

2020 SUSTAINABILITY REPORT



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About This Report

This 2020 report is Vodafone Qatar's first Sustainability Report. It sheds light on Vodafone Qatar's activities and the environment, social, and governance (ESG) performance throughout the year.



REPORTING PERIOD

The report covers the calendar year from 1 January 2020 to 31 December 2020, unless stated otherwise.

REPORTING GUIDELINES

This report has been prepared with reference to the GRI Standards. It focuses on the material sustainability issues of Vodafone Qatar and not Vodafone Group which can be found separately.

REPORT SCOPE AND BOUNDARY

The report covers all Vodafone Qatar operating facilities located in Qatar. Data of external contractors, suppliers, and clients are not included in this report unless stated otherwise.

FEEDBACK

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

Email: 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 actually 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



Business overview

I am pleased to introduce Vodafone Qatar's 2020 Sustainability Report, which covers our performance and activities for a year during which we saw significant changes around the world due to the global pandemic. COVID-19's rapid spread throughout the world and its impact on our lives was an unexpected and extraordinary challenge. On the onset of the pandemic, we have put a comprehensive business continuity plan in place and have taken rapid steps to adjust workplace practices in our offices to adopt appropriate responses that prioritised the safety and wellbeing of our colleagues, their families, and those living around our operations.

The pandemic reaffirmed that the Digital Strategy we have built 3 years ago has transformed us into a digital company, which enabled our operations to flexibly respond to local needs and expectations, as well as created increased reliance on our products and services. Our Digital strategy has five pillars: simplify the way we work, digitalize & enhance customer experience, growing our core, diversifying beyond telecom and lastly being responsible. Each of these pillars is serving us to become a more sustainable company. We define sustainability as a strategic, long-term value driver and we have been embedding this approach throughout our business and value chain.

Through our sustainability strategy, we focus on a number of topics under ESG – environment, social and governance – and realise the position we can play as a digital innovator in addressing key issues through

new technology. In this report, you can read about a selection of transactions carried out in 2020 to offer our customers effective digitalisation and communication solutions, many of which contribute to ESG. Our impacts span all of Qatar and beyond working with stakeholders at various levels. As part of our stakeholder engagement, we continue to be a member of various industry bodies and align to important sustainability standards including ISO certifications. These industry bodies help to guide our organization's development to embed sustainability into our business at all levels.

Overall, we are proud of our performance during this unprecedented challenge and our ability to deliver strong results. 2020 was a difficult year but it reaffirmed that our commitment to sustainability is integral to our business performance. We set about putting in place further key improvements across various areas of sustainability that align with our overall business aims. We believe that with our new focus on sustainability we have positioned ourselves well to address pressing sustainability challenges and benefit from related opportunities for our business.

Embedding sustainability

Throughout this period, sustainability has been a key part of our business. We understand that for any business to be sustainable over the long term, we must deliver value not only for our customers and shareholders but for our employees, our suppliers, and for the wider community. This sustainability report seeks to show how we implement our principles and engage with the wider environment. Much of the report aligns



our many activities within the framework of global initiatives such as the UN Sustainable Development Goals (SDGs) and the GRI Sustainability Reporting Standards. We have also aligned our business aims with the goals of the Qatar National Vision 2030. In doing so, we have set out our own targets for improvement and we plan to report on these in the future.

Putting our consumers at the heart of our strategy

Our customers will continue to be at the heart of all we do. We will accelerate our strategy to ensure that our products and services can satisfy the preferences of those many millions of customers who are looking for enhanced digital communications. By investing in innovation and talent we will continue to transform our business towards an ever-growing portfolio of cutting-edge technology and services.

Fostering an inclusive workplace

Vodafone Qatar is determined to enabling and embedding practices that foster a diverse and inclusive culture. These practices reflect the varied cultures of the communities and clients we serve, a culture where all our people have the support and opportunities to reach and exceed their potential.

Inclusion is an integral part of life at Vodafone. We strive to create a safe and inclusive workplace for all our employees to bring their whole selves to work and be accepted for who they are. By looking at our business practices and activities through a diversity lens, we will continue to strengthen our community in addressing bias and supporting the development and visibility of under-represented employees, we aim to further promote the rich diversity of our employees' experiences, talent, and ideas.

Safety

We have continued to maintain high standards of safety amongst the group and took the time to improve our safety goals and performance. We are thankful that, once again, we had zero incidences of injuries or fatalities in any of our operations. During 2020, we undertook a comprehensive review of our Health & Safety (H&S) procedures to understand what is working and what requires improvement. This involved engaging the executive and speaking with stakeholders at all levels. We recognise that our H&S program is working well and consistently implemented but there is always room for improvement.

Overall, we are proud of our performance during this unprecedented challenge and our ability to deliver strong results. 2020 was a difficult year but it reaffirmed that our commitment to sustainability is integral to our business performance.

In 2021, we will be relaunching our full training program for our staff which was partially put on hold for the pandemic due to challenging restrictions. This training will include working safely to reduce infection risks and we are aiming to make health and safety easier and simpler to understand.

Looking forward

It is becoming increasingly clear that our sustainability agenda will be key to our future success. A culture of responsible behaviour is even more relevant in today's world, and it is also clear to me that our sustained investment in making accessible solutions and our continued focus on issues such as responsible marketing, protecting human rights, and excellence in environmental management means that we are in excellent shape for the future. I am excited about the challenges and opportunities that lie ahead and fully believe that we have the right foundations and vision in place to transform our company for the benefit of all.

Sheikh Hamad Bin Abdullah Al-Thani
Chief Executive Officer (CEO)

About Vodafone Qatar



Vodafone Qatar switched on its mobile network in March 2009 and built a converged IP network in October 2012. Since then, the company has made major strides to become a fully converged telecommunications company, building a comprehensive range of products and services for both consumers and businesses alike, as well as contributing to the country's digital agenda.

We are committed to developing the digital system and infrastructure that will contribute to Qatar's continued growth and prosperity in the coming years and enhance the quality of people's lives. This is achieved by accelerating fixed infrastructure in over 20 locations around Qatar and by providing the backbone and communications infrastructure for many of the country's iconic developments.

Significantly, Vodafone Qatar is one of the first operators to go live with 5G commercially and connected its first customer in Qatar to 5G in August. This comes after having achieved strong progress in rolling out its 5G network across the country.

With over 29,000 institutional and retail shareholders, Vodafone Qatar is 92% Qatari-owned. This figure includes the 45% of shares owned by Vodafone and the Qatar Foundation LLC.

Our Charter

Vodafone Qatar's vision is simple; to connect today's ideas with the technologies of tomorrow by pioneering digital innovation and becoming people's first choice in telecom and digital services. The Vodafone brand says— the Future is Exciting, Ready? — this represents an invitation from Vodafone to all its customers and the people of Qatar to embrace and enjoy the digital future together as partners.

Awards



Investor Relations
Excellence Award
for the third
consecutive year

Membership of association

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



01

Sustainability at Vodafone Qatar

Our commitment to sustainability extends beyond the products and services we offer. We believe that the true value of a business lies in its ability to create economic, environmental, and social value. At Vodafone Qatar, we focus our social investments in three key areas: digital literacy, community giving, and environmental protection. Based on these, we strive to deepen personal links, enhance the quality of life, and create opportunities for a better future for all people in Qatar.



Sustainability Management Approach

As a group, we believe that Vodafone has a significant role to play in contributing to the societies in which we operate. Our Group level sustainable business strategy articulates our intention to deliver a significant positive impact for all our stakeholders. The Group strategy targets three key aspects: Inclusion for All, Planet, and Digital Society. Vodafone Qatar is aligned with the Group level targets and commitments and actively engages and supports the governing policies, practices, and disclosures that help to hold our businesses to account. We remain committed to ensuring that Vodafone Qatar operates responsibly and ethically and understand the unique role we can play in our local markets.

In preparation for this sustainability report, we have devised a sustainability framework that accounts for

the needs and expectations of all our stakeholders. The framework informs the full reporting process, identifying and building on values that Vodafone Qatar and our stakeholders can support and engage with. Our sustainability framework, Connecting for a Better Future, summarizes what sustainability means to us by identifying the key areas that need to be addressed and balanced. This framework revolves around three pillars that align with our corporate mission and values.

The 3 pillars of our sustainability framework have defined focus areas that are aligned with the material topics selected for Vodafone Qatar as part of the materiality assessment.





DIGITAL ENRICHMENT

With great importance attached to investing in innovation and developing the digital infrastructure in Qatar, Vodafone Qatar's reputation for quality and value is well-deserved. We work in close partnership with our customers and foster digital innovation by increasing network accessibility.

We will continue to show leadership in championing our role as a leader in the telecommunication industry by continuing to provide an innovative and outstanding network, meeting our customers' needs, while protecting their well-being.

HUMAN PROSPERITY

Putting people first is key in all of Vodafone Qatar's operations. We regard providing a fair work environment that supports equal opportunities and employee development as not only important to support our employees, but also fundamental to attract the best talent and to reach sustainable business growth. In this sense, maintaining highest standards in the health and safety area, while proactively managing such risks at our areas of operation is also of utmost importance.

Vodafone Qatar's care for people extends beyond its employees. In line with the National 2030 Vision and the UN Sustainable Development Goals, creating positive value for the society and contributing to poverty alleviation and education of youth is among our responsibilities.



SAFEGUARDING THE PLANET

Vodafone Qatar regards commitment to best governance practices, effective risk management, integrity, and accountability, while advocating human rights and environmental protection in the value chain, as part of our fundamental factors to long-term value creation and success.

We are accountable for the wellbeing of the planet and the next generations, we strive to limit our climate, water, waste, and other resource use impacts, continuously aiming to improve our environmental performance.



Listening to Our Stakeholders

Strong stakeholder relations are important for moving towards being a sustainable company in our society. We actively engage our stakeholders to understand their opinions on important topics that can affect our business decisions. We regularly conduct stakeholder analysis with the purpose of defining and identifying which groups of stakeholders are key to Vodafone.

Internally our primary stakeholders are our employees, managers, and the Board of Directors. Externally our

customers, shareholders, suppliers and contractors, regulators, government, and media are key. In 2020 we engaged all our stakeholders through different bespoke channels to ensure they feel empowered and that their voice is heard. These dialogues helped us with needed strategic guidance to adjust our business practices and adopting a more long-term risk management approach, taking complex sustainability issues into consideration.

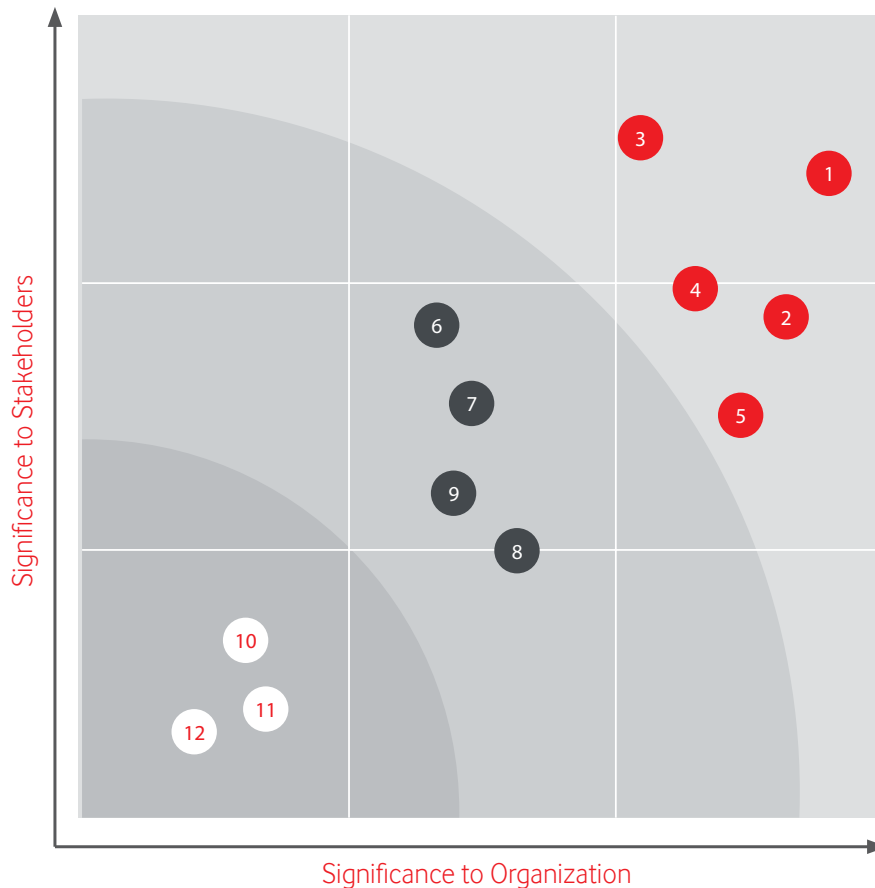


Materiality

The Issues that Matter Most

In 2020, we conducted a thorough materiality assessment. The materiality assessment analyses the significance of our economic, environmental, and social impacts and their influence on our stakeholders' assessments and decisions, regarding our company. We considered a combination of internal and external factors to assess whether a topic is a material from the

perspective of various stakeholders. The results of this assessment highlighted the key material factors to our business. In 2021 we will build on this initial assessment to better reflect risk assessments, internal knowledge, and its guidance for our strategy.



