





2021 SUSTAINABILITY REPORT



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About This Report

This 2021 report is Vodafone Qatar's second Sustainability Report. It sheds light on Vodafone Qatar's activities and environment, social, and governance (ESG) performance throughout the year.

REPORTING PERIOD

The report covers the calendar year from 1 January 2021 to 31 December 2021, 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 from 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:

sustainability@vodafone.qa

Cautionary Message

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

A Message from Our CEO



I am pleased to introduce Vodafone Qatar's 2021 Sustainability Report, which covers our performance and activities during a year in which we witnessed the world continue to adapt to and navigate the impact of the COVID-19 pandemic, amongst other notable challenges including economic uncertainty and the climate crisis. These all required significant collaboration between individuals, communities, businesses and entire nations, and at Vodafone we are proud to have been part of these efforts in Qatar, all for the customers that we serve on a daily basis.

A particular highlight for us in 2021, was the launch of our new brand positioning – “Together We Can” – which centres on the idea that we, as a global community, can combine the power of technology with the human spirit, to overcome such challenges and turn them into opportunities. This vision now underpins our strategy to play an even bigger role in an increasingly digital world we all live in, through our journey to become an active player and leader in the wider technology industry.

Practical ways in which we are living our vision include investing in our core infrastructure, such as our wireless and fibre networks, as well as in cutting-edge technologies including the Internet of Things (IoT) and automated services, which enable our customers and communities to digitally transform their work and home lives. To do this, our strong strategic partnerships with entities and stakeholders from various sectors continue to be crucial to driving tangible change.

When it comes to sustainability in particular which, along with sports and innovation, form our three corporate pillars that serve as our north star, we are working within a forward-looking and proactive national context, as Qatar hosts the World Cup 2022 – billed as the most sustainable tournament

in its history. As one of the first countries to ratify the United Nations Framework Convention on Climate Change (UNFCCC) in 1996, Qatar has a long-standing commitment to addressing global environmental challenges.

As noted by H.H. the Amir himself this year, “The State of Qatar has placed climate change at the forefront of its priorities, and it continues to take the necessary measures to develop climate change-related technologies and clean energy.” Our efforts at Vodafone Qatar mirror this national drive, which guides us to deliver success for not only our customers, team and shareholders, but also for the nation as a whole.

Embedding sustainability

We believe it is important to preserve the planet for future generations, and so we have embedded sustainability into everything we do as a business. Through our sustainability strategy, we focus on environment, social, and governance (ESG) issues that are important to our stakeholders and to us. We recognise and embrace our responsibility as a digital innovator to support key ESG issues through the development and deployment of new technologies. Throughout the pages of this report, you can read about some of the many ESG initiatives we implemented in 2021.

We continue to actively engage with our stakeholders and have aligned most of our report with several industry-leading, global sustainability standards frameworks, including the UN Sustainable Development Goals (SDGs) and the Global Reporting Initiative (GRI). We also align our business and sustainability goals with the Qatar National Vision 2030 and with several International Standards Organization (ISO) certifications.

Although 2021 was a difficult year for most businesses, it reaffirmed that our commitment to sustainability is integral



to our performance. We believe that our focus on ESG has positioned us well to address pressing sustainability challenges and benefit from related opportunities for our business. We understand that to be successful over the long-term, we must deliver value not only for our customers and shareholders but for our employees, suppliers, and the wider community.

Together, We Can

Our customers will continue to be at the heart of everything we do, and our strategy is to ensure that our products and services can satisfy the evolving needs and preferences of the millions of existing and potential customers who are all looking for next-generation digital experiences.

We remain humbled and proud of the trust our customers place in us and, by investing in innovation and talent, we will continue to transform our business to provide innovation-led products and services which we believe will shape the future. A key element to this is developing our youth, as they identify their aspirations and hone their skills, to become the next generation of leaders. It will be today's young people who will develop and grow the technology sector, and therefore our national economy.

We continue to focus on helping Qatari youth learn the fundamentals of business and our industry; adopt new methods of thinking; and develop their technical capabilities via internal training programmes and professional communications management training courses. This is all

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part of our commitment to support the Qatar National Vision 2030 in its goal to create an economy built on sustainable knowledge.

And for businesses, we continue to offer new, state-of-the-art solutions that make them more run more efficiently, and contribute to the digital transformation movement in Qatar. In 2021, we added new innovations to our portfolio, including Push-to-Talk Plus that provides access to instant voice and video calls among team members, regardless of location; IoT Fleet Management solutions that allow companies to manage fleets and drivers more effectively; and Software-Defined Networking for optimum data traffic management.

Our technologies provide companies with greater operational capacity, superior scenario predictions, and effective and cost-efficient connectivity that can support digital transformation efforts and increase the ability of companies to respond to changes in customer and market demand.

Looking ahead

We know that sustainability is integral to the long-term success of Vodafone Qatar, but it is also vital in a wider context. Our goal is to achieve and maintain a corporate culture of responsible behaviour. We continue to focus on our mission to provide exceptional customer service, innovate for the benefit of everyone in Qatar and beyond, invest in the next generation, protect human rights and the environment, and use innovation to create a better future for everyone.

I am excited about the challenges and opportunities that lie ahead and fully believe we have the right foundation and vision in place to transform our company even further over the coming years. I welcome your feedback on this report and I thank you for your continued trust and support.

Sheikh Hamad Abdulla Jassim 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 in August 2020. This comes after having achieved strong progress in rolling out its 5G network across the country.

With over 28,000 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. As a member of the Qatar Stock Exchange, Vodafone Qatar has a paid-up capital of QR 4.227 billion.

OUR CHARTER

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

Awards



Mobile Marketing Association (MMA) MENA SMARTIES Award 2020 – Silver Award in Product/Services Launch and Brand Awareness categories.

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

At the core of our operations lies a firm commitment to sustainability, with the highest governing body for sustainability management being an integral part of our Executive Committee. This committee comprises our CEO and CHRO, with the CHRO taking the lead in spearheading sustainability management due to its alignment with our CSR department.

The main aim of this governance body is to diligently oversee the identification and mitigation of sustainability risks and explore opportunities, all while ensuring open and transparent reporting of our organisation's sustainability performance to our stakeholders.

The senior executive holds the responsibility for implementing our sustainability strategy. They play a crucial role in integrating sustainability goals and targets into our overall business strategy, while also providing day-to-day supervision of sustainability-related matters. Additionally, they are accountable for delivering accurate and transparent sustainability reports to stakeholders, which encompass sustainability performance. They are also responsible for effectively identifying and managing materiality assessments.

Vodafone Qatar is well aligned with the Vodafone Group's stated business strategy, playing a significant role in contributing to the societies and delivering a positive

impact for all our stakeholders. The group strategy targets three key areas: 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 hold our businesses accountable. 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,' summarises 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 three 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, Human Prosperity, and Safeguarding the Planet.





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 and meeting our customers' needs, while protecting their well-being.

HUMAN PROSPERITY

Putting people first is key across 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 to attract the best talent and to reach sustainable business growth. In this sense, maintaining the highest standards in health and safety, while proactively managing such risks at our areas of operation is also of utmost importance.

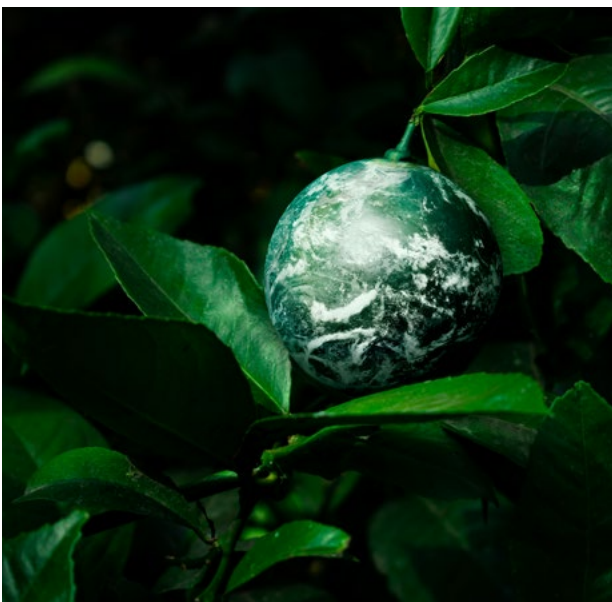
Vodafone Qatar's care for people extends beyond its employees. In line with the National 2030 Vision and the UN Sustainable Development Goals, creating positive value for society and contributing to poverty alleviation and education of youth are responsibilities which we take seriously.



