled to two hours off daily for childcare for up to a year. While paternity leave is not legally required, we provide male employees with three days of fully paid leave.

Additionally, male employees can take parental (paternity) leave following the birth or adoption of a child.

Our flexible approach accommodates diverse family needs, fostering a supportive and inclusive workplace.

Parental leave	2023	2024	2025
Female employees that took maternity leave (#)	7	3	7
Female employees who returned to work after parental leave ended (return to work) (#)	7	3	7
Female employees returned from parental leave who were still employed twelve months after return to work (retention) (#)	7	3	7
Return to work rate (%)	100	100	100
Retention rate (%)	100	100	100

\*2 out of 7 female employees who took parental leave in 2023 returned to work in 2024 due to the timing of parental leave.

\*\* 12-month period has not lapsed for any of the 3 female employees, but all are still employed at the reporting date.

# HUMAN RIGHTS

Vodafone Qatar upholds the rights and dignity of individuals across its operations. We align with international human rights standards, including the UN Guiding Principles on Business and Human Rights and the Universal Declaration of Human Rights, alongside the Constitution of Qatar and local labour laws.

We prohibit discrimination and promote fair and safe working conditions. We actively prevent forced labour,

human trafficking, and corruption through controls supported by reporting mechanisms, audits, and training. Human rights considerations are integrated into business decisions and operational processes, and our grievance channels and Speak Up platform provide confidential avenues for raising concerns. Over the last three years, zero human rights complaints were recorded.

# HEALTHY AND SAFE WORKPLACE

Vodafone Qatar prioritises the health, safety, and well-being of employees, contractors, and partners through a robust occupational health and safety (H&S) framework. Guided by our Health and Safety Policy, we implement risk assessments, safety training, and proactive measures to ensure a secure work environment.

Our H&S system, built on recognised risk management standards, is regularly updated to align with evolving regulations. Safety is reinforced through policies, training, awareness campaigns, and ongoing communication, fostering a culture of shared responsibility across the organisation.

## Proactive Risk Management

Our occupational health and safety system, based on recognised risk management standards, ensures compliance and safeguards operations. Regular updates align with evolving regulations, reinforcing a safety culture through policies, training, and clear communication. Employee activities are logged in the Risk Register, with

mitigation strategies applied company-wide. High-risk activities require permits, and incidents are thoroughly investigated to prevent recurrence. Severe violations may lead to penalties, including contract termination for contractors.

### Risk Identified

### Control in Place

<b>Fire risk</b>		Isolated smoking rooms, enforced housekeeping, no personal power extensions, maintenance by authorised personnel, regular safety inspections, fire control equipment, trained fire wardens, and preventive maintenance in line with local civil defence rules.
<b>Site visit risk</b>		Health and safety induction, risk awareness, strict rule adherence, defensive driving, height work restricted to trained employees with safety gear, and regular site inspections.
<b>Office risk</b>		Housekeeping, safe stacking, no trailing cables, safe lifting, ergonomic awareness, proper chemical storage, and compliance with local regulations.
<b>Inclement weather risk</b>		Outdoor activity/driving limited to emergencies; weather-appropriate clothing; protection of eyes, nose, and mouth during sandstorms; adherence to reduced summer working hours under Qatari law.

## Emergency Preparedness

Emergency preparedness is a top priority, supported by robust plans, evacuation drills, and response procedures designed to protect employees.

In 2025, we recorded zero fatalities, underscoring our unwavering commitment to safety. Continuous training and proactive initiatives strengthen employee awareness and engagement. To sustain this achievement, we plan to expand our pool of first responders and increase emergency personnel training by 10% annually.

## Enhancing Workplace Safety with IoT

Vodafone Qatar's IoT Workforce Management solution enables real-time monitoring of our contractors' health, safety, and productivity. IoT-enabled devices provide insights into health metrics, activities, and location, ensuring worker safety and operational efficiency.

By tracking health indicators and alerting employers to hazards or zone violations, we effectively reduce workplace risks and improve accountability across operations.



## Health and Safety Training

New employees receive mandatory health and safety training during onboarding, covering company policies and absolute safety rules. Annual completion of the 'Doing What's Right' course reinforces key safety principles, ensuring compliance with organisational standards. Increased training hours reflect our commitment to employee preparedness and well-being.

In 2025, Vodafone Qatar's health and safety team delivered three tailored health and wellness programmes, addressing employee health concerns and seasonal conditions. Each year, a comprehensive event calendar is planned to manage seasonal challenges and adapt to emerging health needs as they arise.

In 2025, employees completed 620 hours of health and safety training, averaging 1.14 hours per employee.

Health and Safety training	2023	2024	2025
Total hours of H&S training provided to employees (#)	858	663	584
Average hours of H&S training per year per employee (#)	1.5	1.2	1.1
Average hours of H&S training per employee for nationals (#)	0.9	1.2	0.5

## Management Site Visit

Vodafone Qatar strengthened leadership engagement in health and safety through structured management site visits to high-risk and operationally critical areas. The initiative aimed to reinforce visible leadership commitment to safe working practices and improve alignment between management expectations and on-the-ground operational realities across multiple sites.