Most Important	Very Important	Important
1 Customer Satisfaction	6 Network Quality, Safety, and Accessibility	10 Strengthening the Community
2 Data Privacy and Security	7 Economic Performance	11 Responsible Resource and Waste Management
3 Digital Innovation	8 Empowering Employees	12 Responsible Supply Chain
4 Corporate Governance, Ethics & Integrity	9 Climate Change and Mitigation	
5 Employee Welfare and Safety		

Our contribution to the UN SDG's

In 2015, UN member states signed the Sustainable Development Goals (SDGs) a set of guidelines applicable to all entities in all countries worldwide. The 17 goals are crucial for sustainable development to occur, and they come with multiplicative effects. We acknowledge that Vodafone Qatar has an important role to play in helping our local governments to achieve the global goals.

our business strategy in the past year. As a result, it has become clear that we have a role to play in contributing to as many SDGs as possible. We aim to take a holistic approach to the goals by deploying the necessary resources to address various topics. We have worked to highlight a number of key areas where we believe we can have the strongest impact and aligned the framework pillars to the SDGs accordingly.

Sustainability has been pushed into the forefront of



Digital Enrichment



Human Prosperity



Safeguarding the Planet

3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION
8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
11 SUSTAINABLE CITIES AND COMMUNITIES	

1 NO POVERTY	2 ZERO HUNGER
3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION
5 GENDER EQUALITY	8 DECENT WORK AND ECONOMIC GROWTH
10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES

7 AFFORDABLE AND CLEAN ENERGY
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION
15 LIFE ON LAND



2020 Sustainability Report Highlights

HR department achieved

ISO 9001:2015

Sponsored the **2020 Qatar National Sports Day**



Reduced energy consumption by

GJ 2,491

as a direct result of conservation and efficiency initiatives

46

additional sites were converted to commercial power from fuel consumption

Zero

incidents of injuries or fatalities

50%

reduced sim card waste and emissions



Donated

QAR

370,000

during the Holy month of Ramadan



Distributed

600

digital payment machines to retailers for better customer experiences



100%

suppliers screened for social and environmental criteria

Doubled data and speed packages

for customers during the pandemic

Donated

QAR

140,000

to support local food baskets during the pandemic

100%

of employees received performance development reviews.

Zero

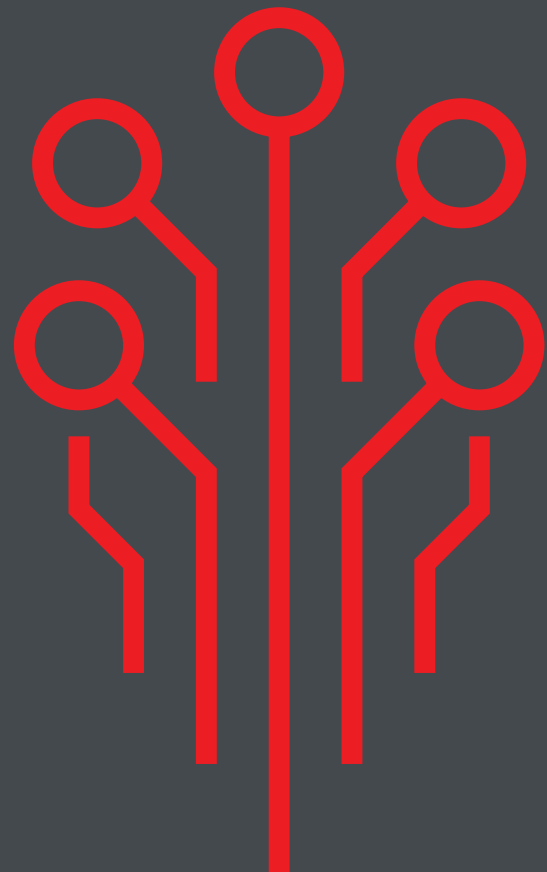
incidences of discrimination



02

Digital Enrichment

In many ways, this year has been a life-changing one for individuals, societies, and businesses alike. During 2020, our company was put to the test across all facets of everyday life, where staying connected became one of the ultimate priorities for every household and business alike. We continued to provide innovative digital technologies to our customers and stakeholders creating direct and indirect value to promote sustainable development.



Customer Satisfaction



Mobile phones and the internet are changing the way we communicate. Having the freedom to communicate through a smart device is an essential part of our daily lives, giving us greater independence, flexibility, and security. Enhancing customer experience is of high importance to Vodafone Qatar which is why we have put in place a variety of measures to ensure satisfaction by enabling customers' smooth, effective, and personalised experiences.

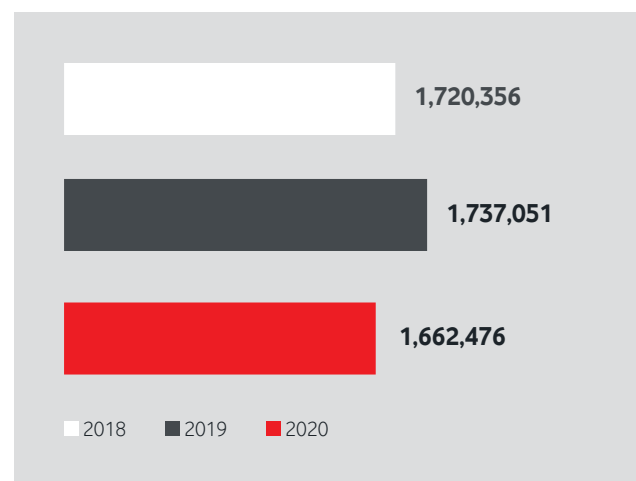
Vodafone takes various efforts to enhance the customer experience and satisfaction. This includes various training and coaching activities to the customer advisors related to products, service, soft skills, communication skills, and language proficiency, and more. Through these initiatives and constant quality audits, we are able to ensure customer service advisors are providing the desired level of customer experience and are monitored consistently. In 2020 we implemented an Omni-channel standardized training program. A new knowledge portal is being used across the company and a skills and knowledge evaluation plan is in place to enhance knowledge on products and services.

All training are being delivered by experts to cover new hires and existing associates to share the best experience with our customers. We use touchpoint net promoter score (TNPS) as the key quality parameter to

measure the overall quality of service provided by the frontline customer advisors, this is measured based on the customer feedback after every interaction they have with the customer support touchpoint. Our target for this moved by 10 points for the last year due to a sustainable improvement in the performance. Customer effort is another key customer experience metric which is used to measure the quality of service provided to our customers. In addition, we engage our customers on a monthly basis to understand their feedback.

The pandemic has enhanced the term "being connected", which has become more and more crucial for everyone. We have built an array of services to support this, alongside customer support packages to make interacting with Vodafone Qatar simpler and more effective. Examples of these service provisions include a premium data offer, where customers can get up to 50 GB of data at a very affordable price; free double speeds and double data for customers. For our beloved students, we had a special promo where they could get QAR 150 cashback support from buying Mobile WIFI devices that are essential for proper Data connection. In addition to our promotions and service offerings, we put in place various programs to enhance customer experience including the Voice of the Customer program; Conversational Marketing; Labeeb (Chatbot), and continued to expand our Vodafone for All solutions.

Number Vodafone Mobile Customers





I Voice of the Customer Program

Our Voice of the Customer Program is one of the key initiatives implemented during the year 2020. This program allowed us to understand the challenges and the needs of our customers through different means and implement the process, product, and system changes to ensure customer needs are fulfilled and challenges are addressed. This program enabled us to directly engage with the customer and measure the success and improve customer satisfaction immensely.



The voice of the customer program helped us to identify key areas of improvement, particularly during the COVID-19 pandemic. We introduced offers on digital payments and recharges to encourage customers to stay home and use digital channels for all transactions. We encouraged the use of digital channels for purchase, recharge, and payments in all customer communications across all channels (E.g.: SMS, IVR, agent closing scripts, marketing materials, social media, chat window, etc).

This program proved to be one of the most successful initiatives we initiated in 2020. Through the Voice of the Customer Program, we were able to reduce the customer's dependency on our contact centres and promote self-service and digital platforms to resolve their queries and get the necessary support and

information. This program has allowed us to reduce the overall call volumes by 15% and provide a high satisfaction level of more than 80%.

I Conversational Marketing

The Voice of the Customer Program links closely with Conversational Marketing, another key focus area in 2020. Conversational Marketing is marketing that connects with customers; helping to build rapport, improve customer retention, and boost customer loyalty by talking to customers in a way that's personal, convenient, and clearly prioritizes their needs. We sought to improve the way we engage with customers by delivering innovative and modern marketing techniques.

We engaged with website visitors and captured leads via dialogue-driven activities and retained information required for a certain process. The interaction involves a chatbot asking a series of simple questions in real-time to understand the user's needs. It then qualifies the leads, or completes the requested process, or directs the user to the right person to deal with more complex questions and requests. The overall aim is to hasten and simplify the customer's experience, boosting satisfaction.

I Labeeb (Chatbot)

The conversational marketing was often conducted with Labeeb, our new chatbot function, which was also introduced in 2020. The aim of Labeeb is to identify top contact reasons and automating these processes allowing for a 24/7 response system with no wait time that provides consistent and instant services which can significantly improve customer satisfaction.

Enabled with natural Language Processing and blended with Machine learning, Labeeb currently provides customer services such as bill payments, Top-Up, Add-ons management, and offers. Labeeb features multi-lingual support in both English and Arabic. Language is automatically detected and can seamlessly be switched at any point in the conversation. Labeeb is context-aware with the ability to resume a conversation in the event of a disconnection.

I Vodafone For All

At Vodafone, we want to make sure that everyone can enjoy this connected world. We understand that for customers with disabilities, finding the right mobile phone or understanding how to use it can be difficult. To give them more information and practical advice on our products and services, we have created "Vodafone for All" to make sure that they get the most from their mobile. We support the [Global Accessibility Reporting Initiative \(GARI\)](#) which provides information about the accessibility features available on a wide range of mobile phones. We may not stock all the phones listed on the site, but if customers know the features they need, we'll do our best to help them find a similar device using [Vodafone Smartphone Accessibility Guide](#).

Many people with a disability have found that mobile phones and tablets can become assistive technologies in their own right as an alternative to dedicated devices. Vodafone For All aims to make this affordable and accessible by ensuring people can get the most out of their devices. Our key support areas focus on visual impairment, hearing impairment, mobility and dexterity and learning difficulties and we work with the Mada centre to ensure this information is easily accessible. Examples of such use include as a communication aid to help with face-to-face communication for people with hearing loss or those with little or no speech; as a Handheld Magnifier to help people with low vision to read labels on bottles and jars, documents or even signs; and for Navigation to help those who are easily confused, with limited sight or with a learning difficulty.

I Addressing Customer Feedback

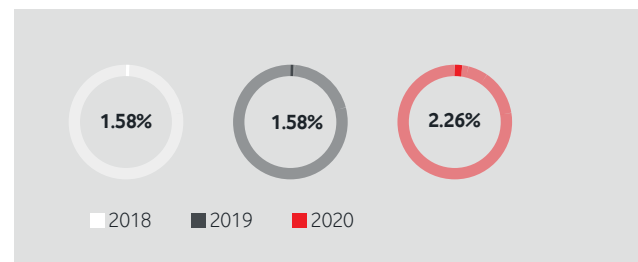
In 2020 customer dependency on telco services increased exponentially due to COVID-19 and the support required by customers also increased during this period. Customer contact and complaints also increased significantly but these were in line with customer base increase from 2018 to 2020. We take customer support and complaints very seriously and have introduced a variety of measures to make reporting easier.