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 fundamental 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; and we continuously aim 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 Qatar.

Internally, our primary stakeholders are our employees, managers, and the Board of Directors. Externally our customers, shareholders, analysts, suppliers and contractors,

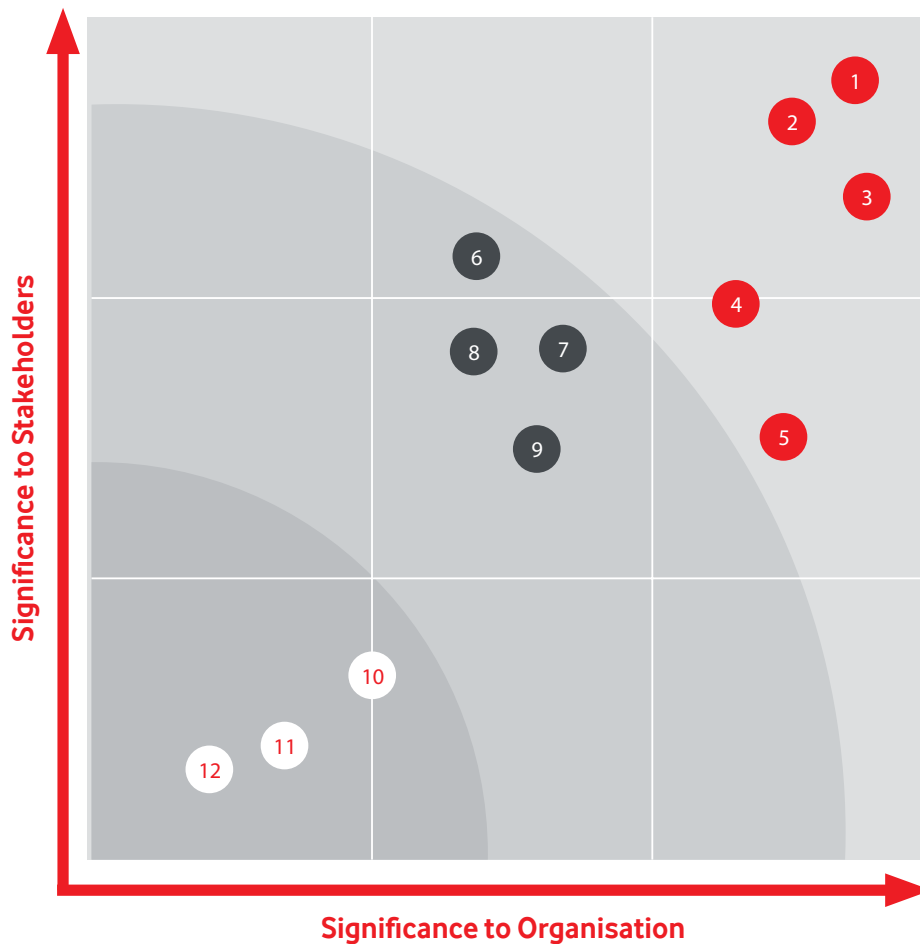
regulators, government, and media are key. In 2021, we engaged all our stakeholders through different bespoke channels to ensure they feel empowered, and their voice is heard. As a result of stakeholder feedback, we adjusted our business practices and adopted a more long-term risk management approach, taking complex sustainability issues into consideration.



Materiality: The Issues that Matter Most

In 2020, we conducted a thorough materiality assessment, which helped us determine the most significant economic, environmental, and social issues for our business based on each topic’s significance to our stakeholders and our Company. In 2022, we reviewed our materiality assessment to ensure that it remains aligned with the evolving viewpoints of our stakeholders and the latest ESG trends in our industry.

In 2023, we plan to build on this initial materiality assessment to better reflect risk assessments, internal knowledge, and guidance for our strategy.



- | Most Important | Very Important | Important |
|--|--|--|
| <ul style="list-style-type: none"> 1 Data Privacy and Cyber Security 2 Digital Innovation 3 Customer Satisfaction 4 Corporate Governance, Ethics & Integrity 5 Employee Welfare and Safety | <ul style="list-style-type: none"> 6 Climate Change Mitigation 7 Empowering Employees 8 Network Quality, Safety and Accessibility 9 Economic Performance | <ul style="list-style-type: none"> 10 Strengthening the Community 11 Resource and Waste Management 12 Responsibility in the Value Chain |



	Material Issues	Relevant Strategy Pillar	How We Manage It?	Contribution to SDGs
MOST IMPORTANT	Data Privacy and Cyber Security	Digital Enrichment	Data privacy and cyber security is a priority for us, and we implement industry leading practices and controls to protect our people, customers, processes, and technologies.	
	Digital Innovation	Digital Enrichment	Our mission is to connect today's ideas with tomorrow's technologies, and we build our innovative services to fulfil the evolving needs of the people of Qatar.	
	Customer Satisfaction	Digital Enrichment	Our customers are critical to our success, so we have established various measures to improve customer satisfaction and enhance their experiences, including through digital enhancements and innovative tools and services.	
	Corporate Governance, Ethics & Integrity	Human Prosperity	We have a strong and unwavering commitment to strong corporate governance, ethics, and integrity, which creates long-term term value creation for all our stakeholders.	
	Employee Welfare and Safety	Human Prosperity	The health and safety of our employees is one of our top priorities and we apply extensive measures in place to ensure that our employees and contractors go home safe at the end of every day.	
VERY IMPORTANT	Climate Change Mitigation	Safeguarding the Planet	Climate change is one of the biggest challenges the world faces, and we support the view that urgent action is needed so we have begun to implement measures in our business to reduce GHG emissions through a focus on energy, resources, and waste.	
	Empowering Employees	Human Prosperity	We are committed to hiring, developing, and retaining talented Qatari employees and use a variety of initiatives and approaches to achieve that goal.	
	Network Quality, Safety and Accessibility	Digital Enrichment	The power and capacity of our digital technology solutions are extensive and continue to connect people and ensure that they have access to high quality, secure services.	
	Economic Performance	Digital Enrichment	We continue to make significant investments to enhance and expand our various networks, which has allowed us to better support our customers and achieve sustained revenue growth.	
IMPORTANT	Strengthening the Community	Human Prosperity	We take pride in our social investment initiatives that have benefited a wide segment of society and we continue to utilise our digital expertise to enhance our community investments.	
	Resource and Waste Management	Safeguarding the Planet	It is important for us to manage our resources efficiently and responsibly; we are focused on reducing waste through decreased consumption and recycling efforts and minimizing our water use.	
	Responsibility in the Value Chain	Safeguarding the Planet	Our business relies on complex and multi-layered supply chains, and we work to ensure integrity throughout those supply chains by managing different legal, social, ethical, and environmental risks.	