During 2025, site visits were scheduled across priority locations. Management teams conducted walkthroughs and targeted safety audits, alongside employee engagement sessions. Feedback was gathered directly from frontline staff to identify practical gaps, understand operational challenges, and capture improvement opportunities to inform follow-up actions.

The visits contributed to an improved safety culture and strengthened leadership accountability for health and safety performance. Compliance with safety protocols increased, and employee confidence in management commitment to safety was strengthened. Following the visits, near-miss reporting increased by 15%, supporting improved visibility of potential risks and learning opportunities.

While the visits enabled effective engagement and rapid identification of issues, limited time onsite constrained deeper assessments in certain areas. Vodafone Qatar plans to implement bi-annual management site visits and integrate findings into continuous improvement plans to strengthen health and safety performance over time.

# COMMUNITY DEVELOPMENT

At Vodafone Qatar, we are dedicated to enhancing the communities in which we operate through targeted investments. Our community initiatives focus on three core pillars—sport, innovation, and sustainability—forming part of our broader Corporate Social Responsibility (CSR) strategy. This strategy is driven by our key principles: Digital Life, Inclusion for All, and Protection of the Planet. All community development efforts are aligned with this strategy and comply with Vodafone Qatar’s Code of Conduct.



## Community Development

Total value of community investments (QR)		Local community development programmes (#)	
2023	8,382,000	2023	21
2024	5,949,938	2024	15
2025	8,100,752	2025	18

## Vodafone for All Programme

We are dedicated to fostering digital inclusivity by ensuring connectivity for all, including individuals with disabilities. The ‘Vodafone for All’ initiative addresses their unique needs by offering tailored solutions such as communication aids, magnifiers, and navigation tools.

We are committed to inclusivity by offering discounts to individuals with disabilities and retired citizens, with eligible customers receiving 50% off Vodafone Qatar Post Paid plans, 50% discount on selected home connections and 10% off select handsets with accessibility features.

Additionally, we actively support the Global Accessibility Reporting Initiative (GARI), providing information on accessible mobile devices. Our Vodafone Smartphone Accessibility Guide helps customers select suitable devices, with more details available on [our website](#).

## Aljawhara Programme

The Aljawhara programme empowers Qatari women by equipping them with the skills needed to start their own businesses and generate income the promotion of Vodafone services within their communities. Beyond commercial goals, the programme serves as a vital social outreach initiative, engaging a segment of society traditionally less accessible due to cultural norms. By fostering community support and enhancing access to technology, Aljawhara enables women to integrate into society, contribute to the local economy, and pursue personal and professional growth. In 2025, five Qatari women participated in the programme.

- During Ramadan 2025, and due to the success and high engagement of our Umrah competition of 2024, we collaborated again with our Brand Ambassador, Mohammed Saadoun Al Kuwari, who led the competition on our social platform to strengthen connections with our audience and fans, awarding premium Umrah packages to three winners.
- Towards the end of the year, we partnered with The Supreme Committee for Delivery & Legacy along with FIFA to sponsor the FIFA Under 17 World Cup 2025 in Qatar, the FIFA Arab Cup 2025, and the FIFA Intercontinental Cup 2025. These collaborations and events were a key drive to engage with our customer base, our clients, and all football fans through their passion point. Throughout the tournaments we had our on-ground engagement activations in Aspire Zone, Khalifa Stadium, AL Bayt Stadium, and Lusail Stadium to engage with our football fans through various games and activities. Alongside the on-ground activation, we had the “Fan of the Match” social engagement putting our fans and customers in the forefront of our fan engagement strategy.

## Part-Time Employment Programme

Our Part-Time Employment Programme supports Qatari students by offering valuable work experience alongside their academic commitments. Through part-time roles, students gain practical insights, develop professional skills, and contribute meaningfully to their communities.

This initiative not only enhances students’ employability but also strengthens Vodafone Qatar’s reputation as an employer of choice. By fostering trust and collaboration, the programme creates lasting connections with local talent while supporting Qatar’s broader vision for youth empowerment and development. In 2025, Five female participants joined the programme.

## Donations, Sponsorships, and Partnerships

- In 2025, we continued our commitment to community engagement through strategic donations, sponsorships, and partnerships. For the sixth consecutive year, we supported Qatar University’s student activities by sponsoring their annual Students Clubs & Organisation Forum. We also partnered with Qatar University to deliver key initiatives including the AI Innovation Program and TEDx events, fostering innovation and engaging students across all faculties.