Customers can get in touch with Vodafone through

the available customer support touch points such as contact centre by dialling 111 from their Vodafone mobile, live chat through My Vodafone App, Website, emails, and retail stores. Customers will be served at all the touch points and a customer service representative will try to resolve the issue on the first contact. If further technical support is required for the resolution of the complaint, a ticket will be raised for the customer and a dedicated complaints management team will resolve the issue and confirm back to the customer with the resolution.

Once a customer submits a complaint through any of the available channels, a ticket will be raised and that ticket will be handled by a dedicated complaints management team. This dedicated team will have access to additional tools and systems which can enable them to resolve the complaint. If the nature of the complaint is too technical and requires additional support, the team will escalate the complaint to L2 & L3 team who will then resolve the complex technical issue for the customer. These complaint resolutions will be within the agreed service-level agreement (SLA) framework with different stakeholders involved in the process.

Complaints ratio vs customer base



Data Privacy and Security

We take data privacy and cyber security seriously and adopt active defences against an increasing volume and diversity of threats. Protecting customer and employee data and privacy is a high priority, and so we take proactive measures that identify and mitigate threats. In recent years we have increased our level of investment in Cyber Security to enhance our security posture to protect our people, processes, and technologies. Our approach is governed by our Information Security Management System (ISMS), a process run by the Technology Security department, held accountable by the Executive Security Committee and the Core security committee led primarily by Technology security. Overall Information Security responsibility is with the Chief Executive Officer (CEO) and by policy it is delegated to the Chief Technology Officer (CTO) and the Head of Cyber Security.

The governance of these systems is important to us, so we have a layer of policies, standards, and practices backed with internal controls on information systems and regular internal and external audits. Vodafone Qatar (Technology Security Department and Corporate Security) has implemented ISO 27001 information security standard and ISO 22301 Business Continuity Management System (BCMS), to ensure that all sensitive data in Vodafone Qatar are properly protected from malicious activities which can compromise data security. In line with the requirements of these ISO certifications surveillance audits (SA) are conducted annually with an external certification body to check and review compliance. To test the rigor of our systems we regularly conduct tests, audits and risk assessments of all systems which contain sensitive data and Privacy assessments in addition to security assessments and penetration tests. For complex security challenges and risks, we collaborate with the relevant public and state agencies such as the Ministry of Interior (MoI), National Cyber Security Center, Qatar Computer Emergency Response Team (Q-CERT) and the Supreme Committee for Delivery and Legacy (SCDL).

Our strategy follows a defence in depth approach and security and privacy by design. We have strong network protections with distributed denial-of service

(DDoS) mitigation services with additional protection of next generation firewalls, web application firewalls, telecommunication signalling firewalls to protect our critical infrastructure. Our information technology infrastructure is protected with antimalware protection, access governance, cloud access security broker, automated vulnerability assessment and patch management solutions and security visibility on security events and incidents management platform. In 2020 we added static application security testing automated white box method of testing and dynamic application security testing for our applications to enhance our defences. These measures have enabled our staff and business partners to securely connect to work during the COVID-19 period with strong authentication.

Furthermore, in 2020, we conducted campaigns in security awareness and phishing, via different channels, including in-person awareness sessions pre-COVID. Our teams also participate in the yearly Q-CERT lead National Cybersecurity Drill (STAR Drill). For our staff, we implemented mandatory trainings to enhance knowledge around security and privacy and to remind them of their responsibilities and the risk of disciplinary proceedings for instances of non-compliance in line with our policy. Our Data Privacy policy continues to be available to our customers covering: the information we may collect about them, how their information is used, policies on personal information sharing, online security information, and information on how to contact us. The policy is publicly available at <https://www.vodafone.qa/en/about-us/legal-and-regulatory/policy/data-privacy-policy>.

In 2020, we successfully prevented any data breaches through our diligent efforts in data privacy and cybersecurity.

Number of Privacy training sessions offered to employees



Digital Innovation



At Vodafone, our mission is to connect today's ideas with the technologies of tomorrow. Therefore, we build our innovative services to fulfil changing requirements of the people in Qatar. We want to bring the technologies of tomorrow to digitalize the community by providing innovative services and enabling the people in Qatar to use digital services more comfortably and efficiently.

In 2020, during the pandemic, we have become more flexible and dynamic to fulfil the increasing and changing demands of the people in Qatar. To keep them always connected, we have supported our customers with extra telecom benefits. Telecom services, but especially data, have become more and more essential as a result of the pandemic. Therefore, we worked to build premium services for our customers to minimize their struggle in their daily lives. All of our services and solutions have been built to keep them always

connected to their families, friends, and businesses. In 2020 we launched a special promotion called "Unlimited Thanks" to thank hard-working employees and frontline staff at other companies. This campaign gave unlimited local calls and unlimited local data for 30 days during 3 months to key frontline workers. Overall, thousands of employees availed from our promotion and we were very glad to see that we could make their lives better and keep them always connected with our strong 5G network and innovative services.

The COVID-19 pandemic proved the need to accelerate the development of technology infrastructure that supports remote working and learning. Our 5G network, for example, supported cutting-edge tools and capabilities that enhance remote working and learning through virtual and augmented reality, artificial intelligence, and the Internet of Things.



In 2020, we are proud to have delivered the following digital innovations:

VODAFONE FIBER FOOTPRINT EXPANSION

We increased our fiber footprint, now reaching more business areas, allowing us to connect a higher number of new customers than the previous year. Our state-of-the-art high-speed fiber is now connecting and enabling enterprises to optimize, automate, and innovate using Vodafone's GigaNet Fibre. New locations include Mall of Qatar, Al-Sadd Street, Barwa Labor City, Asian Town, and 57 Residential compounds in Al Waab (including Beverly Hills Gardens, Al Mirqab, Les Roses, The Oriental Village, Al Jawhara, Tebah Gardens, Al Waab Oasis, Janayin Al Waab, and The Village Resort).

STRATEGIC PARTNERSHIP WITH TASMU INNOVATION LAB

We have partnered with the Ministry of Transport & Communications (MOTC), giving researchers the ministry's TASMU Innovation Lab access to the latest technologies and solutions. TASMU Innovation Lab is part of the TASMU program, an MOTC initiative that creates an enabling and collaborative environment for innovation and technological development. As one of the strategic partners of TASMU Innovation Lab, Vodafone Qatar supports and empowers visitors who may benefit from the company's technologies and capabilities.

PARTNERSHIP WITH MICROSOFT ON COLLABORATIVE SOLUTIONS FOR REMOTE BUSINESSES

Our partnership with Microsoft is focused on promoting digital services and support for businesses of all sizes to work remotely in a reliable and secure manner. The partnership includes a set of workplace solutions to work and collaborate remotely through Microsoft 365, including Microsoft Teams.

THE MY VODAFONE PORTAL FOR BUSINESSES TO DIGITALLY MANAGE THEIR SERVICES

A self-service tool for businesses of all sizes.

5G IN MALL OF QATAR

Mall of Qatar is the first mall in Qatar and amongst the few in the world to benefit from this advanced mobile technology. The launch marked the latest milestone in Vodafone Qatar's rapidly expanding 5G roll-out and is a

testament to its efforts to support Qatar as it becomes one of the most digitally connected countries in the world.

PARTNERSHIP WITH QATAR RAIL

We partnered with Qatar Rail to launch a public Wi-Fi service on the Doha Metro Red, Green and Gold Lines, providing passengers with internet access in all stations and onboard the trains.

EMPOWERED QATAR'S STUDENTS

We believe that education is one of the most important areas, which we need to support. Therefore, we built a special offer for our students where they could get 50GB of data and QAR 150 cash back support while buying Mobile Wi-Fi devices that are essential for proper Data connection.

SOCIAL WI-FI SOLUTION

In an effort to offer our customers innovative digital solutions, in 2020 we launched the Social Wi-Fi service to help hotels, restaurants, cafes, gyms, salons, and all businesses alike to transform their free guest Wi-Fi into a powerful tool to understand, engage, and offer a better experience to their customers.





GIGATV FOR BUSINESSES IN QATAR

GigaTV service has been made available for public viewing to enable hotels, restaurants, cafes, gyms, salons, and various businesses to offer a unique experience to their customers and visitors. The internet based GigaTV is now being offered for free for public viewing with any Vodafone Business Broadband subscription.

FIXED NUMBER PORTABILITY

As part of offering customers in Qatar flexibility to switch operators and still keep their existing fixed numbers, we launched Fixed Number Portability (FNP). FNP makes it easy for business customers to choose and benefit from Vodafone's wide range of tailored solutions, without disruption to their fixed-line service and business.

VODAFONE SHAREK PLANS

A new innovative concept that offers small and medium-sized enterprises (SMEs), for the first time, a way to design their own mobile plans and easily distribute benefits to their employees via the My Vodafone App whenever they want.

PARTNERSHIP WITH KAHRAMAA

We partnered with Qatar General Electricity & Water Corporation (KAHRAMAA) to digitalise Qatar's utilities industry, with smart meters powered by the Internet of Things (IoT) rolling out nationwide. A total of 600,000 smart meters will be installed to substitute manual readings.

POWERED NEW LOOP SCOOTERS WITH INTERNET OF THINGS

Vodafone Qatar is supporting an innovative new Qatari start-up, Loop Mobility, with the Internet of Things (IoT) to power its smart scooter sharing service. The Company tailor-made the IoT solution to fit Loop's requirements for rolling out hundreds of electric scooters in Doha that are available for use by anyone. Updated our Vodafone Web and App: In 2020, we sought to enhance our customers accessibility to our services. We implemented a new and improved interactive Vodafone Web and App to enhance the buying and using of Vodafone's products and services. This update aligned closely with U Plan a tailored plan catering to different segments of customers which offered a fully digital buy journey through the enhanced Vodafone app.

IMPLEMENTED POINT OF SERVICE MACHINES

We are committed to reducing our impact on the environment while constantly improving our customer experience is digitizing how our customers purchase recharge in the market. In less than a year we have rolled out around 600 digital payment machines, which empower retailers to enable the consumer to pay their bills & purchase recharge without having to use a paper-based service. This reduces paper/packaging and the associated negative climate impact, while at the same time offers a much-improved experience for both retailers and consumers.

Network Quality, Safety and Accessibility

The pandemic has left a tremendous impact on Qatar's various sectors – businesses, employees, and customers had to quickly adapt to changes as to how they run their business, work, and even receive services. The power and capacity of our digital connectivity solutions were tried and tested, keeping our customers connected throughout the crisis. Our technical and support teams ensured our essential communications services were available to customers so that they can stay connected when they most needed, in addition to giving them access to essential services – from healthcare providers to critical government services, pharmacies, grocery stores, and other vital locations.

Many businesses succeeded in conquering the

challenges imposed by the pandemic and seized the opportunity by upgrading their digital infrastructure and technologies they have in place, such as Unified Communications and collaborations (UCs), Virtual Private Networks (VPNs), and cloud capabilities, to enable remote working and studying.

Moreover, we supported our enterprise customers across all sectors ensuring they have the right digital technology at the right time. Vodafone's connectivity solutions enabled their employees to work safe and secure remotely by connecting to cloud apps via their respective office networks, while our cloud services and co-location services offer the level of security they need.

We have dedicated resources and efforts to enhance the appearance of our communication towers and integrate them well into their environments. In effect, we have beautified a total of 40 sites with:

32

palm trees



7

camouflage
monopole sites



1

clock tower



Economic Performance



2020 was an unprecedented year for all businesses, including Vodafone Qatar. All aspects of the business required proactive monitoring and strict financial discipline to ensure our key financial KPIs were well controlled. It was clear from the pandemic that the reliance on Vodafone and our services were crucial for keeping people connected through lockdowns, restrictions, and curbs on usual daily life. Our innovative technologies allowed our customers to remain connected with one another through affordable services. The pandemic opened up new markets and reaffirmed the need of our business, mission, and vision to enable people to interact digitally, simply, and effectively. The result of people's rapidly changing lives allowed the company to achieve a 3.7% year-on-year growth in revenue and 29% growth in net profits. These successes were achieved despite the declining overall telecom markets.