2021 Sustainability Report Highlights



Digital Enrichment

Serving **1.9 million** mobile customers by the end of the year, reaching **40%** of Qatar's mobile customers' base

1.68% customer complaints ratio vs customer base

Rolled out almost **1,900** digital payment machines

Launched Push-To-Talk Plus and IoT Fleet Management **driving digital**



Human Prosperity

100% of employees received performance development reviews

30% nationals in senior management

Zero incidences of discrimination

Donated **QR 130,000** to ensure children of low-income families have equal access to education



Safeguarding the Planet

17% decrease in GHG intensity

9% reduction in scope 1 emissions

9% less direct energy use

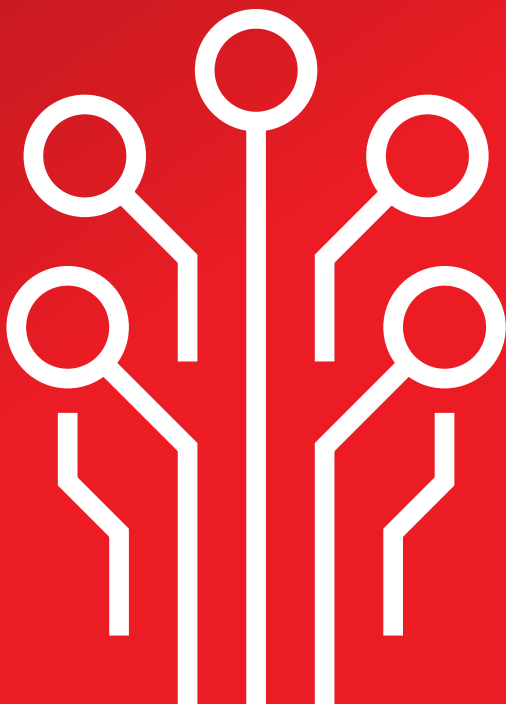
64% of total spendings on locally based contractors and suppliers



02

Digital Enrichment

In many ways, this year has been a life-changing one for individuals, societies, and businesses alike. During 2021, people everywhere were put to the test across all facets of everyday life and staying connected became one of the ultimate priorities for every household and business. Despite the challenging public health and economic circumstances, Vodafone Qatar continued to provide innovative digital technologies to our customers and stakeholders, and contribute to sustainable development.





Data Privacy and Cyber Security

We take data privacy and Cyber Security seriously including the protection of customer and employee data. We have active defences against an increasing volume and diversity of threats. In recent years we have increased our level of investment in cyber security to enhance our security posture and ensure more protection for our people, processes, and technologies.

Our Chief Executive Officer (CEO) has ultimate responsibility for our data privacy and cyber security. By policy, the responsibilities for data privacy and cyber security are delegated to our Head of Corporate Security and Information Security Senior Manager respectively. The details of our governance structure and our information security roles and responsibilities are detailed and defined in our [Data Privacy Policy](#) and Cyber and Information Security Policy. Our approach to information security is governed by our Information Security Management System (ISMS), a process that is owned by the Technology Security Department which, in turn, is overseen by the ISMS Executive Committee and the ISMS Core Committee. Information custodians and all end users also have a role to play in information security.

The governance of our ISMS 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, through the Technology Security Department and Corporate Security, complies with ISO 27001 (Information Security Management) and ISO 22301 (Business Continuity Management System) to ensure that all sensitive data at Vodafone Qatar is properly protected from malicious activities. In line with the requirements of these ISO certifications, surveillance audits are conducted annually with an external certification body to check and review compliance. Our first surveillance audit for the current ISO 27001 certification cycle was completed successfully in 2021.

To test the rigour of our systems we regularly conduct tests, audits, and risk assessments of all systems that contain sensitive data. 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 Centre, Qatar Computer Emergency Response Team (Q-CERT), and the Supreme Committee for Delivery and Legacy (SCDL).

We have strong network protections with distributed denial-of-service (DDoS) mitigation services and additional protection of next generation firewalls, web application firewalls, and telecommunication signalling firewalls to protect our critical infrastructure. Our information



technology infrastructure is also protected with antimalware protection, access governance, cloud access security, automated vulnerability assessments, patch management solutions, and security visibility through an events and incidents management platform.

In 2020, we added static application security testing, which is an automated white box method of testing, and dynamic application security testing. These measures continue to enable our staff and business partners to securely connect to work remotely with strong authentication. We also have rigorous planned and scheduled perimeter vulnerability scanning and internal authenticated scanning to trigger patching controls promptly. In addition, internal and external audits are conducted to review and evaluate the effectiveness of our privacy and security management system. We are alerted to threats via Vodafone Group Cyber Security Notifications and by following updates in the National Vulnerability Database, product update bulletins, and threat intelligence sources.



In addition, Vodafone Qatar is involved in all stages of new infrastructure, systems, and application onboarding. Measures include:

- ▶ High Level Solution Overview at the beginning of projects: a Security Risk Assessment is conducted and High-Level Design is signed-off by the teams.
- ▶ Firewall flows are vetted and approved to ensure compliance with our zoning policy
- ▶ No insecure ports are allowed.
- ▶ All servers are onboarded to the local Privilege Access Management platform to control privilege activities and infrastructure management.
- ▶ Application-level requirements, including DNS entries, TLS certificates, etc., are approved and supported.
- ▶ All infrastructure is scanned using local and cloud-based vulnerability scanning tools.
- ▶ When an application or system final build is complete, the Technology Security Red Team will initiate the Penetration Testing and report all critical, high, medium and low vulnerabilities.

In 2021, we conducted security awareness and phishing campaigns via different channels, including in-personal awareness sessions. Our teams also continue to participate in the yearly National Cybersecurity Drill (STAR Drill), and in 2021, Vodafone Qatar scored higher than others in the sector and countrywide. For our staff, we have mandatory trainings to enhance knowledge around security and privacy and to remind them of their responsibilities and the risk of

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disciplinary proceedings for instances of non-compliance, in line with our policy. Security training includes monthly new hire Cyber Security Awareness training, phishing simulation exercises, and security awareness sessions focused on common security threats and challenges.

Our Data Privacy Policy continues to be available to our customers and covers topics such as the information we may collect about customers, how customer information is used, sharing customer personal information, security of personal information, online security information, and information about how to contact us. In 2021, we had zero data breaches.



Digital Innovation



At Vodafone Qatar, our mission is to connect today's ideas with tomorrow's technologies. Therefore, we build our innovative services to fulfil the evolving needs of the people in Qatar, and to help them use digital services more comfortably and efficiently. Digital transformation remained a key strategy for us in 2021. We aimed to achieve this by fostering a mindset of innovation and enhancing the customer experience by investing in the digitalisation of key services. Specifically in 2021, we ramped up our 'Digital Vodafone' programme and implemented experience enhancement initiatives through our digital channels and platforms with a focus on scaling up real-time and personalised offers, deploying artificial intelligence, and simplifying the access and use of our services.

In 2021, we are proud to have delivered the following digital innovations:



VODAFONE FIBRE FOOTPRINT EXPANSION

We increased our fibre 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 fibre is now connecting and enabling enterprises to optimise, automate, and innovate using Vodafone's GigaNet Fibre. New locations include 6 Malls, 4 Hospitals, 3 educational institutions, 5 new bank locations and 9 big complex compounds.



OPENING OF NEW NETWORK OPERATIONS CENTRE IN QATAR EQUIPPED WITH ARTIFICIAL INTELLIGENCE

As part of Vodafone's strategy to support large-scale events in Qatar in the lead up to the Arab Cup 2021 and World Cup 2022. The modernised NOC will play a pivotal role in the day-to-day operation and maintenance of Vodafone Qatar's connectivity services, and will manage both its mobile and fixed networks. The centre is fully functional 24 hours a day, with teams working around the clock to maintain the continued high performance of the networks. The centre is a key part of Vodafone's operational excellence strategy and contributions to the Qatar National Vision 2030 by enhancing the country's digital infrastructure to drive digital transformation.



STRATEGIC PARTNERSHIP WITH MICROSOFT TO PROVIDE DIGITAL TRANSFORMATION SOLUTIONS TO BUSINESSES IN QATAR

Our partnership with Microsoft is focused on promoting digital services and support for businesses of all sizes to work confidently & securely remotely. The partnership includes a set of workplace solutions to work and collaborate remotely through Microsoft 365, including Microsoft Teams. In 2021, the companies integrated their suite of technologies, primarily by incorporating Microsoft Azure as part of Vodafone's IoT range of products and services.