## 04

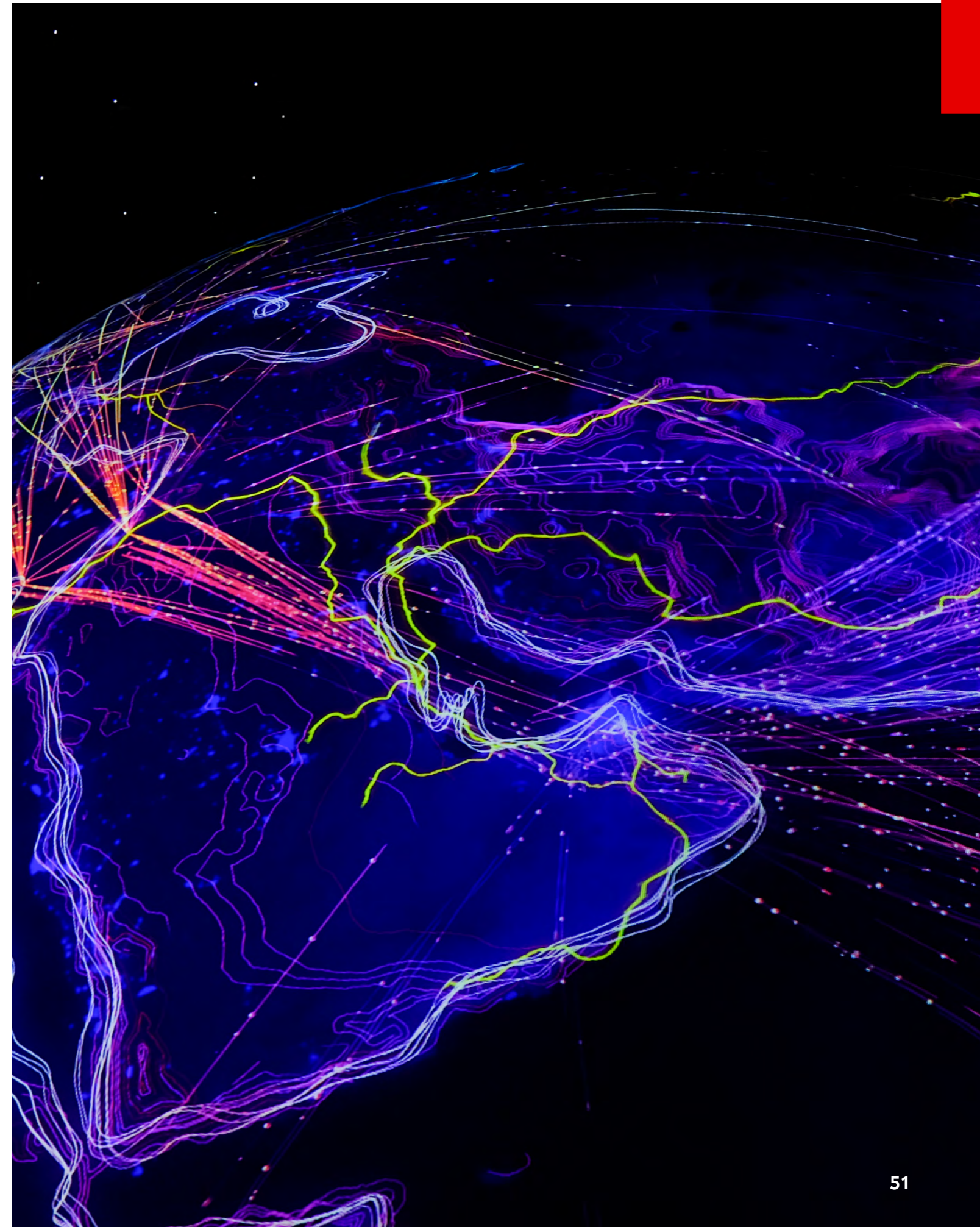
# SAFEGUARDING THE PLANET

We are dedicated to reducing our environmental footprint through proactive and responsible practices. Sustainability is embedded into all facets of our operations, ensuring that we consistently minimise environmental impacts while promoting ecological resilience.

With efforts spanning waste reduction, resource conservation, renewable energy investments, and circular economy initiatives, we remain focused on protecting the planet for future generations. We are actively aligning our sustainability efforts with global frameworks, including the UN SDGs, to foster a greener and more resilient future.

We are equally dedicated to building a sustainable value chain by emphasising ethical sourcing, human rights, and fair labour practices. By collaborating with suppliers to improve environmental performance and ensure responsible material sourcing, we contribute to long-term environmental stewardship and prosperity.

Aligned with Qatar National Vision 2030 and the UN SDGs, these initiatives are crucial for protecting the planet's health and ensuring a thriving future for generations to come.



# ENERGY CONSUMPTION AND GHG EMISSIONS

Vodafone Qatar acknowledges the significant contribution of our operations to carbon emissions, primarily driven by electricity use at data centres and operational sites. To address this, we are actively transitioning to commercial power sources, deploying renewable energy solutions, and upgrading infrastructure to minimise our environmental impact.