These results were no major surprise given our consistent growth over time. However, given the challenging market conditions, we had to undergo strict

cost control through a cost optimisation program and a careful assessment of CAPEX investments to drive our profitability growth. To aid this, we implemented a new enterprise resource planning (ERP) software with more automation and simplification, striving for enhanced digitalisation which allows for faster processing, greater business intelligence reporting, and more detailed insights. We are aiming to use data to our advantage to allow us to make timely and dynamic decisions and make processes more effective. One of the clearest examples of this was the enhancement of our procurement process which enabled us to expedite long-term contracts with strategic vendors such as Huawei.

We are extremely proud of the way we interact with our stakeholders and shareholders providing economic transparency. In 2020, Vodafone Qatar was awarded the "Best Investor Relations" in the Mid-Cap Company category, for the third year in a row, at the Qatar Stock Exchange's (QSE) 5th Annual Investor Relations Excellence Program Awards' Ceremony. The annual



event is designed to recognise Qatari-listed companies that have demonstrated best practices in Investor Relations. We were humbled to win this award and will continue to ensure our financial performance, resilience, and transparency through good governance continues into the future. We feel this award is a testament to our staff who work incredibly hard to create value.

As we approach 2021, the emergence from the pandemic continues to present opportunities and threats. The declining population in Qatar is a key

challenge we face but we are confident we can continue to offer competitive services to our customers. The opportunities we face align to our key priorities: to continue contributing to the National Vision 2030 and allow the country to become a digital economy including investing in world-class services like 5G and Internet of Things.

A detailed report of our financial highlights can be found in our 2020 Annual Report but a summary can be found below:

FY 2020 Financial Performance Highlights



Key Performance Indicator	Unit	2018	2019	2020
Direct Economic Value Generated				
Revenues	QAR million	2,101	2,125	2,200
Economic Value Distributed				
Operating costs	QAR million	1,517	1,416	1,392
EBITDA	QAR million	584	709	808
Dividend for the year	QAR million	211	211	211
Employee Salaries and Benefits paid	QAR million	236	227	228
Economic Value Retained				
Net profits	QAR million	118	144	185



03

Human Prosperity

We strive to create an open, diverse, and inclusive environment in which all employees feel equally valued and understand that ethical conduct is critical to our business success.

We are very clear about the behaviours we expect from everyone who works for Vodafone Qatar. These are defined by our global policies and set out in our Business Principles and Code of Conduct. They are also reinforced in The Digital Vodafone Way, the guidance we provide to all our employees on how they should behave in order to ensure Vodafone is admired and respected by our customers and by society as a whole. Speed, simplicity, and trust remain our three core principles.





Empowering Employees



Vodafone is committed to hiring, developing, and retaining talented employees with a focus on Qatari employees in support of the Qatar National Vision 2030. We have taken various initiatives to attract and retain talented employees including Qataris addressing various skill and position levels. Our Discover Program hopes to encourage new Qatari graduates who are hired through prestigious institutes as a permanent resource and then are rotated within cross-functional teams to gain overall exposure about our business and later absorbed in their landing role within a specific function in Vodafone Qatar. This works in conjunction with the hiring of interns and scholars from different universities to engage with young talent at an early stage. For talented and experienced employees, we seek to attract them through various competitive benefits and wage packages. In 2020 we introduced a competitive compensation structure to attract top talented Qatari nationals.

To attract and retain talented employees, we provide a comprehensive package of benefits, competitive wages, and a flexible and modern approach to working. These incentives include a long-term incentive program to retain top talent within the organization, performance assessments for all staff, and performance-linked pay and commissions schemes. Where possible we promote internal hiring and link this to a robust talent identification and development program to create a future talent pipeline.

To show our commitment to following international best practices for human resources the team has been formally certified to ISO 9001:2015 Quality Management Systems in 2020, one of only seven companies in the country to receive such status. The recognition affirms Vodafone Qatar's ability to provide a solid framework of core HR services that delivers optimum employee satisfaction that reflects on the customer through sustained service excellence and quality of services. An extensive audit conducted by the British Standards Institution (BSI) assessed all aspects of the Company's HR function against the international standard, including all procedures and policies, and notably concluded with zero non-conformances, observations, or recommendations for improvement. Vodafone Qatar is therefore considered one of the first companies to obtain the ISO certification for HR from the very first audit.

A key example of the measures we take to ensure the wellbeing of our employees could be seen at the start of COVID-19. Working from home became mandatory for Vodafone Qatar and every company in Qatar to make sure that all employees could continue their work with ease, we took some essential actions for our employees. All staff received Mobile WIFI Devices with Data Plans and frontline employees were provided with unlimited local calls and unlimited local data to ensure constant connectivity.

Total Workforce

Total number of employees*



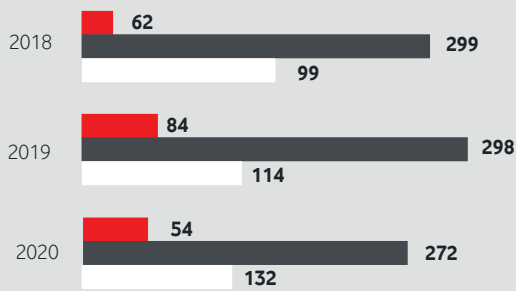
2018 2019 2020

* Excluding trainees, students, and outsourced staff



Full-time employees Part-time employees

Workforce by age



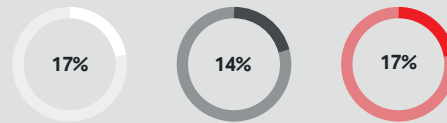
18-30 31-40 41+

Qataris in the workforce

Nationalization rate of senior management



Nationalization rate among total workforce



2018 2019 2020

Key Performance Indicator

2018

2019

2020

Workforce by age

	2018	2019	2020
Workforce by age 18-30	62	84	54
Workforce by age 31-50	299	298	272
Workforce by age 51+	99	114	132

Female employment

	2018	2019	2020
Number of female employees	108	110	98
Female employment rate	23%	22%	21%
Females in senior management	0	0	1

Employee turnover

	2018	2019	2020
Turnover rate (%)	22.4%	15.9%	18.6%
Total number of employees who left the organization	103	79	85

New Employees

	2018	2019	2020
Number of new employee hires	55	115	47

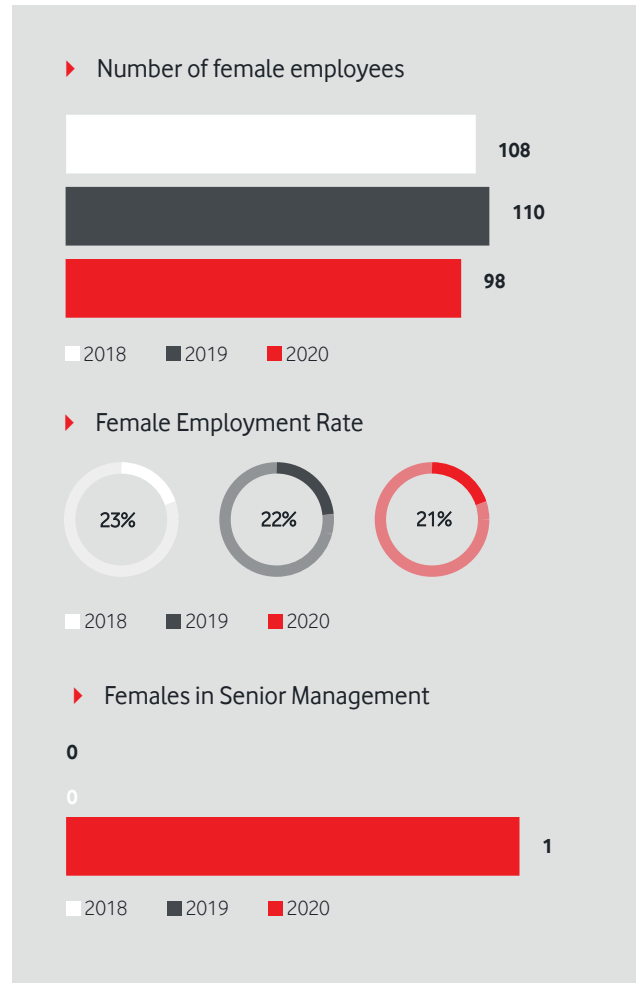
I Diversity and Inclusion

Diversity and inclusion support our innovation and growth potential. An open, inclusive, innovative, and creative culture can unlock hidden value for the business, enable our people to realize their full potential, and foster innovation and resilience.

In 2020, we continued our commitment to promoting inclusion and diversity throughout our business, ensuring fairness and equality regardless of gender, nationality, ethnic background, age, or identity. Particular focus was placed on female participation. Vodafone is an equal opportunities employer and we have historically encouraged females to participate in the Vodafone Qatar workforce. To increase female participation and ensure inclusion we have implemented a variety of initiatives and programs to empower our female employees. We offer all staff equal opportunities in growth and fair pay. We have also put in place various female first policies including comprehensive maternity cover, nursing hours for working mothers and flexible and remote working.

Having females in positions of leadership allows our business to be more inclusive and competitive. With this in mind, conscious efforts have been made to add talented women to the senior leadership team including the Customer Operations and Digital Director. To ensure that more women rise to the top levels of our company we coach, train, and develop talented Qatari female employees to take up bigger broader roles. Part of this comes from attracting fresh, new talent so we aim to hire more female Qatari graduates from top universities and continuously invest to train and retain the top talented female workforce.

Female Employment



I Non-Discrimination

Vodafone is an equal opportunity employer and we do not discriminate on caste, creed, religion, gender, nationality, age, sex, and our rich diversity mix of employees with different nationalities and experiences is the biggest testimony to this. We have a strict policy against all forms of discrimination and build this ethos into our HR and governance systems. As a result, we continued to have zero incidences of discrimination in 2020.

Incidents of discrimination



I Parental Leave

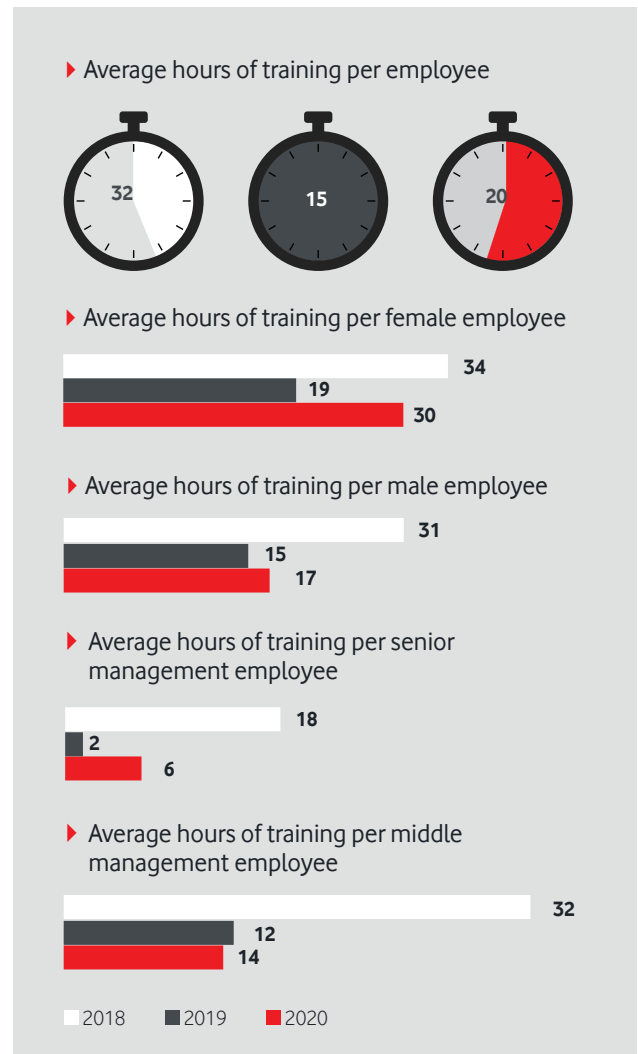
In 2020, we continued to support new parents with a range of benefits to support the balance between their home and work lives. This offers significantly better terms than existing legal requirements for our employees, including paid maternity leave for new mothers and adoptive parents as well as a return-to-work guarantee, flexible working opportunities, and support services for all parents whenever they need it. Many of our support mechanisms for new parents already go far beyond minimum guidelines, and local statutory requirements. In 2020, employees took parental leave and we maintained our retention rate of 100%.