THE MY VODAFONE PORTAL FOR BUSINESSES TO DIGITALLY MANAGE THEIR SERVICES

A self-service tool for businesses of all sizes.



CONDUCTED QATAR'S FIRST SUCCESSFUL MMWAVE 5G TRIAL – THE LATEST ADVANCMENT IN 5G TECHNOLOGY

Achieved system capabilities of 8.1 Gbps on downlink (DL) and 734 Mbps on uplink (UL), by using new and advanced 5G features and delivered over the mmWave Spectrum. Vodafone Qatar has been trialling the use of millimetre wave (mmWave) technology to boost network capacity and speeds, with the aim of unlocking new functionality for both consumers and businesses

PARTNERSHIP WITH QATAR RAIL



In 2020, 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. The Qatar Rail project is currently at the forefront of innovation and development in the country, with thousands of people using the metro for their daily transportation needs. Our Self-Service Machines (SSMs) are now conveniently available for commuters in seven Doha Metro Stations.



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 QR 150 cash back support in 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 Solution to help small and medium-sized businesses, including hotels, restaurants, cafes, gyms, salons, and others, access value-added services such as Microsoft 365 and transform their free guest Wi-Fi into a powerful tool to understand, engage, and offer a better experience to their customers. We continued this programme in 2021.

UNVEILS ENHANCED GIGANET NETWORK



Since 2018, Vodafone Qatar has poured more than QR 1 billion worth of investment into its advanced network. During that time, the number of Vodafone outdoor and indoor mobile sites in Qatar has increased by over 35%. Users can access the network in more areas of the country than ever before with a higher quality of connections for data and voice, and while data traffic has increased by 5X, Vodafone customers are experiencing 300% faster data speeds.

In the last year alone, network coverage has been significantly increased to improve Vodafone's services in areas such as Umm Slal, Al Khritiyat, Lusail City, the Pearl, Bani Hajer, Abu Nakhla, Rawdat Al Hamama, Al Mearad, Al Rayyan, Ras Laffan, Umm Saeed, Dukhan and others.

Vodafone Qatar has been leading the development of 5G - the next generation of mobile connectivity, which brings faster speeds, increased network capacity and lower latency levels. 70% of Qatar's population can now access Vodafone's 5G network, the benefits of which are far-reaching. Vodafone has also been continuing the roll out of its extensive fibre infrastructure. Connections to this service have doubled for homes and business in a number of areas, including those in The Pearl, Lusail City, Msheireb Downtown Doha, Gharaffa, Abou Hamour, West Bay, Wukair, Industrial area, Al Sadd and Al Waab.

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.

POWERED NEW LOOP SCOOTERS WITH INTERNET OF THINGS



Vodafone Qatar supports an innovative new Qatari start-up, Loop Mobility, by safely and effectively powering its smart electric scooter sharing service. The company operates a fleet of over 500 environmentally friendly e-scooters that are interconnected through a tailor-made Internet of Things solution that we made to specifically meet the company's needs.

UPDATED OUR VODAFONE WEB AND APP



In 2020, we sought to enhance our customers accessibility to our services. This was the first time eKYC (electronically know your customer) technology was applied for activation journeys. 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 and constantly improving our customer experience, including digitizing how our customers purchase recharge in the market. The numbers of digital payment machines increased from 550 in 2020 to 1857 in 2021. We empower retailers, empowering retailers to enable the consumer to pay their bills and purchase recharge without using a paper-based service. In addition, during 2021 we added 70 SSMs throughout our retail stores, Qatar Rail metro stations, work camps, and mass market outlets. These efforts both reduce paper/packaging and the associated negative climate impacts and offer a much-improved experience for both retailers and consumers.

PUSH-TO-TALK



In 2021, we continued our commitment to bring the latest innovations to the market with the launch of the Vodafone Qatar Push-To-Talk Plus, an advanced mission critical service that, with the push of a button, provides a channel of instant and secure communication between individuals or groups. The service is powered by Vodafone Qatar's GigaNet Nationwide Network.





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. Our customers are essential to our success at Vodafone Qatar, which is why we have established a variety of measures to ensure customer satisfaction and enhance the customer experience. Through these initiatives and consistent high quality audits, we are focused on providing our customer advisors the skills and tools they need to provide the desired level of customer service. The number of mobile customers reached to over 1.9 million in 2021.

▶ Number of mobile customers



Our efforts include various training and coaching initiatives for customer advisors related to products, service, soft skills, communication skills, language proficiency, and more. We have implemented an Omni-channel standardised training programme with a knowledge portal that is being used across the company. In addition, we use a skills and knowledge evaluation plan to enhance knowledge on products and services.

All trainings are being delivered by experts and are provided to new hires and existing associates and, as part of Vodafone Qatar's "Digital First" initiative, trainings are shifting from traditional classroom trainings to digital e-learning. Trainings and knowledge assessments are completed via interactive methods like live activities, games, and quizzes. In 2021, trainings were primarily focused on educating our sales representatives across all channels on commercial launches, process enhancements, system updates, and soft skills.

We monitor our customer satisfaction performance by utilizing the following metrics:

- ▶ Customer Effort Score (CES): This measures the effort a customer must exert to get an issue resolved.
- ▶ Net Promoter Score (NPS): This measures the customer experience and predicts business growth.
- ▶ Touchpoint Net Promoter Score (TNPS): This measures the customer experience at the touchpoint and channel level.

In 2021, our frontline workers provided our customers with an unparalleled experience characterised by superior quality of service, leading to extremely positive customer satisfaction results.

Customer Satisfaction

▶ Customer Effort Score*



*Lower score shows better performance.

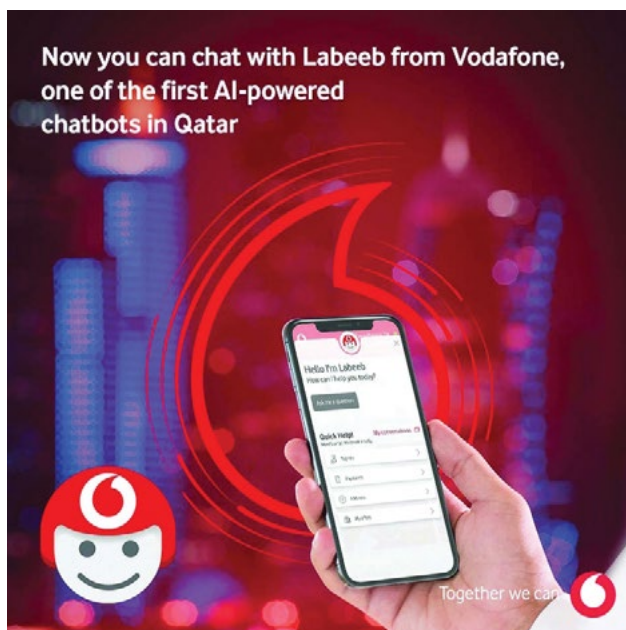
To help us identify customer satisfaction issues, determine the root cause, and implement action plans, we conducted daily customer feedback and complaint analysis through call listening and customer interaction analysis. The following actions were implemented following our quality monitoring exercise in 2021:

- ▶ Product reviews and enhancements for both mobile and fixed broadband
- ▶ Network enhancements and increases in 5G and fibre coverage areas
- ▶ Digitalisation of processes through My Vodafone App and the website

We will continue to monitor, measure, and prioritise the satisfaction of our customers and are dedicated to maintaining positive results moving forward.

Voice of the Customer (VoC) Programme

Our VoC Programme, one of our key projects in 2021, was initiated in Qatar alongside Vodafone Group last year to support our vision of optimizing and simplifying operations by proactively shifting contacts from conventional channels to modernised digital ones, as well as automating all our innovative endeavours by providing a digitally integrated and smart technology-based customer experience. This programme allowed us to understand the challenges and needs of our customers through different means and implement the process, product, and system changes required to ensure that customer needs were fulfilled and challenges were addressed. This programme aims to identify the most common reasons of customers to contact us via different channels and their pain points and develop self service solutions accordingly. The programme helped us reduce our overall call volume by 15% and achieved a high satisfaction level of more than 80%.