As regulations, social and economic factors evolve, we remain vigilant in identifying challenges and opportunities, ensuring that our approach to energy efficiency and carbon reduction aligns with sustainable development goals and national environmental priorities.

In 2025, our energy and emissions profile showed a mixed trend compared to 2024. Direct energy use from diesel decreased by around 3% to 8,598,082 litres, continuing the downward trajectory from 2023. This reduction contributed to a similar ~3% decline in Scope 1 emissions, which fell to 22,698 tCO<sub>2</sub>eq.

However, indirect energy consumption from electricity increased by approximately 18% to 46,144,073 kWh, resulting in a corresponding ~18% rise in Scope 2

emissions to 24,853 tCO<sub>2</sub>eq. As a result, total energy use increased by about 10% to 493,014 GJ, and total Scope 1 and 2 emissions rose by around 7% to 47,552 tCO<sub>2</sub>eq.

Despite the increase in absolute emissions, emissions intensity improved slightly, with GHG emissions intensity decreasing from 13.9 to 13.8 tCO<sub>2</sub>eq per QR million revenue in 2025, indicating that revenue grew faster than total Scope 1 and 2 emissions.

Vodafone Qatar's continued focus on energy transition, including the expansion of hybrid sites and solar-powered sites as well as increased reliance on grid electricity, has played a pivotal role in these improvements.



Energy Consumption	2023	2024	2025
Direct energy use from fuel (diesel) (litres)	10,177,282	8,859,530	8,598,082
Indirect energy use (electricity) (Kilowatt Hour)	43,270,553	38,980,679	46,144,073
Total energy use (gigajoule)	542,710	447,166	493,014
Energy intensity (GJ/ QR million revenue)	174	140	143
Energy intensity (GJ/Employee)	931	854	870
Direct GHG emissions – Scope 1* (tCO <sub>2</sub> eq)	26,868	23,389	22,698
Indirect GHG emissions – Scope 2** (tCO <sub>2</sub> eq)	23,306	20,995	24,853
Total GHG emissions – Scope 1 & 2 (tCO <sub>2</sub> eq)	50,174	44,384	47,552
GHG emissions intensity (tCO <sub>2</sub> eq / QR million revenue)	16.1	13.9	13.8

\* Based on diesel consumption only.

\*\* Based on electricity consumption only.

## Hybrid Power Innovations

Our Green Network initiative drives sustainable change by reducing diesel generator (DG) usage and investing in energy-efficient technologies. Through the deployment of hybrid power systems across our telecom sites, we are building an eco-friendly, resilient network that minimises environmental impact while enhancing operational efficiency.

Our hybrid power solutions integrate solar energy, lithium batteries, grid electricity, and DGs, optimising fuel use and lower emissions. Site evaluations guide the design of tailored systems, balancing renewable energy with generator support to ensure reliability and cost efficiency. To further maximise efficiency, we implemented a robust monitoring system that tracks the performance of all key components, including generators, batteries, and solar panels, through dashboards, trackers, and databases.

This daily monitoring framework allows early detection of potential issues, streamlining workflows across multiple teams, and ensuring accountability across the organisation. By consistently applying this approach over 12 months, we have safeguarded project efficiency without compromising performance.

In 2025 7 sites were transitioned to hybrid power models, representing the peak year of implementation. In parallel, the Company continued progressing its energy optimisation programme through the conversion of additional sites to commercial power and the transition of temporary COW sites to more efficient Remote Digital Modules (RDM). These initiatives reflect our ongoing commitment to improving network energy efficiency, strengthening operational resilience, and supporting the transition towards lower-carbon operations.

# 95%

**of our DG-powered sites and hybrid-compatible sites achieved hybrid active status**

### Sustainable Infrastructure

The transition to 5G across sites has increased energy use and emissions. To address this, we are expanding the use of sustainable energy sources and deploying hybrid power systems at off-grid sites.

We are actively rolling out Rapid Deployment Monopoles (RDMs) as durable, reusable alternatives to traditional towers, effectively reducing environmental impact. Additionally, Cells on Wheels (COWs) have been replaced with RDMs, effectively mitigating risks associated with temporary structures.

Between 2023 and 2025, 72 COWs were successfully converted to RDMs, with 21 conversions completed in 2025. These efforts underscore our commitment to building a resilient and sustainable telecom infrastructure while aligning with our broader environmental goals.

Sites Converted	2023	2024	2025
Sites converted to commercial power	104	75	13
Sites converted to hybrid model	47	128	7
Sites converted from COWs to RDM	26	25	21



#### COW-Solar (Portable Solar for Temporary Sites)

Vodafone Qatar has developed an innovative COW-Solar solution to support rapid connectivity deployment while minimizing environmental impact. Designed specifically for temporary and Cell-on-Wheels (COW) sites, this portable solar system offsets diesel consumption and enables green energy-powered connectivity anywhere it is required. The solution addresses Vodafone's fast-paced operational needs while placing CO<sub>2</sub> emissions reduction at the highest level of priority. Engineered for quick deployment and flexibility, the COW-Solar system allows sustainable operations in temporary and off-grid locations.