I Training and development

We focus on the development of top talented employees, including Qatari employees, in collaboration with leading international universities like HEC Paris, INSEAD Business School. This forms a critical part of our employee training and development scheme which seeks to provide ongoing coaching and training for all staff, including Qatari nationals, to take critical and leadership roles within the organization or to enhance their ongoing development.

Throughout the year we ran several Public Training, Functional Training, and People Manager Training events with various vendors for Vodafone Qatar employees. We also have 4 E-learning platforms, LinkedIn Learning, Skillsoft, Vodafone University, and Edume, that are available to employees for their training and development. We are regularly sharing communications on e-learning on Internal Communication platforms to promote and increase employee training and development. Some of the most popular modules we conduct with staff include data analytics, emotional intelligence, software training, communication, conflict management, negotiating, managing stakeholders, project development, and much more. Throughout the years our training rates had been increasing across all indicators. The COVID-19 pandemic impacted the ability for us to train our employees in the standard format so many of the hours decreased. As we go into 2021, we are hoping to make up for this shortfall to improve training rates for all employees.

Training Hours

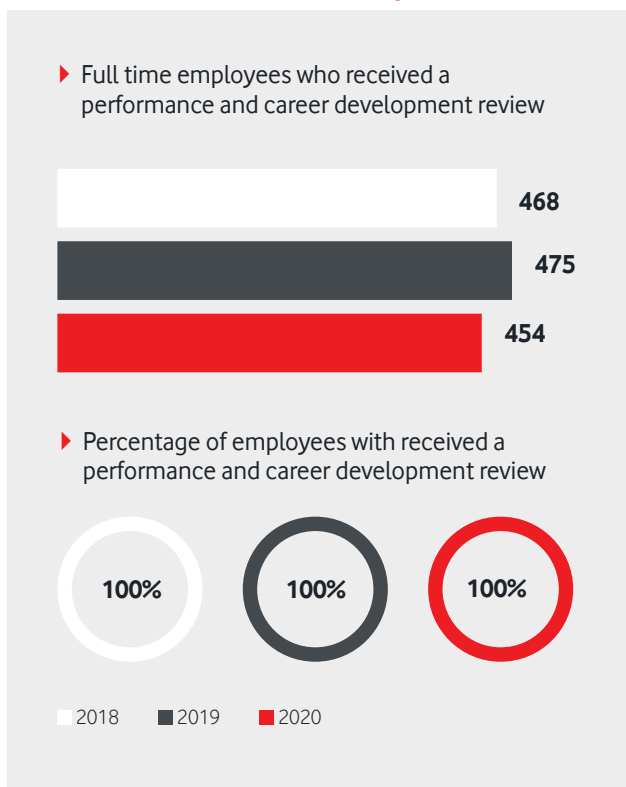


Employee satisfaction

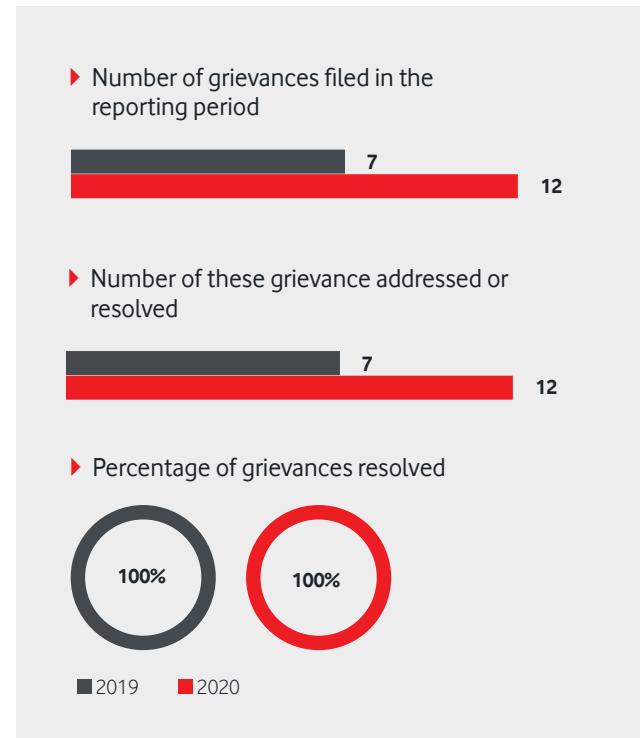
At Vodafone we want our employees to feel happy, healthy, and valued in the work that they do. We place high importance on employee satisfaction. To ensure this we have a robust performance assessment online cloud-based tool, by which employees are assessed on their KPIs and required behavioural competencies about an individual's role. In terms of weightage 70% is dependent on an individual's KPIs and 30% is based on the behavioural competencies required for the role. As part of the process, employees and line managers are encouraged to do quarterly check-ins, and a formal performance evaluation is conducted at the end of the financial year using the "forced distribution/relative ranking" methodology, and based on this process, employees are rated on a scale of 1 to 5.

We also encourage our employees to prepare an "Individual Development Plan" and subsequently discuss and review it with respective line managers. Vodafone has a reward philosophy of "pay for performance" by which high-performing employees, assessed through the performance evaluation process, are rewarded with higher bonuses (applied to non-sales roles). Additionally, we have very attractive "commission" and "incentive

Performance and Career Development Review



Grievances



schemes" for our retail and sales staff through which superior performance and behaviours are rewarded.

For employees who are dissatisfied or who wish to file a grievance, we have robust mechanisms in place for them to report. This mechanism is outlined in Vodafone's Grievance Policy, which outlines the process for raising a Grievance through the following steps: the first step is to discuss with the Line Manager; if the result is not satisfactory, the second step will be to raise the grievance with the head of Organisation Development & Total Rewards. The Employee Relations team will investigate/review the case and provide the outcome of the grievance to the employee. If an employee is not satisfied with the result, he/she can raise an appeal to the functional Executive. In 2020, 12 employees filed grievances, which were dealt with through our reporting systems.





I Human Rights

Vodafone policies are always designed to ensure compliance with local laws, and adopting the best practices from other entities, either locally or globally. We also leverage our association with the Vodafone Group to adopt best practices with all human rights policies. Our Group policies are all aligned with international standards and regulations regarding human rights and child labour, including the UN Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights, and the International Labour Organization (ILO) conventions. We continue to build our structures and policies in the most comprehensive format to ensure they are maintaining fundamental human rights.

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Employee Welfare and Safety



At Vodafone Qatar, we have a health and safety management system that operates in line with world class systems such as ISO and Occupational Health and Safety Assessment Series (OHSAS). The system covers a wide range of H&S related issues and activities that may take place under Vodafone either in office settings or on sites. We cover all activities, whether they are conducted by our employees, contractors, business partners or another third party.

Under our procedures, all activities are subject to risk assessment. For those activities identified as high, risk a separate permit to work (PTW) is issued, revised, and approved by Health & Safety officers. If an incident or near miss occurs a flash report is generated and a further investigation for root causes and gap analysis is conducted with recommendations for corrective action taken. Depending on the nature of the incident there may be penalties which for external contractors could result in the termination of their contract. During COVID-19 a brand-new scope was introduced to the procedures which are focused on COVID-19 measures and controls, including mitigation and infection scenarios.

The COVID-19 pandemic reminded us that high standards of employee health and safety are paramount. We took active measures from the outset of the pandemic to safeguard our employees and maintain their safety and wellbeing. The Health & Safety (H&S) department designed protocols in line with the World Health Organization (WHO) and Qatari state regulations to mitigate and control COVID-19 risks. These protocols included policies covering remote working, retail operations for safe delivery and sales, return to office plans, and procedures for having meetings. Vodafone was amongst one of the first few companies who opted to shift operations from office to working from home. This included the entire contact centre employees operating remotely and supporting our customers. During this period customers were encouraged to use our digital channels to get support and resolve their queries, the quality of service provided during this period was of high standard.

To ensure that COVID-19 health and safety messaging was clear and accessible to all, we put in place various measures to remind our customers and employees. We



placed tagline messages on our internal and external channels including the Vodafone Chatbot to reflect “Stay Home Stay Safe” messaging. In addition, we used an Interactive Voice Response (IVR) opening message to remind customers of social distancing, various health precautionary steps to stay safe, the contact number of COVID-19 centres, and placed a dedicated web page to thank COVID-19 frontline heroes and customers. Although heartfelt, simply placing messages was not enough so we provided customers the option of contactless delivery added to all delivery pages on our website and ensured that all delivery staff was provided with special training. Free delivery of SIMs was provided to all customers stuck in quarantine.

Adverse illnesses associated with teleworking and exposure to Electro-Magnetic Field (EMF) is a risk posed by certain employees at Vodafone. We are very careful and keen to protect all our employees, contractors, business partners and third parties from the risk of EMF. Most activities are conducted with passive elements or switched off active elements. In the often-rare case that working with active elements are required training and suitable EMF gauges are provided with clear instructions to stop work if thresholds are reached. These measures are covered extensively by our H&S procedures and are communicated to all relevant individuals through training and other procedures.

Our H&S measures are extensive and ensure that we

continue to maintain the highest standards of welfare. This is reflected in our 2020 results where we continued to have zero incidents in any format including zero injuries and zero fatalities.



Key Performance Indicator	Unit	2018	2019	2020
Employee fatalities	Number	0	0	0
Contractor fatalities	Number	0	0	0
Employee lost time injuries	Number	0	0	0
Contractor lost time injuries	Number	0	0	0
Employee total recordable injuries	Number	0	0	0
Contractor total recordable injuries	Number	0	0	0
Employee accident frequency rates	%	0	0	0
Contractor accident frequency rates	%	0	0	0
Employee lost-day rate	%	0	0	0
Contractor lost-day rate	%	0	0	0

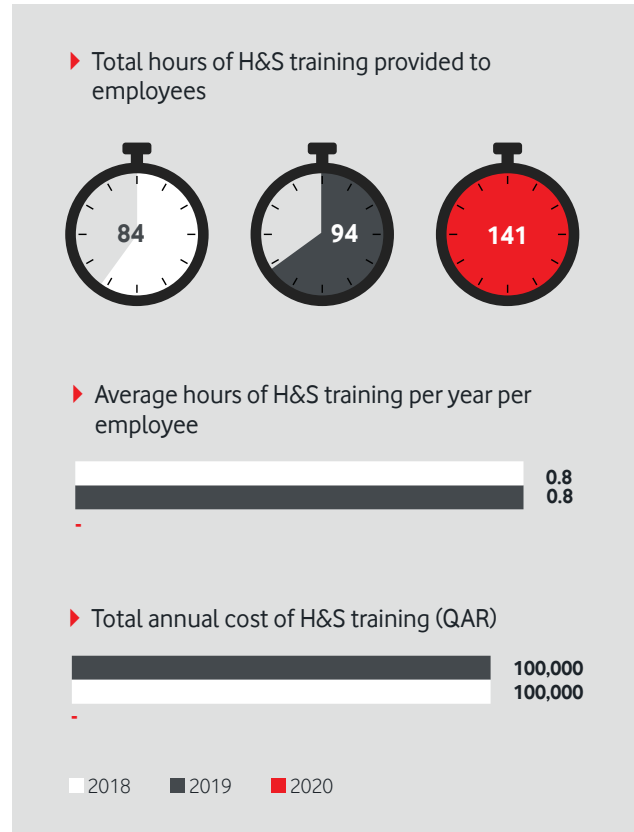
I Health and safety training

We have a comprehensive package of health and safety training that we provide to all relevant staff and stakeholders. Workers are trained for a variety of H&S courses including first aid and fire warden training, as well as specialised training such as defensive driving for those using company cars, and working at heights for those who work in network activities.

Due to the COVID-19 restrictions and our remote working policies, our usual training program reduced in 2020. We could not hold the usual training activities and seminars with our staff as a result of the restrictions but we hope to reinstate training activities in 2021 to make up for the shortfall.