Conversational Marketing

We have also increased the use of technology to deepen our sales and support engagement with customers by migrating operations from manual interactive models to cutting edge models that are assisted by artificial intelligence as part of a new method referred to as “Conversational Marketing”. Conversational Marketing helps build customer rapport, improve customer retention, and boost customer loyalty by talking to customers in a way that’s personal, convenient, and clearly prioritises their needs.

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, completes the requested process, or directs the user to the right person for more complex questions and requests. With this new approach, we have observed a shift in behaviour with customers preferring to use the new interactive conversation-based approach over the traditional manual approach.

Labeeb (Chatbot)

The conversational marketing initiative described above is often conducted with Labeeb, our artificial intelligence-powered chatbot, which was introduced in 2020. Labeeb is mastering the use of natural language processing and sophisticated machine learning algorithms to respond to customer queries. Labeeb has started assisting customers with four key service journeys in 2021 and is in a continuous learning journey to understand and analyse data for correlations and patterns. 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. In 2022, Labeeb will continue to study and use these patterns to make better predictions and convert it into actionable information for an enhanced customer experience.

Vodafone for All

At Vodafone, we want everyone to be able to connect with friends, family, and colleagues. We understand that for customers with disabilities, finding the right mobile phone or understanding how to use it can be difficult. In response, we have created a “Vodafone for All” programme focused on helping those who suffer from visual impairment, hearing impairment, mobility and dexterity challenges, and learning difficulties. For example, we help customers with disabilities utilise a Vodafone device as a communication aid to help with face-to-face communication when they have hearing loss or little or no speech, a handheld magnifier to help people with limited vision read labels and signs, and navigation aids to help those who are easily confused, have limited sight, or have a learning difficulty. Also in 2021, through our “Vodafone for All” programme, we continued to offer people with disabilities and retired citizens with a 50% discount on Vodafone Qatar plans and a 10% discount on select handsets with accessibility features.

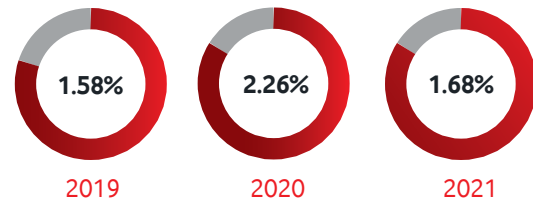
We also support the [Global Accessibility Reporting Initiative \(GARI\)](#) which provides information about the accessibility features available on a wide range of mobile phones. Although we may not stock all of the phones listed on the site, we do our best to help customers find a similar device based on the features they need using the [Vodafone Smartphone Accessibility Guide](#).

Addressing Customer Feedback

We take our responsibility to address customer feedback seriously and are committed to continuous improvement. Customers can get in touch with Vodafone Qatar through a variety of customer support touch points, including by dialling 111 from their Vodafone mobile, live chat through My Vodafone App, the Vodafone Qatar website, emails, and retail stores. At each touchpoint, a customer service representative will try to resolve the issue on the first contact. If further technical support is required for resolution, a ticket will be issued for the customer and a dedicated complaint management team will contact the customer with the proposed resolution. If the nature of the complaint is highly technical and requires additional support, it will be escalated

to the technical team. The complaint resolution process falls within the agreed service-level agreement (SLA) framework and different stakeholders are involved in the process.

► Complaints Ratio vs Customer Base



Network Quality, Safety and Accessibility

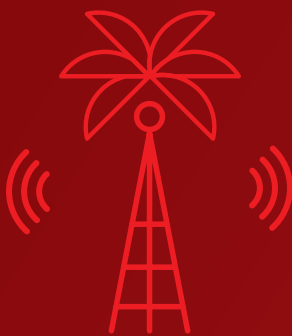
The pandemic impacted people around the world. In Qatar, like in other countries, businesses, employees, and customers had to quickly adapt to changes in how they manage their businesses, work, live, interact, and even receive services. The power and capacity of our digital connectivity solutions were tried and tested, keeping our customers connected throughout the crisis. Our technical and support teams ensured our essential communication services were available to customers so they could stay connected when they needed it most. We also ensured that everyone had continued access to essential services, like healthcare and food.

Many businesses succeeded in conquering the challenges posed by the pandemic and seized the opportunity to upgrade their digital infrastructure and technologies, including unified communications and collaborations and cloud capabilities to enable remote working and studying. Moreover, we supported our enterprise customers across all sectors ensuring they had the right digital technology at the right time. Vodafone Qatar's connectivity solutions enabled employees to work remotely by connecting to cloud applications via their respective office networks, while our cloud services and co-location services offered the level of security they needed.

Highlight stories

Enhancing the Appearance of our Communication Towers

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 74 sites: with 48 palm trees, 26 camouflage monopole sites, and one clock tower.



Enhancing our GigaNet Network

In 2021, we announced the launch of a new cross-country campaign to showcase improvements we have made to our GigaNet network to better support consumers and businesses. Highlights include:

- ▶ Since 2018, we have invested nearly QR 1 billion into our advanced network. During that time, we have increased the number of outdoor and indoor mobile sites in Qatar by 35%. Users can access the network in more areas of the country than ever before with a higher quality of connections for data and voice, and while data traffic has increased by 5X, Vodafone Qatar customers are experiencing 300% faster data speeds.

- ▶ Network coverage has been significantly increased to improve Vodafone Qatar's services in many areas of the country.
- ▶ Vodafone Qatar has also been leading the development of 5G - the next generation of mobile connectivity, which brings faster speeds, increased network capacity, and lower latency levels. Now, more than 80% of Qatar's population can access Vodafone Qatar's 5G network, the benefits of which are far-reaching.
- ▶ We have been continuing the roll out of our extensive fibre infrastructure. Connections to this service have doubled for homes and business in several areas of the country.
- ▶ For enterprises, connectivity has been extended with a portfolio of managed services and smart solutions including the Internet of Things (IoT). Vodafone's nationwide Narrowband IoT network (NB-IoT) has been powering a host of IoT solutions for smart cities and several industries since 2019, enabling connections that were not previously possible and bolstering Qatar's digital economy and digital transformation.

Commenting on the campaign, Vodafone Qatar Chief Executive Officer, Sheikh Hamad Abdulla Al Thani, said: "We are not the network we were when we launched over ten years ago, and we are not the network we will be tomorrow. We never settle and we consistently challenge ourselves to be better, which is what our customers deserve. The more we achieve, the more we invest. We're proud that our network is bigger, faster and stronger than ever before, and we have a clear commitment to building a state-of-the-art communications infrastructure that serves our country's digital requirements and leads digital innovation in Qatar."

Economic Performance

In 2021, Vodafone Qatar made significant investments to enhance and expand its various networks, which are now bigger and faster than ever before. These developments allowed us to better support our customers across Qatar. We continued to move towards our ambitious goals at a rapid pace due to the clarity of our vision, and by relying on the innovation that lies at the heart of our business.

Our 5G network is at its most robust and extensive coverage yet and this, as part of our work to develop Qatar's national digital infrastructure, is continuously opening opportunities to embrace and deploy other emerging technologies. The IoT and Augmented Reality, for example, are constantly unlocking swathes of applications across smart city,

Our 5G network is at its most robust and extensive coverage yet and this, as part of our work to develop Qatar's national digital infrastructure, is continuously opening opportunities to embrace and deploy other emerging technologies.

industrial, transport, and smart home settings, to name a few.

Our latest solutions, including Push-To-Talk Plus and IoT Fleet Management, both of which were launched in 2021, are good examples of how we are empowering our customers to leverage these technologies to achieve their own business goals and take advantage of unrivalled connectivity experiences, at work and in their everyday lives. The use of these technologies will, in turn, drive digital transformation across the entire country, and in 2022 we will continue our journey from being a communications service provider to being an active player in the broader technology industry.