In 2025, 8 portable solar systems have been successfully deployed across 149 temporary COW sites, reinforcing Vodafone Qatar's commitment to smart, sustainable, and agile network solutions.



#### Optimising Site Energisation

Vodafone Qatar is reducing reliance on diesel generators by accelerating grid energization, deploying hybrid power solutions, and expanding solar adoption across telecom sites, particularly in remote areas. Through continuous monitoring of alternative power availability, sites are progressively transitioned from diesel-only operation to more efficient and sustainable energy configurations.

In 2025, **13 diesel-powered sites were successfully converted to grid power, 7 are set to hybrid configurations, and 6 sites were deployed with solar power solutions.** These initiatives collectively enhance energy resilience, reduce fuel consumption and emissions, and reinforce Vodafone Qatar's commitment to operational efficiency and environmental sustainability.



#### AI-Driven Energy Optimization for Hybrid and Solar Sites

Hybrid and solar-powered sites face efficiency challenges due to variable load demand, fluctuating solar generation, and suboptimal battery and DG operation. Vodafone Qatar implemented an AI-based energy management system to analyse real-time site load, DG input, battery charging behaviour, and solar generation patterns. The AI dynamically optimizes battery charging and DG runtime in hybrid sites, while in solar sites it maximizes solar energy storage and minimises renewable energy wastage. This intelligent control has improved overall power efficiency by approximately **20%**, while reducing fuel consumption and emissions.



#### GSAS Certification

Vodafone Qatar achieved a significant milestone by earning the GSAS Design & Build 4 Star rating for the interior fit out of its Lusail headquarters, becoming the first telecom company in Qatar to receive this distinction. This recognition reflects Vodafone Qatar's strong commitment to sustainability and its leadership in adopting advanced, environmentally responsible practices. The certification followed a detailed assessment by GORD experts, who evaluated the project's performance in areas such as energy efficiency, resource conservation, and indoor environmental quality.

The Lusail headquarters incorporates several sustainability-driven features that contributed to the high rating. These include an energy efficient thermal envelope, a smart LED lighting system with remote monitoring, and advanced ventilation systems like Energy Recovery Units and a Dedicated Outdoor Air System that help reduce energy use while maintaining healthy air quality. Additionally, the office uses low flow water fixtures, floor level water meters, and locally sourced and recycled materials, demonstrating Vodafone Qatar's continued focus on reducing environmental impact and supporting the local economy.

# EFFECTIVE USE OF RESOURCES

Efficient resource management is central to our sustainability efforts. We monitor hybrid system performance through fuel tracking, optimising diesel generator usage, and preventing unnecessary emissions. This approach extends equipment life and reduces maintenance needs.

We also utilise energy management tools to reduce consumption across operations. AI-powered analytics enable us to forecast energy needs, further cutting waste and enhancing efficiency.

## Waste Management

We adopt a proactive approach to waste management, aiming to reduce environmental impact and foster long-term sustainability. Our efforts focus on minimising waste generation, promoting reuse and recycling, and ensuring responsible disposal across all operations. This holistic approach combines data analysis, stakeholder feedback, and employee engagement to drive continuous improvement.

Packaging practices are optimised to minimise material usage, while digital solutions help reduce paper consumption. We partner with certified recycling facilities to manage waste streams, ensuring materials are diverted from landfills whenever possible.

In 2025, we introduced water purification systems to reduce plastic waste and promote environment sustainability by replacing water bottles with purified water with total savings of more than 80,000 bottles (equivalent of 1,600 kg of plastic). This approach significantly reduces plastic waste by reducing dependency on packaged water and minimizing transportation-related carbon emissions.

In 2025, technology scrap increased to 5,650 m<sup>3</sup> due to the 3G sunset and the removal of bulky equipment such as COWs, with recycling practices maintained across recovered materials.

## Water Management

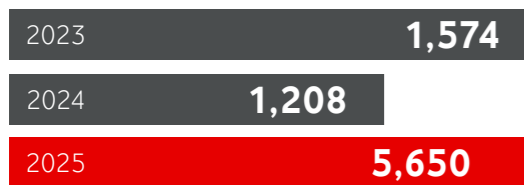
We prioritise efficient water use by adopting conservation technologies and fostering responsibility across operations. This includes installing low-flow fixtures, preventing leaks through regular maintenance, and running awareness programmes to engage employees in sustainable practices.

We monitor faucet consumption across facilities, identifying areas for reduction. Adjusting aerators in washrooms and ablution rooms has resulted in a total water consumption of 8,300 m<sup>3</sup>.