Despite the reduction in training, our executive team took time to host the quarterly H&S Forum for the first time. This included members of the executive team who sponsored the review, staff, and key telecom vendors to present their H&S results for the second quarter of the year. The forum in 2020 was held via video conferencing with a focus on maintaining social distancing as a COVID-19 preventive measure. Among the achievements reported for the period was zero Lost Time Injuries (LTIs), a major milestone in safety performance. We initiated the participatory H&S Forum to work more closely with business partners in our wide network, especially those performing high-risk activities, to strengthen their awareness of local and international laws and regulations where necessary and ensure the highest levels of health and safety standards are enforced.

Training Hours



Workers are trained for a variety of H&S courses including first aid and fire warden training, as well as specialised training such as defensive driving for those using company cars, and working at heights for those who work in network activities.



Strengthening the Community



Our social investments align with our purpose in connecting the people in Qatar and help them lead a better future by building a digital society that enhances socioeconomic progress and adheres to Vodafone Qatar's leading social responsibility programme. For this reason, we take pride in our social investment initiatives that have benefited a wide segment of society. The initiatives follow our Corporate Social Responsibility (CSR) strategy which focuses on three main pillars,

Digital Life, Inclusion for All, and Protection of the Planet. In order to be supported, all Vodafone activities and operations must align with this strategy and our code of conduct. Where possible, we seek to leverage our skills in technology to maximise the benefits we can have on society and provide value through donations and sponsorships, the support for which is outlined in our formal policies.

Whenever we make community investments, we want to ensure that it is going to a positive cause. All investments are regulated through our Charitable Donations Policy and our External Affairs department, which ensures all our contributions are linked to using mobile communication technology for social welfare, environmental protection, or community support. Our Social Investments Committee assesses all requests based on transparent and objective evaluation criteria.

This year, the pandemic demonstrated the vital role that our connectivity services and products play in society. Usually, our approach to projects is based on our strategy and its three main pillars. However, due to the unprecedented year and pandemic, most projects in 2020 were selected based on the country's needs in response to the COVID-19 pandemic thus focusing heavily on the Inclusion for All pillar. Despite these changes, we maintained our commitment that all projects aligned to our code of conduct. Examples of our key projects in 2020 include building resilience, digital literacy, and easy donation programs. Overall, these programs amounted to over QAR 12 million in financial donations.

Key Performance Indicator	Unit	2018	2019	2020
Total value of community investments	QAR	1,142,602	4,655,326	12,279,764
Total amount invested in the community as a percentage of revenues	%	0.05	0.22	0.56
Total number of local community development programs based on local community needs	Number	2	4	11
Operations with significant actual or potential negative impacts on local communities	Number	0	0	0
Total number of employee volunteering hours	Number	0	588	0



Building Resilience amid COVID-19

From the onset of the pandemic, Vodafone Qatar was quick to respond to the unprecedented crisis and rally behind national initiatives, and ensure the most vulnerable communities received high-level support. In light of this, all data usage charges have been waived for the use of Ehteraz, Qatar's COVID-19 risk detector app. During the pandemic, Vodafone sent out more than four million health awareness messages to the country's national manpower and provided bundles of free data to facilitate the process of training for workers and employees to become health ambassadors in their communities. The training was supervised and implemented by the Ministry of Transport and Communications and the Ministry of Public Health. In response to Hamad Medical Corporations' (HMC) calls for blood donations, we held a successful blood drive at our headquarters with many volunteers lending a hand.

The adverse socio-economic impact resulting from the pandemic has impacted many and put vulnerable communities at greater risk, making the yearly activities during the holy month of Ramadan even more important. During Ramadan, we donated QR 140,000 to Qatar Charity's Food Baskets program that helped low-income families and labour workers unable to meet their daily nutritional needs. Similarly, Vodafone donated QR 100,000 to Qatar Red Crescent that went towards their Ramadan Iftar program. Education Above All Foundation also received a donation of QR 130,000 to ensure

children of low-income families have equal access to education. During Eid we focused on supporting young inpatients, providing toys to 200 children being cared for at Sidra Medicine, Qatar's specialist women and children's hospital.

Supporting the Deaf Community

Vodafone Qatar has reaffirmed its commitment to the deaf community in 2020. Our key event fell on the International Day of Sign Languages that is celebrated annually across the world on September 23rd as part of the International Week of the Deaf. All Vodafone Qatar's flagship stores are staffed with retail advisors able to communicate using sign language. Moreover, the Company offers specialist services and rates for customers with disabilities under its "Vodafone for All" programme. Customers holding a valid special needs card from the Qatar Society for Rehabilitation of Special Needs (QSRSN) are offered a 50% discount on all Vodafone's Unlimited 5G Post-paid Plans and a 10% discount on selected handsets equipped with accessibility features and applications. In 2019, the QSRSN delivered sign language training to Vodafone Qatar's retail advisors in which they were taught the basic foundations of sign language in addition to customer service skills and telecom-related signs. The advisors will also be receiving refresher training on a yearly basis to enhance their knowledge of this important communication tool for the deaf. We hope to continue this support into 2021 and beyond, increasing training and accessibility.





I Digital Literacy

AmanTECH, Vodafone Qatar's award-winning online safety program provides children, parents, and teachers with the tools they need to safely navigate the digital world. As the world moves into a 100% connected society, the need for training in online safety has never been more pressing. Accordingly, Vodafone Qatar remains dedicated to educating young people and others on the online risks to ensure that the internet and social media can continue to play a positive role in society. At the beginning of the year, we engaged more than 5,000 school children at the Tarsheed Carnival organised by KAHRAMAA. Through the AmanTECH Augmented Reality (AR) game, children learned about online safety through four interactive fun activities. The activities promoted user-friendly dos and don'ts and pointers on creating a strong password, preventing cyberbullying, identifying fake messages, and protecting personal information on the internet, and how to safely share photos and information on social media.

I Easy Donations

Launched in 2017, "Easy Donations" is a monthly recurring charitable donation service for Post-paid customers. Customers are able to select a monthly donation amount between QAR 100 and QAR 300 to go to one or both of the participating charity organizations, Qatar Charity and Qatar Red Crescent. The selected charity receives one hundred percent of the donated amount. No additional fees are applied to either the

customer or the charity organisation. In 2020, Easy Donations helped raise over QAR 135,000.

I Vodafone Qatar National Sports Day 2020

Vodafone used its role of being at the forefront of the digital era to engage the community on Qatar National Sports Day 2020 on February 11th, in a host of digital sports activities that showcased ways technology and sports are being blended to revolutionise how people can exercise and play sports. As the Platinum Sponsor of Qatar Foundation's National Sports Day event, for the third year in a row, Vodafone attracted thousands of people to its smart sports city located in Qatar Foundation's Ceremonial Court.

Vodafone teamed up with OX Fitness, one of the leading gyms in Qatar, to offer the country's first Virtual Reality (VR) workout. The VR boxing workout gave OX Fitness members the chance to experience what the future of sports will look like. Another highlight was the Augmented Reality (AR) Dodge Ball game, the first-ever physical eSport that utilises AR and VR. Both these activities were powered by Vodafone's GigaNet network, with its extremely fast speeds and ultra-low latency, which eliminate the lag often experienced in gaming with current technologies. To make the day even more exciting for its employees, Vodafone ran an internal tournament to crown a winning team the AR dodgeball game champion.



I Supporting Education

In 2020, Vodafone Qatar announced a new partnership with Education Above All (EAA) to support the Foundation's ongoing efforts to provide quality and relevant access to education for out-of-school children and youth through its programme Together "Sawiyah". Under the agreement, we will provide pupils of the local Assalam Schools with telecommunication services and products to access the latest online learning tools to continue their schoolwork outside the classroom and move forward with their studies.

This continues Vodafone Qatar's pursuit of educational support. We have continued our partnership with Dreama Orphan Care Centre and Protection Social Rehabilitation Centre (AMAN). During the pandemic, we aimed to support their students' remote learning using 5G technology, amidst the COVID-19 pandemic that forced all students in Qatar to continue their education virtually. In addition to the centres being equipped with high-speed internet powered by its GigaNet 5G

During the pandemic, we aimed to support their students' remote learning using 5G technology, amidst the COVID-19 pandemic that forced all students in Qatar to continue their education virtually.

network, we provided the students with laptops and tablets. Having access to a 5G-supported online learning environment was especially beneficial for Dreama and AMAN teachers and students to use capabilities such as video-calling as part of their lesson plans to engage with one another in real-time. 5G's incredible speeds allow for a superior web browsing experience and faster downloads/uploads when sharing





Corporate Governance, Ethics, and Integrity

Strong corporate governance has been instilled in Vodafone Qatar from our Group. We are committed to upholding the expectations of our shareholders, employees, suppliers, partners, and customers by delivering solid corporate governance, particularly during these times of hardship presented by the pandemic, to enable long-term value creation for all our stakeholders.

I Board of Directors

The Board is responsible for approving the overall business strategy of Vodafone Qatar and for ensuring that a high standard of governance is adhered to throughout the business. The Board:

- a. Has ultimate responsibility for the management, direction, and performance of Vodafone Qatar;
- b. Is required to exercise sound and objective judgement on all corporate matters independent from executive management;
- c. Is accountable to shareholders for the proper conduct of business; and
- d. Is responsible for ensuring the effectiveness of, and the reporting on, the Company's system of corporate governance.

Sustainability issues are not reviewed regularly at the board level. However, the board regularly reviews the governance issues.

Vodafone Qatar's Board Charter (which complies with Article (8) of the Qatar Financial Markets Authority (QFMA) Corporate Governance Code) provides more details of the Board's duties, functions, and responsibilities, as well as the obligations of individual Board members, is available online (www.vodafone.qa).

BOARD COMPOSITION

The Company's Board of Directors was elected by the Annual General Assembly (AGA) of shareholders held on 4 March 2019 for a maximum term of three (3) years commencing from the date of the AGA. The current Board of Directors as of 31 December 2020 comprises seven (7) members. At the start of 2018, the Board of Directors was composed of nine (9) members.

BOARD GOVERNANCE

Vodafone Qatar's executive management keeps the Board Members fully informed and apprised of all relevant requirements, rules and regulations relating to general corporate governance through continuous updates provided to the Board Members during the Board meetings and Audit Committee meetings. It should be noted that the majority of the Company's Board members are widely known personalities in the region, in addition to their current positions and previous experience as Board Members in other listed companies.

An annual self-assessment exercise for the performance of the Board and its Sub-Committees is conducted in accordance with a specific evaluation questionnaire set by the Board. The self-assessment exercise takes into consideration the key components of the Board's composition and responsibilities, including the Board structure, access to and presentation of information, dynamics and Board member contributions, key responsibilities, relationship with Executive Management and the performance of its Sub-Committees.

The Nomination Committee review the outcome of the Board's self-assessment and submit a report to the Board evaluating the overall performance of the Board and its Sub-Committees for the last financial year in accordance with the requirements of the QFMA Corporate Governance Code.

Board of Directors

H.E. Mr. Abdulla Bin Nasser Al Misnad

Chairman of the Board of Directors
Non-Executive and Independent



H.E. Mr. Akbar Al Baker

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



Mr. Rashid Fahad Al-Naimi

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



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

Board Member
Non-Executive and Independent



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

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



Mr. Nasser Jaralla Al-Marri

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



Mr. Nasser Hassan Al-Naimi

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



The Executive Team

Sheikh Hamad Bin Abdullah Al-Thani
Chief Executive Officer (CEO)

Khames Al-Naimi
Chief Human Resources Officer
(CHRO)

Diego Camberos
Chief Operating Officer (COO)

Ramy Boctor
Chief Technology Officer (CTO)

Brett Ghoschen
Chief Financial Officer (CFO)

Key Performance Indicator	Unit	2018	2019	2020
Chairman's level of independence	%	100	100	100
Male members of the Board of Directors	Number	7	7	7
Percentage of Board seats occupied by women	%	0	0	0

REMUNERATION

In compliance with the requirements of Law No. (11) of 2015, the "Promulgating the Commercial Companies Law" (the "Commercial Companies Law"), and the QFMA Corporate Governance Code, which maintain that Board remuneration shall not exceed 5% of the Company's net profit after deductions to the legal reserve, and payment of dividends to the shareholders of not owning less than 5% of the paid up capital, the shareholders of the Company approved the Board recommendation on the payment of remuneration to the Board members in recognition of their achievements during the financial year ended on December 31st, 2020.