The Vodafone Qatar Strategy "Digital 2023" that we began to implement in 2018 is still being implemented to this day, and its effectiveness can be seen through our continued growth. In 2021, our revenue increased by 14.8% to QR 2.5 billion and our revenue market share reached to 25.3% of Qatar's total telecommunications market revenue. Our EBITDA margin increased to 40.8%, and we have achieved a net profit increase rate of 76.9% for a total of QR 327 million. As for our customer base, in 2021, we served 1.9 million mobile customers by the end of the year, reaching 40% of Qatar's total mobile customers' base.

We managed to achieve this growth in spite of the numerous challenges that the telecommunications sector faced globally and locally in 2021. We look forward to the future and will continue to focus on applying our strategy to achieve even more growth for our shareholders.

A detailed report of our financial highlights can be found in our [2021 Annual Report](#) and a summary can be found below:

Key Performance Indicator	Unit	2019	2020	2021
Direct Economic Value Generated				
Revenues	QR million	2,125	2,200	2,526
Economic Value Distributed				
Operating costs	QR million	1,416	1,392	1,495
EBITDA	QR million	709	808	1,031
Dividend for the year	QR million	211	211	254
Employee salaries and benefits	QR million	227	228	243
Economic Value Retained				
Net profits	QR million	144	185	327



03

Human Prosperity

We strive to create an open, diverse, and inclusive environment in which all employees feel equally valued, and we 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. Speed, simplicity, and trust remain our three core principles.





Corporate Governance, Ethics, and Integrity

We are committed to upholding the expectations of our shareholders, employees, suppliers, partners, and customers by delivering solid corporate governance to enable long-term value creation for all our stakeholders.

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 conduction of business; and
- d. Is responsible for ensuring the effectiveness of, and the reporting on, the Company's system of corporate governance.

Governance issues are reviewed regularly at the board level.

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. It is available online [here](#).

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. At the start of 2018, the Board of Directors was composed of nine (9) members. At the date of this report, the Board of Directors comprised seven (7) members. Three (3) out of seven (7) members are independent, which represents 43% of the Board.

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 and highly regarded in the region for their experience in business, government and economic affairs. Several hold current and previous positions as Board Members of charitable foundations, government departments and 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 reviews the outcome of the Board's self-assessment and submits 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.

We are committed to upholding the expectations of our shareholders, employees, suppliers, partners, and customers by delivering solid corporate governance to enable long-term value creation for all our stakeholders.

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)





Board Structure	Unit	2019	2020	2021
Chairman's level of independence	%	100	100	100
Male members of the Board of Directors	Number	7	7	7
Female members of the Board of Directors	Number	0	0	0
Executive members of the Board of Directors	Number	1	1	1
Non-executive members of the Board of Directors	Number	6	6	6
Independent directors on the Board of Directors	Number	3	3	3

The Executive Team

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 after the distribution of dividends to the shareholders of not 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 31, 2021.

The total remuneration proposed to the Board for the financial year ended on December 31, 2021 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 are also based on employee performance.

Every year, the Remuneration Committee approves a Short-Term Incentive (Bonus) for the current financial year based on performance metrics and approves the bonus target for the following year.

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 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 31, 2021.

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 Commercial Companies law No (5) of 2022 and its amendments (CCL), 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 that fairness and transparency is maintained:

- ▶ Every shareholder has the right to attend the General Assembly as a principal or as a proxy.
- ▶ Every shareholder's number of votes are equal to the number of shares they own.
- ▶ 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.

There are no rules in the Company's Articles of Association or any other applicable rules and laws that restrict the CEO from participating as an executive Board member or chairperson of the Board committees. It is prohibited, however, to combine the Chairman position with any other executive position in the Company. Vodafone Qatar maintains separation amongst the roles of Chairman, Managing Director, and CEO with well-defined separation of responsibilities.



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 Control over Financial Reporting (ICFR), no material weaknesses were identified by the Company during the financial year ended on December 31, 2021. In addition, Vodafone Qatar's external auditors carried out a reasonable assurance engagement over The Board of Directors' report on the evaluation of ICFR Report (as of December 31, 2021) to ensure compliance with Article 24 of the QFMA Corporate Governance Code. In the external auditors opinion, based on the results of their reasonable assurance procedures, the Board of Directors statement fairly presents that the Company's ICFR were properly designed and implemented and are operating effectively in accordance with the COSO Framework as of December 31, 2021. The ICFR report from the external auditors and the Directors' included at the end of the Corporate Governance report for the year ended December 31, 2021.

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 / Crisis Management Team comprising of Executive Committee Members who meet (frequently or as & when required) to review the BCM programme 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.

As part of World Cup 2022 preparations, a detailed Business Continuity Risk Assessment was conducted, and risk mitigation plans were implemented for both internal and external controls. A Simulation Exercise was conducted for our network capability at three stadiums as part of "Watan Exercise" to validate the incident response procedures and highlight the gaps to the Supreme Committee and the Communications Regulatory Authority (CRA).

Vodafone Qatar was recommended for continuation of the ISO 22301:2019 certification for Business Continuity. This certification included all the office premises and retail stores as part of the scope for Surveillance audit done by the British Standards Institution (BSI).

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 2021 for non-compliance with any provisions of the QFMA laws and relevant legislations including the QMFA Corporate Governance Code.





Risk Management

Vodafone Qatar operates a comprehensive ongoing enterprise 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 our 'Risk Register' and are then subject to additional reporting, oversight, and assurance on an ongoing basis.

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.

More information about Audit Committee can be found in our [2021 Annual Report](#)

Conflicts of Interest and Related Party Transactions

Our Conflict of Interest Policy was established as part of our Governance Policy framework and Code of Conduct. The policy promotes and maintains 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 practices and serves to protect the interests of both the Company and its employees from any impropriety.

The Vodafone Qatar 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 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.

The Related Parties Transaction Policy for Vodafone Qatar Board of Directors and Senior Executive Management defines the guidelines that the Company should observe when entering into transactions with related parties to ensure that all such transactions are identified, disclosed, managed, and reported in a way that eliminates any potential conflicts of interest and complies with applicable laws and regulations.

The Board of Directors ensures that all related parties' transactions are discussed in the absence of any related party and any related party is not allowed to vote on Board resolutions regarding these transactions. The Board of Directors also ensures that the transactions are made according to market prices and on arm's length basis and do not involve terms that contradict or compete with the Company's interests.

Vodafone Qatar did not enter any major transactions with related parties (as defined in the QFMA Governance Code) during the financial year ended on December 31st, 2021.



Anti-Bribery

As noted in the Compliance section of this report, Vodafone Qatar operates within an established and comprehensive framework that is in accordance with global best practices and designed specifically to manage several 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. A recently approved Board of Directors training policy orients new Board members on how to discharge their duties and responsibilities effectively to align with the applicable laws and regulations. This includes training the entire Board of Directors when necessary.

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.

...Vodafone Qatar operates within an established and comprehensive framework that is in accordance with global best practices and designed specifically to manage several areas of compliance and business risk.



Employee Welfare and Safety

At Vodafone Qatar, our health and safety measures are extensive, and they ensure that we maintain the highest standards of welfare. Our occupational health and safety management system is based on recognised risk management and management system standards. Vodafone Qatar is currently working towards obtaining certification on ISO 45001:2018.

Vodafone Qatar's health and safety management system covers a wide range of health and safety related issues and activities that may occur, either in office settings or on sites, whether conducted by employees, contractors, business partners, or another third party. It describes how Vodafone Qatar requirements are to be addressed throughout our operations.

Once a particular health and safety-related requirement has been defined, compliance to the requirement is established by Vodafone Qatar, in consultation with appropriate personnel. Various means of ensuring compliance are available and include, but are not limited to:

- ▶ Policies and/or procedures being established, documented, and implemented
- ▶ Training provided
- ▶ Email communication

Vodafone Qatar's health and safety team continually collaborates with all functions across the Company to assess business dynamics and advise on the best approach to handle risk, either by avoidance, reduction, transfer to third party, or retention.