We are exploring greywater recycling and rainwater harvesting to extend reuse and further conservation efforts. Future plans include smart water monitoring for real-time tracking and expanded partnerships for large-scale conservation projects.

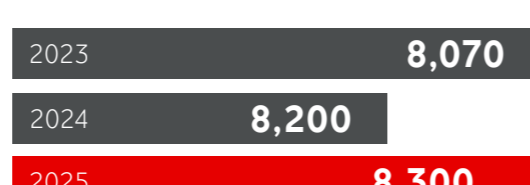
## Material scrap (sites/hazardous)

Yearly technology scrap (m<sup>3</sup>)



## Water Consumption

Water consumption (m<sup>3</sup>)



### Optimising Waste Collection with Vodafone IoT

Our company's IoT Smart Waste Management solution streamlines waste collection by directing trucks to bins that require emptying, reducing costs and improving efficiency.

By optimising routes and eliminating unnecessary trips, we lower fuel consumption and operational costs, supporting sustainable operations. Preventing overflowing bins fosters cleaner environments and enhances community well-being.

Advanced features such as scheduling, real-time tracking, and driver management help businesses and municipalities manage waste effectively while minimising environmental impact.



### Indoor Air Quality Assessment – Supporting a Healthy and Sustainable Workplace

Vodafone Qatar conducted an Indoor Air Quality (IAQ) assessment as part of its commitment to providing a healthy, safe, and sustainable workplace aligned with international Health & Safety and ESG best practices. IAQ was identified as a priority area due to increased awareness of indoor environmental health, high office occupancy, and reliance on HVAC systems in a hot-climate environment. The objective was to validate indoor air conditions through scientific measurement and identify improvement opportunities to support employee wellbeing and productivity.

Independent environmental specialists assessed representative office areas, monitoring key parameters including carbon dioxide (CO<sub>2</sub>), particulate matter (PM2.5 and PM10), temperature, humidity, and volatile organic compounds (VOCs). Results were benchmarked against international guidelines, including GSAS references, to assess compliance and identify optimisation opportunities.

The assessment confirmed that IAQ levels were within acceptable international thresholds across tested areas, improving visibility of workplace environmental conditions and reinforcing employee confidence. Opportunities were identified to optimise HVAC fresh air ratios, maintenance scheduling, and occupancy management, supporting wellbeing and operational efficiency while strengthening alignment with ISO 45001 and ESG commitments.

Vodafone Qatar plans to continue periodic reassessments and explore digital monitoring and smart sensor integration to support continuous improvement and link IAQ insights with energy efficiency initiatives.

“Ensuring good indoor air quality is not only a Health & Safety requirement — it is a responsibility towards our people. This assessment gives us confidence that our workplaces support wellbeing, productivity, and sustainability, while providing data-driven insights for continuous improvement.”

# RESPONSIBLE SUPPLY CHAIN

**We recognise the critical role our suppliers play in supporting environmental responsibility, fair labour practices, and ethical governance. Through proactive engagement and structured oversight, we work to ensure suppliers align with our operational standards and core values.**

By fostering transparent and collaborative partnerships, we promote accountability and continuous improvement across our supply chain.

## Supply Chain Governance

Embedding ethical business practices into our supply chain remains central to our operations. Vodafone Qatar adheres to all relevant regulations and internal policies, including the Code of Conduct. Suppliers are required to comply with the principles outlined in the Ethical Code of Purchasing Policy, ensuring alignment with our ethical and operational standards throughout the value chain.

During supplier onboarding, compliance assessments are conducted under the oversight of Corporate Security and Cyber Security & IT teams. Supplier selection processes prioritise transparency and fairness, supported by an enterprise software system that documents and monitors each stage of evaluation. This digital process enables objective selection of suppliers aligned with Vodafone Qatar's integrity and sustainability principles.

To maintain performance standards, annual supplier requalification is conducted, assessing environmental practices, workforce conditions, and ethical performance. This process involves collaboration between supply chain and operational teams and supports continuous improvement. Supplier performance is further monitored through scorecards used to identify improvement opportunities and recognise strong performance. Vodafone Qatar maintained a 100% supplier requalification rate, reflecting continued adherence to established standards.

## Local Suppliers

Vodafone Qatar continues to prioritise engagement with local suppliers as part of its contribution to community development and the economic objectives of Qatar National Vision 2030. Partnerships with local suppliers are built on collaboration and shared growth, supporting sustainable economic development and supply chain resilience.

In 2025, spending on locally based contractors and suppliers decreased to 52% of total procurement, compared to 61% in 2024. While the proportion of locally based suppliers remained stable at 65%, the increase in spending reflects continued focus on strengthening local partnerships and supporting the local economy. Through ongoing supplier engagement, Vodafone Qatar aims to maintain a resilient supply chain while upholding high standards of sustainability and operational excellence.