The total remuneration proposed to the Board for the financial year ended on December 31st, 2020 is referred to in the Company's financial statements at that date, which are included in the financial statements section

of the Company's Annual Report. Executive and staff bonuses are based on the Company's performance against agreed targets related to Revenue, Net Profit, Operating Cash flow and Net Promoter Score. The bonuses and remuneration are calculated based on skill level, experience, and job level and is also based on employee performance.

BOARD MEETINGS

Article 36 of Vodafone Qatar's Articles of Association requires the Board of Directors to meet at least six (6) times per year and that no more than three (3) months shall go by without the Board holding a meeting. This is in line with the requirement set out under Article (14) of the QFMA Corporate Governance Code. Vodafone Qatar held a total of six (6) meetings during the financial year ended on December 31st, 2020.



VOTING

Vodafone Qatar seeks to maintain the rights of shareholders and ensure fairness and transparency. Shareholders have all the rights conferred upon them by related laws and regulations, including the QFMA Corporate Governance Code, the Ministry of Commerce and Industry (MoCI) law, and the Company's Articles of Association. Furthermore, the Board ensures that shareholders' rights are respected in a fair and equitable manner. To this end we have outlined the following key rules to ensure fairness and transparency is maintained:

- ▶ Every shareholder has the right to attend the General Assembly as principal or as a proxy.
- ▶ Every shareholder has a number of votes equal to the number of his/her shares.
- ▶ Resolutions are passed by an absolute majority of the shares represented at the Assembly.
- ▶ Minors and interdicted persons are represented by their legal representatives.
- ▶ Voting takes place by secret ballot if the decision is related to electing, dismissing, or filing a liability action against Board members or if the Chairman or a number of shareholders representing at least one-tenth of the votes attending the meeting requires the same.
- ▶ If the meeting takes place virtually, shareholders can vote through online services.

INTERNAL CONTROL PROCESSES

The Board assumes overall responsibility for internal risk management and control processes. Based on the management's assessment of the design, implementation, and operating effectiveness of internal controls relating to financial reporting, no material weaknesses were identified by the Company during the financial year ended on December 31st, 2020. In addition, Vodafone Qatar's External Auditors carried out a reasonable assurance engagement over The Board of Directors' Report on the evaluation of Design, Implementation and Operating Effectiveness of Internal Control over Financial Reporting (the "Directors' ICFR Report") as of December 31st, 2020 to ensure compliance with Article 24 of the QFMA Corporate Governance Code. The report from the External Auditors expresses a reasonable assurance opinion on the fairness of the presentation of the Directors' ICFR Report forming part of the Corporate Governance report based on the criteria established in the COSO Framework, including its conclusion on the effectiveness of design, implementation, and operating effectiveness of Internal Control over Financial Reporting as of December 31st, 2020. The report from the External Auditors and the Directors' ICFR Report are included at the end of the Corporate Governance report for the year ended December 31st, 2020.

I Business Continuity Management

Vodafone Qatar has an established business resilience framework that addresses and mitigates the risk of the business being unable to resume its operational activities within a reasonable time following the occurrence of any events leading to business interruption. We have established a dedicated Business Continuity Management (BCM) Steering Committee comprising of Executive Committee Members who meet on a bi-annual basis to review the BCM Program implementation, maintenance, and improvement.

The Business Continuity, Crisis Management, Technology Resilience, and Site Emergency Response Plans set out the requirements to protect the Company against the impact of emergencies and disruptions to critical business operations through effective and timely response (within predetermined timeframes) to an emergency or crisis.

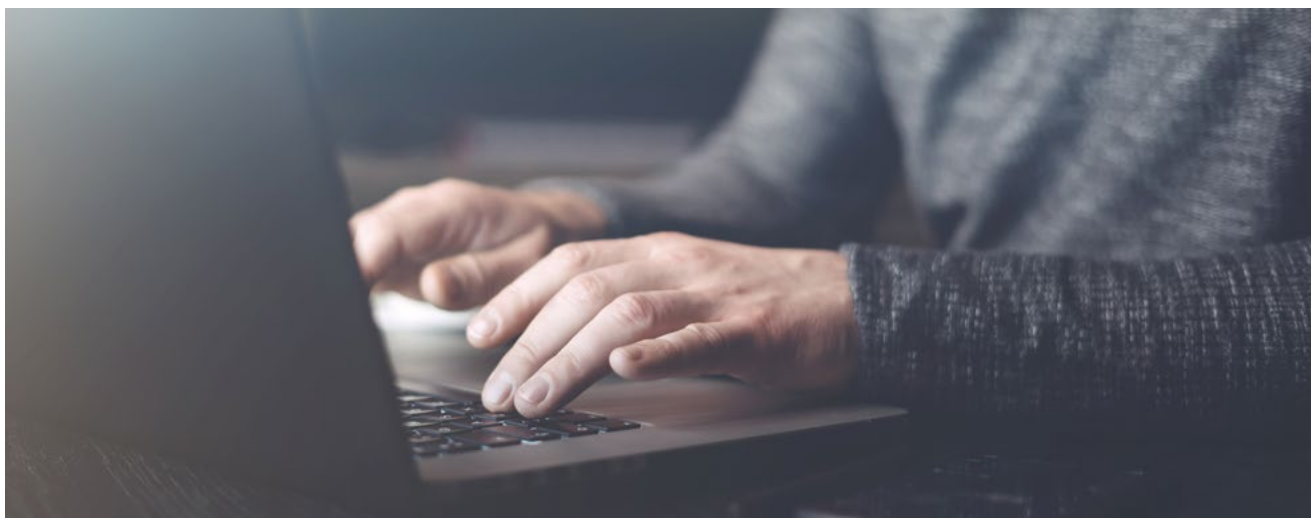
The advent of the COVID-19 pandemic highlighted the critical role played by Business Continuity planning in the overall management of Vodafone Qatar's business affairs. As the aftermath of the pandemic began to be clear, the Crisis Management Team (CMT) swiftly decided to deploy a Work from Home strategy to minimize losses and optimize revenue. Our Business Continuity plan focused on maintaining to serve customers through routine cleaning and sanitization in stores and ensuring all staff adhere to health protocols in stores as well as at the office. The efficacy of Vodafone Qatar's BCM and Business Continuity Plan was especially evident when the company maintained its ISO 22301 Certification after being remotely audited by the British Standards Institution. Vodafone Qatar was able to achieve its goals and exemplify an efficient, effective, and proficient "Digital Way" of handling business.

I Compliance

Vodafone Qatar has implemented a dedicated and robust compliance programme in accordance with international best practice. As part of the compliance programme, Vodafone Qatar applies and monitors specific compliance policies and controls across all high-risk activities, including economic sanctions



and trade controls, network and information security and resilience and anti-bribery. The compliance programme is designed to ensure that all material financial and business risks for the Company are identified and managed appropriately. Vodafone Qatar's management is responsible for ensuring the existence and effectiveness of our internal control environment in order to achieve and maintain compliance with all governance policies. This is monitored by the Vodafone Qatar Compliance and Internal Audit teams on an ongoing basis. Internal Audit also provides independent assurance over the internal control system and reports significant issues to the Audit Committee in relation to the risk based yearly audit plan. Vodafone Qatar has not been subject to any sanctions or financial penalties imposed by the QFMA in 2020 for non-compliance with any provisions of the QFMA laws and relevant legislations including the QMFA Corporate Governance Code.



I Risk Management

Vodafone Qatar operates a comprehensive ongoing risk management and assessment programme within the business. The primary objectives are to balance the risks the business takes with potential reward, support the achievement of corporate strategy, and anticipate any future threats. We believe a vigilant and robust approach to risk management enables informed decision making, provides senior management with appropriate visibility of relevant business risks, defines the level of risk we are willing to take and facilitates risk-based assurance activity. On an annual basis, the risk management function reports to the Audit Committee on the top 10 enterprise risks that we believe would have the greatest impact on our strategic objectives, operating model, viability, or reputation. These risks, plus relevant mitigating actions, are catalogued and tracked in the our 'Risk Register' and are then subject to additional reporting, oversight, and assurance on an ongoing basis.

I Audits

Vodafone Qatar's Internal Audit Department provides objective and independent assurance over critical business processes and projects. The Internal Audit Department reviews business and technology processes to identify the risks, review the controls, make recommendations, and track management action plans until completion to enable better management of the business by identifying those aspects of the business that could be controlled more effectively. The Internal Audit team has the independence and responsibility

to report objectively on any function without being constrained by line management through reporting to the Audit Committee functionally and to the CEO administratively. The Internal Audit team monitors and supports key governance structures and activities to ensure ongoing effectiveness. The team also identifies and promotes good business practices and reviews the Company's financial and accounting policies and processes to evaluate and assess any relevant risks in that context. The Internal Audit Department provides reports to the Audit Committee in every meeting which includes, but is not limited to, compliance with internal control and risk management, fraud incidents, and risks faced, along with actions taken.

I Conflicts of Interest and Related Party Transactions

Vodafone Qatar has established a Conflict of Interests Policy that forms part of our Governance Policy framework and Code of Conduct. The purpose of this policy is to promote and maintain transparency and proper management of any potential conflicts of interest relating to employees and their personal interests outside of Vodafone Qatar. The application of this policy is in accordance with international best practice and serves to protect the interests of both the Company and its employees from any impropriety.

The Vodafone Executive Management Team and all staff in positions of key responsibility or influence are



required to declare any potential conflicts and to obtain formal approval prior to entering into any business-related arrangements that may give rise to a conflict. Where relevant, protective measures are put in place to ensure no conflict arises and any associated risk is properly mitigated. It is the responsibility of each Vodafone Qatar employee to notify their line manager and the Rewards and Services team of any changes in personal circumstances that may give rise to a conflict of interest. Any failure by an employee to follow the above process is treated as a violation of policy. Vodafone Qatar did not enter into any major transactions with Related Parties (as defined in the QFMA Governance Code) during the financial year ended on December 31st, 2020.

I Anti-Bribery

As noted in the 'Compliance Programme' section of this report set out above, Vodafone Qatar operates within an established and comprehensive framework that is in accordance with global best practice and designed specifically to manage a number of areas of compliance and business risk. This framework covers areas such as customer and data privacy, network and information security and resilience, and anti-bribery. As part of the anti-bribery programme, specific actions and measures are taken to actively manage identified sources of risk.

Measures taken include:

- ▶ Mandatory training for all staff in key positions of responsibility or influence.
- ▶ Creating and maintaining an official register in which all employees are required to record all corporate gifts or hospitality whether given or received.

Breaches of this policy are treated as a serious disciplinary offence.

I Insider Trading

Vodafone Qatar has in place a policy summarising share trading guidelines and specifically, the insider trading rules and regulations applicable in Qatar. This policy, together with relevant share trading black-out dates, is communicated to the Vodafone Qatar Board, Executive Management Team, and all employees prior to the commencement of each trading black-out period. Vodafone Qatar has provided the QSE, the QFMA, and the QCSD with a list of Insiders within the Company – the list of Insiders is continuously reviewed and updated as necessary. In addition, Vodafone Qatar monitors the direct trading activities related to the Company's shares by its Directors and Executive Management Team.





04

Safeguarding the Planet

There is clear evidence that global temperatures are rising rapidly, with the last four years being the four hottest on record, and that man-made greenhouse gas (GHG) emissions are having a direct impact on climate. We support the view that urgent action is needed to address climate change and have begun to implement measures into our business practices around greenhouse gas emissions, energy, resources, and waste.



Climate Change Mitigation

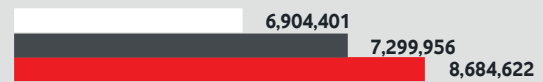


Climate change is one of the biggest challenges the world faces and a material long-term issue. In particular, the climate impact of the direct carbon emissions from our operations, such as the electricity used to power our data centres as well energy used to power our sites, is of great significance to us and our stakeholders. Our business will be increasingly affected in the years ahead by social, regulatory, and economic developments that are related to carbon emissions, which will present us with challenges as well as opportunities.