All activities are subject to risk assessments. For those activities identified as high risk, a separate permit to work (PTW) is issued, revised and approved by health and safety officers. If an incident or near miss occurs, a flash report is generated and an investigation and gap analysis is conducted to identify root causes and develop recommendations for corrective action. Depending on the nature of the incident, penalties may occur, which, for external contractors, could result in the termination of their contract.

The health and safety expectations of our management team include but are not limited to:

- ▶ Set health and safety objectives and performance criteria for all managers and work areas
- ▶ Annually review health and safety objectives and managers' performance, promoting continuous improvement
- ▶ Encourage accurate and timely reporting and recording

- of all incidents, injuries, and discomfort
- ▶ Investigate all reported incidents and injuries to identify all contributing factors and, where appropriate, formulate corrective action plans
- ▶ Identify new and existing hazards and take steps to eliminate or minimise the exposure to any hazards
- ▶ Ensure that all employees are made aware of the hazards in their work areas and are adequately trained to carry out their duties safely
- ▶ Encourage employee consultation and participation in all health and safety matters
- ▶ Ensure that all contractors and subcontractors are actively managing health and safety for themselves and their employees
- ▶ Meet legal obligations as specified in the legislation, codes of practice, and any relevant standards or guidelines.



Employees are expected to help maintain a safe and healthy workplace through:

- ▶ Shared commitment to health and safety
- ▶ Following all safe work procedures, rules, and instructions
- ▶ Properly using all safety equipment and clothing provided
- ▶ Reporting any pain or discomfort at its onset
- ▶ Reporting all incidents, injuries, and hazards to the appropriate health and safety practitioner.



We are committed to reducing, mitigating, and preventing negative health and safety impacts throughout our supply chain. To achieve that, we focus on a rigorous onboarding process for our third-party suppliers, safety and health training, strict enforcement of our Supplier Health and Safety Policy, on-site inspections, and a supplier penalty system.

Prior to beginning any project, all Vodafone Qatar contractors must prepare a health and safety plan, a risk assessment, and in some cases, work at height procedures, all of which must be reviewed by the Vodafone Qatar health and safety team to ensure alignment with our policy. Additionally, the Vodafone Qatar health and safety team completes site audits to confirm compliance. When possible, we implement industry best practices at our sites.

A priority for the Vodafone Qatar H&S team is highlighting the adverse effect of Electro Magnetic Field (EMF) to workers on site. Before employees are permitted to work at height, employees undergo specific training. Vodafone Qatar inspects sites to ensure that contractors have been briefed during pre-task discussions and always have a calibrated Radio Frequency Monitor (RF Monitor) while working on live sites.

For the Vodafone Qatar health and safety team, 2021 proved to be even more of a challenge than 2020 due to the COVID-19 pandemic and prioritizing employee health and wellbeing. Vodafone Qatar responded swiftly to the various phases of COVID-19, and in many instances took the lead in implementing work from home status for employees.

While more than half of our employees eventually returned to the office, a business continuity process was established so employees could notify their leaders about positive cases when in the office. This also allowed us to advise on quarantine procedures for those who came in contact with infected teammates. All meetings were held virtually and later increased to a maximum of three persons in a meeting room.

In 2021, we had zero fatalities and two incidents, including one involving an employee and one involving a contractor. The employee incident, which was a slip and trip, was investigated by the Vodafone Qatar health and safety team and findings were reported to the building owners. In response, potentially hazardous areas were continuously inspected and communicated to the building owner for immediate rectification and repair.

The contractor incident was a vehicle accident, and it was investigated by the appropriate government authority. To mitigate future risks, any unsafe driving condition was prohibited, and all contractors shall assess the criticality of the job and the criticality of the driving condition on case-by-case basis and decide the proper response action.

In 2022, our goal is to continue having zero fatalities and increase the number of first responders in our office by 10% each year. We also hope to become an industry leader in health and safety.



Health and Safety Training

During the onboarding process, new Vodafone Qatar employees complete training that includes but is not limited to our eight absolute rules regarding driving, electricity, drugs and alcohol, working at height, street or underground work, emergency response and office access policy, the company's health and safety policy, office welfare, hygiene, and risk. This information is reinforced in "Doing What's Right," Vodafone's required annual training for all employees.

Due to the COVID-19 restrictions and our remote working policies, our usual training programme was reduced in 2020 and 2021. We could not hold the usual training activities and seminars with our staff as a result of the restrictions, but we hope to fully reinstate training activities in 2022 to make up for the shortfall.

To assess the safety and health risks associated with all activities, Vodafone Qatar health and safety team routinely collaborates with the departments across the entire organisation. All employee activity, including but not limited to those listed below, is documented in the health and safety risk register. Suitable mitigations to the risk, as per the hierarchy of controls, are applied to minimise the risks. Once completed, the risk register is uploaded to the Vodafone Qatar intranet and communicated to all employees through the internal newsletter.

Identified health and safety risk at Vodafone Qatar include:

Risk Identified	Control in Place
Fire risk	Provision of isolated smoking rooms; enforcing housekeeping; prohibiting use of personal power extensions; maintenance to be done by trained and authorised persons; regular inspection of electrical and safety devices; provision of suitable fire control devices; provision of trained fire wardens. Regular planned preventive maintenance of firefighting and fire alarm systems, conforming with all local civil defence requirements.
Site visit risk	Health and safety induction must be completed prior to mobilisation to site; employee must read and understand the risk associated with their visit; strict compliance with Vodafone Qatar absolute rules; defensive driving for employees using company vehicles; only trained employees with complete fall protection equipment can work at height. Regular inspections of sites and contractors by Vodafone Qatar health and safety team.
Office risk	Enforcing housekeeping; proper stacking of folders, boxes and closed drawers; no trailing cables; follow good lifting technique; ergonomics awareness; awareness of display screen equipment; proper labelling and storage of chemicals; adherence to Ministry of Public Health guidelines regarding COVID-19.
Inclement weather risk	Only go outdoors and/or drive if there is an emergency; appropriate dress for the weather; protect eyes, nose and mouth during a sandstorm; abide to the Qatari law of minimised and limited working hours during day in summer.
Employees Driving for Work Risk	Drive only when necessary; plan your trip prior to departure; communicate your journey to colleagues; inspect your vehicle before use; do not be distracted by screens and other electronic devices while driving; take frequent breaks to alleviate fatigue; always follow driving rules.



Empowering Employees

Voted by LinkedIn as one of the 10 Best Workplaces in Qatar, we are committed to hiring, developing, and retaining talented Qatari employees in support of the Qatar National Vision 2030. In an effort to recruit and retain the best talent, Vodafone Qatar incorporates the following initiatives:

- ▶ Discover programme, wherein recent Qatari graduates are hired through prestigious institutes as a permanent resource. These teammates are then rotated through various functions across the business to gain overall knowledge and exposure. The goal is for them to obtain a permanent role at Vodafone Qatar.
- ▶ Intern and scholar hiring to engage with talent early in their education.
- ▶ Development of high potential employees, including Qatari nationals, in collaboration with leading international universities like HEC Paris and INSEAD.
- ▶ A competitive compensation package of benefits, wages, and a flexible and modern approach to working.
- ▶ Coaching and training for Qatari nationals to take leadership roles within Vodafone Qatar.
- ▶ Promoting internal hiring and providing high potential employees with growth and development opportunities.
- ▶ Fair performance assessments.

- ▶ Providing performance-based pay and commissions, as well as incentives.
- ▶ Utilizing a robust talent identification and development programme to create a future talent pipeline.
- ▶ Offering long term incentive programme to retain top talent” within the organisation.

At the end of 2021, we had 477 employees, including 469 full-time employees and eight part time employees.

To show our commitment to following international best practices for human resources, the team was formally certified to ISO 9001:2015 Quality Management Systems in 2020, one of only seven companies in the country to receive such status. The certification affirms Vodafone Qatar’s ability to provide a solid framework of core human resource 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 human resource function against the international standard, including all procedures and policies, and notably concluded with zero non-conformances, observations, or recommendations for improvement.