Local procurement	2023	2024	2025
Share of spending on locally based contractors and suppliers of total spending (%)	58	61	52
Ratio of procurement spending allocated to local vs. international suppliers	1.4	1.5	1.1
Share of locally based suppliers of total number of suppliers (%)	64	63	65
Suppliers engaged (#)	342	344	351
Local suppliers engaged (#)	219	216	228



# 05

# APPENDIX



# GRI CONTENT INDEX

<b>Statement of use</b>	Vodafone Qatar has reported in accordance with the GRI Standards for the period 1st January 2025 to 31st December 2025.
<b>GRI 1 used</b>	GRI 1: Foundation 2021

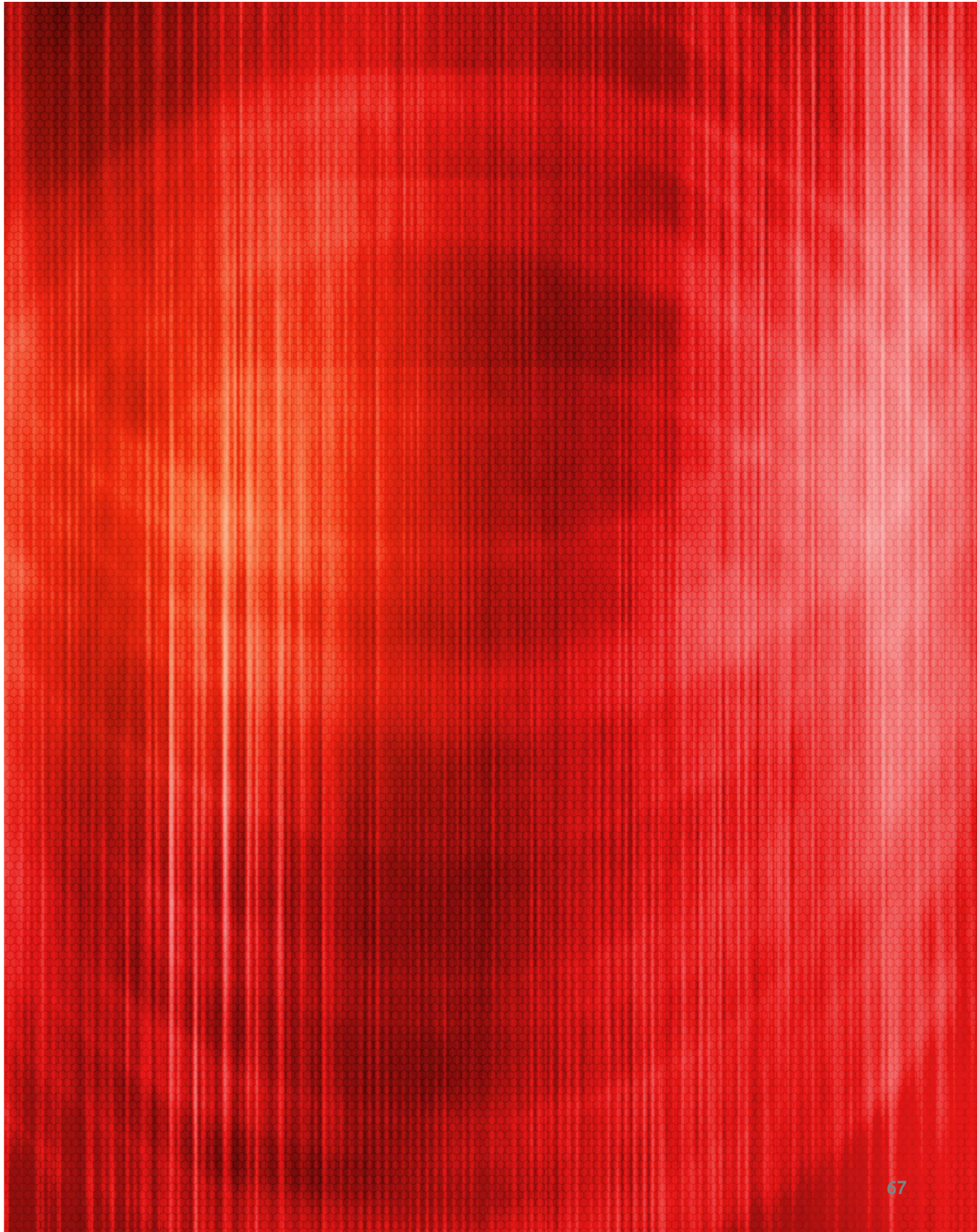
GRI Standard/ Other Source	Disclosure	Location/ Direct Answer	Omission	
			Reason	Explanation
<b>General disclosures</b>				
<b>GRI 2: General Disclosures 2021</b>	2-1 Organizational details	Page 8, 9	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.	
	2-2 Entities included in the organization's sustainability reporting	Page 8, 9		
	2-3 Reporting period, frequency and contact point	Page 5		
	2-4 Restatements of information	No restatements have been made		
	2-5 External assurance	assurance was not obtained for this report		
	2-6 Activities, value chain and other business relationships	Page 8, 9		
	2-7 Employees	Page 40, 41		
	2-8 Workers who are not employees	Page 40, 41		
	2-9 Governance structure and composition	Page 34, 35		
	2-10 Nomination and selection of the highest governance body	Page 34, 35		
	2-11 Chair of the highest governance body	Page 34, 35		
	2-12 Role of the highest governance body in overseeing the management of impacts	Page 34, 35		
	2-13 Delegation of responsibility for managing impacts	Page 34, 35		
	2-14 Role of the highest governance body in sustainability reporting	Page 34, 35		
	2-15 Conflicts of interest	Page 36		
	2-16 Communication of critical concerns	Page 14, 15		