As we continue to enhance and improve our telecommunication services (e.g. upgrading existing sites to 5G) and especially expand our network, the number of new sites and therewith our energy consumption and GHG emissions increased over the past years. In response, we are steadily converting sites to commercial power to avoid direct fuel consumption which implies higher carbon dioxide (CO₂) emissions. Over the past three years 126 of our sites were converted to commercial power and an additional 181 sites were converted to a hybrid fuel consumption model. Compared to normal sites, the average fuel consumption decreased by 40%, thereby positively contributing to reducing our climate impact. Besides, we embarked on multiple energy efficiency initiatives like installing Power Cubes that are considered as a green energy solution that stores lost power. Compared to 2019, we almost doubled our of energy savings in GJ. Going forward, our aim is to switch to renewable energy providers to allow us to work towards a net-zero future.

Energy Consumption

▶ Direct energy use from fuel (diesel) (litres)



▶ Indirect energy use from fuel (electricity) (kWh)



2018 2019 2020

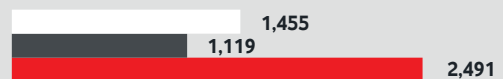
▶ GHG Emissions (t CO₂eq)

Year	Scope 1 ¹	Scope 2	Scope 1 & 2
2018	18,228	11,833	30,061
2019	19,272	12,316	31,588
2020	22,927	13,481	36,409

2018 2019 2020

■ Scope 1¹ ■ Scope 2 ■ Scope 1 & 2

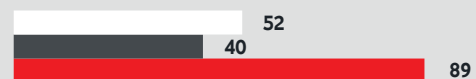
▶ Reductions in energy consumption achieved as a direct result of conservation and efficiency GJ



▶ Sites converted to commercial power



▶ Sites converted to hybrid model



2018 2019 2020

¹Based on diesel consumption only

Resource and Waste Management

To mitigate environmental risks, we established and maintain dedicated management systems. The majority of our facilities have environmental management systems (EMS) that look towards industry best practices and internationally recognized standards. It is important to us that we use natural resources efficiently and responsibly. It affects not only our operating efficiency, cost margins, market position, and the public perception of us but also the communities near our assets.

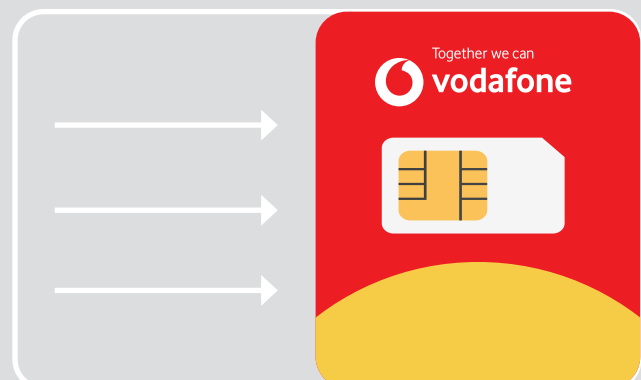
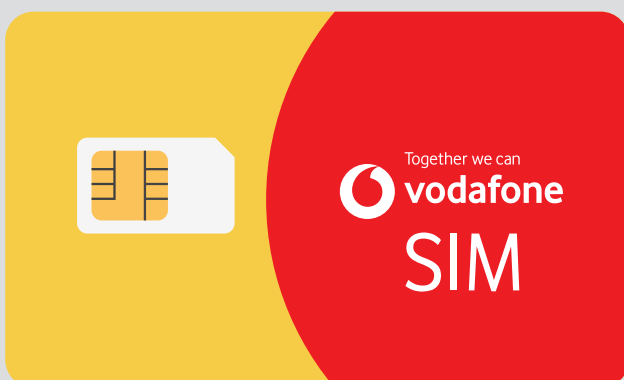
We are also shrinking our environmental footprint by

avoiding waste or reusing it. Waste results from our operations and our projects. We strive to operate as efficiently as possible by reducing consumption and waste. We are consistently on the lookout to embark on cost optimization initiatives that are aligned with our business objectives. A different area of focus was in the scrap materials we use. We worked hard to scrap most of the obsolete technologies with a registered scrapping company that recycles most of the materials. The expected recycle percentages from each scrap batch range from 40-65%.

Key Performance Indicator	Unit	2018	2019	2020
Yearly technology scrap	m ³	1,423	480	1,208
Percentage of recyclable materials	%	65	40	55

Full-size sim card to half-size sim card

This year, we redesigned our Vodafone SIM cards to be half of the original size. In this manner, we reduced costs by 8% and halved the carbon emissions. We have also revised our operations to be more flexible and efficient by reducing packaging material, freight, logistics and warehousing costs.



Responsibility in the Value Chain

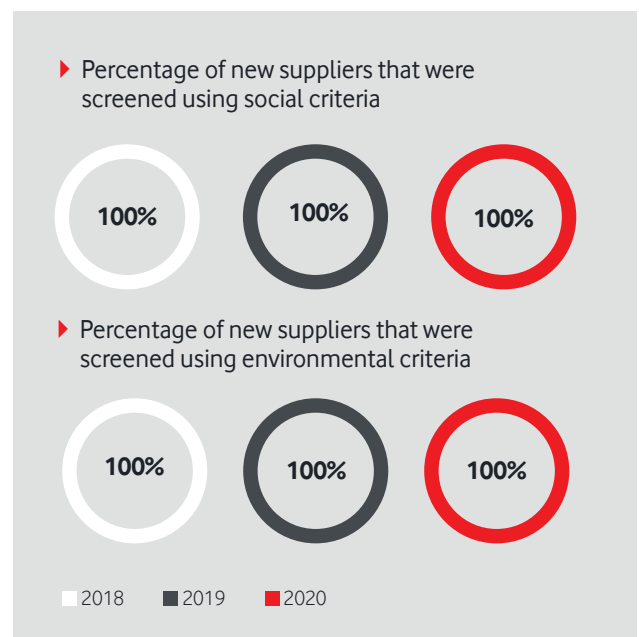


Our business relies on complex and multilayer global supply chain. For example, our direct suppliers often have many suppliers of their own, who in turn rely on a large number of suppliers, and this dependency continues through several tiers. Intermediaries such as distributors and wholesalers are also involved at various points in our chains. We work to ensure integrity in our supply chain by managing many different legal, social, ethical, and environmental risks. We also encourage those who work with us, directly or indirectly, to adopt sustainable business practices.

Safety in our supply chain is also critically important. Vodafone has comprehensive measures in place in our own businesses designed to make sure everyone who works for us goes home safely. We reinforce this across our supply chain.

Suppliers have an annual requalification based on their performance and assessment from supply chain management (SCM) and End-User. This requalification will be done using a Supplier scorecard to help facilitate monitoring and evaluating the performance of suppliers for key categories of goods or services, annually. All our suppliers are screened for social and environmental

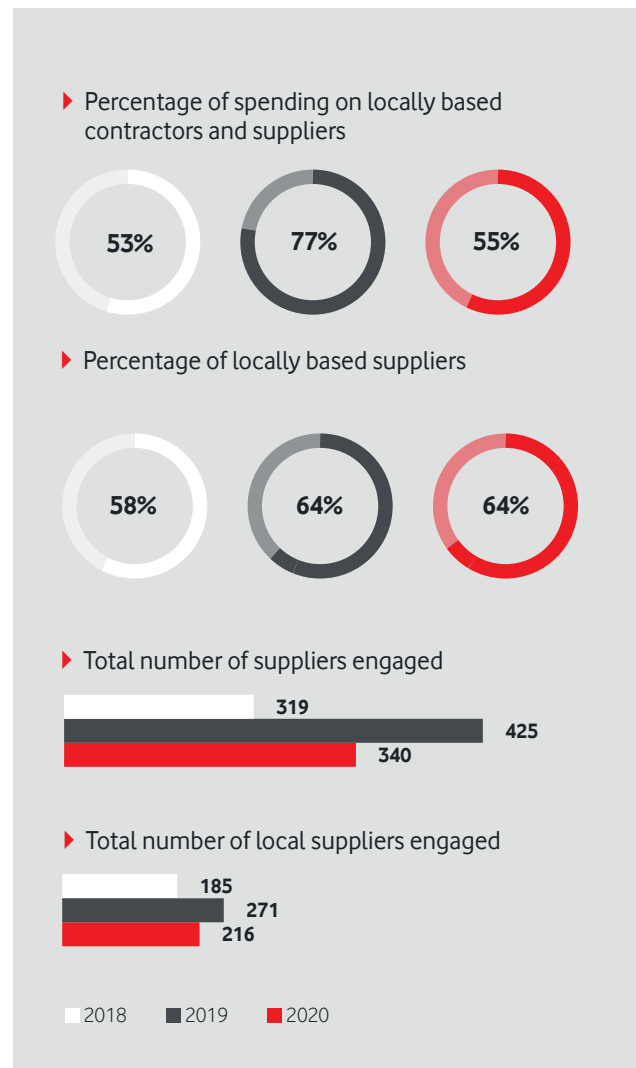
criteria to ensure their compliance. This has remained at 100% over the last few years as we annually conduct a requalification based on performance and related assessments. The qualifications are carried out through a Supplier scorecard that facilitates monitoring and reporting supplier performance for key categories of goods and services.



I Local Suppliers

We foster relationships with local suppliers that we work closely with, particularly those involved in service-related procurement, such as merchandising or field operations. Our support for these local businesses has a positive impact on communities through the provision of employment in our local operating countries. Monitoring our suppliers' compliance with our rules can be challenging because of the complexity of our supply chain, which includes many businesses in different locations and at different tiers or levels. Therefore, the level of influence we can exert over businesses in our supply chain varies significantly.

Working with local suppliers contributes to the local economies in which we work, providing jobs and economic development in communities that need support. This forms part of our procurement and wider business strategy as it helps to support and contribute to the Qatar Vision 2030. In 2020 we engaged 216 local suppliers which made up 64% of all suppliers.





Appendix A:

GRI content index

Statement of use	Vodafone Qatar has reported the information cited in this GRI content index for the period 1st January 2020 to 31st December 2020 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION AND/OR DIRECT ANSWER
GRI 102: General Disclosures 2016	2-1 Organizational details	6
	2-2 Entities included in the organization's sustainability reporting	3
	2-3 Reporting period, frequency and contact point	3
	2-4 Restatements of information	No restatements have been made.
	2-5 External assurance	Not assured.
	2-6 Activities, value chain and other business relationships	6, 49, 50
	2-7 Employees	27
	2-9 Governance structure and composition	39-41
	2-10 Nomination and selection of the highest governance body	39
	2-11 Chair of the highest governance body	39
	2-12 Role of the highest governance body in overseeing the management of impacts	8
	2-13 Delegation of responsibility for managing impacts	8
	2-14 Role of the highest governance body in sustainability reporting	8
	2-15 Conflicts of interest	44
	2-20 Process to determine remuneration	41
	2-22 Statement on sustainable development strategy	4, 5
	2-25 Processes to remediate negative impacts	30
	2-26 Mechanisms for seeking advice and raising concerns	30
	2-28 Membership associations	6
	2-29 Approach to stakeholder engagement	10
	2-30 Collective bargaining agreements	Collective bargaining agreements are illegal in Qatar.
GRI 3: Material Topics 2021	3-1 Process to determine material topics	11
	3-2 List of material topics	11
	3-3 Management of material topics	11
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	24



GRI STANDARD	DISCLOSURE	LOCATION AND/OR DIRECT ANSWER
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	27
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	49
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	45
GRI 302: Energy 2016	302-1 Energy consumption within the organization	47
	302-4 Reduction of energy consumption	47
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	47
	305-2 Direct (Scope 2) GHG emissions	47
GRI 306: Waste 2020	306-3 Waste generated	48
	306-4 Waste diverted from disposal	48
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	49
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	27, 28
	401-3 Parental leave	29
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	32
	403-2 Hazard identification, risk assessment, and incident investigation	32
	403-3 Occupational health services	32, 33
	403-4 Worker participation, consultation, and communication on occupational health and safety	32
	403-5 Worker training on occupational health and safety	34
	403-9 Work-related injuries	33
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	29
	404-2 Programs for upgrading employee skills and transition assistance programs	29
	404-3 Percentage of employees receiving regular performance and career development reviews	30
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	28
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	29
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	35-38
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria"	49
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	18



Together we can

vodafone