GRI Standard/ Other Source	Disclosure	Location/ Direct Answer	Omission		
			Reason	Explanation	
<b>GRI 2: General Disclosures 2021</b>	2-17 Collective knowledge of the highest governance body	Annual Report			
	2-18 Evaluation of the performance of the highest governance body	Not Available	Information unavailable/incomplete	Company's policy	
	2-19 Remuneration policies	Page 40			
	2-20 Process to determine remuneration	Page 40			
	2-21 Annual total compensation ratio	Not Available	Confidentiality constraints	Company's policy	
	2-22 Statement on sustainable development strategy	Page 12, 13			
	2-23 Policy commitments	Not Available	Information unavailable/incomplete	Not yet formalized	
	2-24 Embedding policy commitments	Not Available	Information unavailable/incomplete	Not yet formalized	
	2-25 Processes to remediate negative impacts	Page 40			
	2-26 Mechanisms for seeking advice and raising concerns	Page 40, 44			
	2-27 Compliance with laws and regulations	Page 8, 9			
	2-28 Membership associations	Page 26, 49			
	2-29 Approach to stakeholder engagement	Page 16			
	2-30 Collective bargaining agreements	Not Applicable	Legal prohibitions	Prohibited in Qatar	
	<b>Material topics</b>				
	<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	Page 16 - 18	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.	
3-2 List of material topics		Page 16 - 18			
<b>World class infrastructure investments</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Page 33, 34			
<b>GRI 201: Economic Performance 2016</b>	201-1 Direct economic value generated and distributed	Page 33, 34			
<b>Responsible supply chain</b>					
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Page 58, 59			

GRI Standard/ Other Source	Disclosure	Location/ Direct Answer	Omission	
			Reason	Explanation
<b>GRI 204: Procurement Practices 2016</b>	204-1 Proportion of spending on local suppliers	Page 58, 59		
<b>Governance and business integrity</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Page 36		
<b>GRI 205: Anti-corruption 2016</b>	205-2 Communication and training about anti-corruption policies and procedures	Page 36		
<b>Energy consumption and GHG emissions</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Page 52, 53		
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organization	Page 52, 53		
	302-3 Energy intensity	Page 52, 53		
	302-4 Reduction of energy consumption	Page 52, 53		
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	Page 52, 53		
	305-2 Energy indirect (Scope 2) GHG emissions	Page 52, 53		
	305-4 GHG emissions intensity	Page 52, 53		
<b>Effective use of resources</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Page 56		
<b>GRI 303: Water and Effluents 2018</b>	303-5 Water consumption	Page 56		
<b>GRI 306: Waste 2020</b>	306-3 Waste generated	Page 56		
	306-4 Waste diverted from disposal	Page 56		
<b>Talent management</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Page 41		
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	Page 41		
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	Page 42		
	404-2 Programs for upgrading employee skills and transition assistance programs	Page 42		
	404-3 Percentage of employees receiving regular performance and career development reviews	Page 42		
<b>Equal, diverse and inclusive environment</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Page 45		

GRI Standard/ Other Source	Disclosure	Location/ Direct Answer	Omission	
			Reason	Explanation
<b>GRI 401: Employment 2016</b>	401-3 Parental leave	Page 45		
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	Page 34		
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	Page 44		
<b>Healthy and safe workplace</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Page 46, 47		
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	Page 46, 47		
	403-2 Hazard identification, risk assessment, and incident investigation	Page 46, 47		
	403-3 Occupational health services	Page 46, 47		
	403-4 Worker participation, consultation, and communication on occupational health and safety	Page 46, 47		
	403-5 Worker training on occupational health and safety	Page 46, 47		
<b>Human rights</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Page 46		
<b>GRI 410: Security Practices 2016</b>	410-1 Security personnel trained in human rights policies or procedures	Page 46		
<b>Community development</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Page 48, 49		
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs	Page 48, 49		
<b>Data protection and cyber security</b>				
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Page 13, 14		
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 13, 14		

We also report on topics that are not covered by the GRI standards		
Digital innovation for all		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Page 24, 25, 26
Advanced customer experience		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Page 27, 28, 29
Risk management		
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	Page 36





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