Total Workforce

▶ Total number of employees*



* Excluding trainees, students, and outsourced staff

▶ Full-time employees



▶ Part-time employees

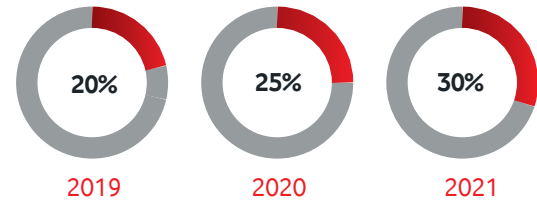


▶ Total number of new employees hired by the organisation

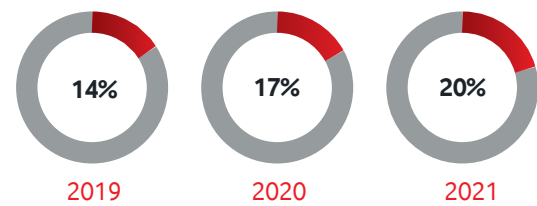


Nationalisation

▶ Nationalisation rate of senior management

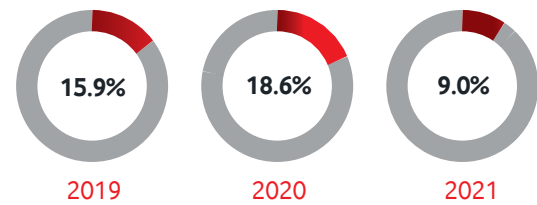


▶ Nationalisation rate among total workforce



Employee turnover

▶ Turnover rate (%)



▶ Total number of employees who left the organisation





Diversity and Inclusion

Diversity and inclusion are integral to our business. An open, inclusive, innovative, and creative environment can unlock hidden value, enable our people to realise their full potential, and foster innovation and resilience. We continue our commitment to promoting inclusion and diversity throughout the organisation, ensuring fairness and equality regardless of gender, nationality, ethnic background, age, or identity.

Vodafone Qatar is an equal opportunity employer, and we always encourage the hiring and development of females in our workforce. To do this, we have implemented a variety of initiatives and programmes to empower our female employees, including equal opportunities in growth and fair pay, various female-first policies including comprehensive maternity leave, nursing hours for working mothers, and flexible and remote working.

Of Vodafone Qatar's nearly 500 employees, 20% are female, and our goal is to continue to grow this number. Notably, we lost less women in 2020 and 2021 than we did in 2019. Specifically, we have made conscious efforts to add talented women to the senior leadership team. To help more women rise to the top levels of our Company, we coach, train, and develop talented Qatari female employees for senior-level roles. Attracting and hiring new female talent from top universities plays a huge role in this effort.

More than half of our employees were between the ages of 31 and 40, 11% were between the ages of 18 and 30, and 33% were over the age of 40. Almost 31% of new hires were between the ages of 18 and 30, and 66% are between the ages of 31 and 40.



Non-Discrimination

Vodafone Qatar 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 human resources and governance systems. As a result, we continued to have zero incidences of discrimination in the last three years.

Parental Leave

We continue to provide new parents with the support they need to enable work life balance, including paid maternity leave for new mothers and parental leave for adoptive parents, as well as a return-to-work guarantee. Vodafone Qatar also provides opportunities for flexible working and support services for all parents. Many of our support mechanisms for new parents already go far beyond minimum guidelines and local statutory requirements. In 2021, all employees who took advantage of Vodafone Qatar's parental leave policy, returned to the office upon completion of their leave.

Parental leave	2019	2020	2021
Number of female employees that took parental leave (Maternity Leave)	8	3	13
Number of female employees who returned to work after parental leave ended (return to work)	8	3	13
Number of female employees returned from parental leave who were still employed twelve months after return to work (retention)	8	3	13
Return to work	8	3	13
Retention rate	100%	100%	100%



Training and Development

In 2021, Vodafone Qatar employees averaged five hours of training per employee, with most employees completing some form of training this year. In partnership with our vendors, Vodafone Qatar hosts several annual training sessions for our employees, including Public training (open to all Vodafone Qatar employees), Functional Training (provided to employees to support their skills in required areas), and People Manager Training. We use the 3 E-learning platform: Vodafone University (mandatory courses provided by Vodafone Group), LinkedIn Learning and www.skillsoft.com) to support training and development at Vodafone Qatar and we continuously share and promote training information to employees.

Doing What's Right is Vodafone Qatar's mandatory training for all employees covers the Code of Conduct, Health and Safety, Security, Privacy and Anti-Bribery. This training is required every two years for compliance.

Vodafone Qatar follows the ADDIE (Analysis, Design, Development, Implementation and Evaluation) training method of training development for employees. The process includes:

- ▶ Training gaps are identified by gathering data from a training needs analysis, feedback from focus group with heads of departments, line managers, and performance development evaluation.
- ▶ Training is designed (length, delivery method, type of training) based on the analysis mentioned above and the objectives and goals for the upcoming year.
- ▶ Training materials and contents are designed and appropriate vendors and venues are identified in partnership with the supply chain team.
- ▶ Alignment with management is obtained and budget is confirmed.

Once approved, the training opportunity is communicated to employees and leaders. After training is implemented and delivered, it is evaluated for continuous improvement.

▶ Average hours of training per employee



▶ Average hours of training per female employee



▶ Average hours of training per male employee



▶ Average hours of training per senior management employee



▶ Average hours of training per middle management employee



*Note that the hours does not include H&S training hours

Employee Satisfaction

At Vodafone Qatar we want our employees to feel happy, healthy, and valued in the work that they do. We place a high importance on employee satisfaction. We have a robust performance assessment cloud-based tool, through which employees are assessed on their key performance indicators (KPIs) (60%) and role-based behavioural competencies (40%).

We have 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 scheme” for our retail and sales staff where superior performance and behaviours are rewarded.

As a part of the process, employees and line managers are encouraged to do quarterly check-ins but a formal performance evaluation is conducted at the end of the fiscal year using the “forced distribution/relative ranking” methodology. Based on this process, employees are rated on a scale of one to five. We also encourage our employees to prepare an “Individual development plan” and subsequently discuss and review it with respective line managers. Employees receive a bonus each year where the individual’s annual assessment rating is considered. Additionally, a long-term incentive is awarded to top tier talent.

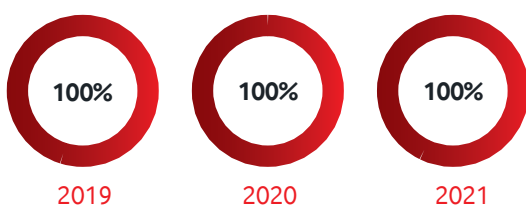
Performance review*

► Full time employees who received a performance and career development review



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

► Rate of employees with received a performance and career development review



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

As shown below, 100% of full-time employees received a performance and career development review in 2019, 2020, and 2021. At Vodafone Qatar, the rate of employee engagement reached to 85% in 2021.

Employees who are dissatisfied or who wish to file a grievance about their performance reviews can report their feedback through a mechanism outlined in Vodafone’s Speak Up and Grievance Policy. Any activity or behaviour deemed to be unethical, inappropriate, or contrary to the Vodafone Qatar Code of Conduct can be reported through any of the reporting channels set out in the section below. As a guideline, any allegation of malpractice or unethical behaviour should be treated as a Speak Up issue.

The following channels are available to raise a Speak Up issue:

- Reporting to the Line Manager: If an individual witnesses activity contrary to the Vodafone Qatar Code of Conduct, in the first instance, they may raise the concern to their immediate line manager who will escalate the matter to the respective Functional Executive or Human Resources Team, if required.
- Reporting to the Respective Functional Executive: If the individual is uncomfortable speaking to the line manager, concerns may also be reported directly to the respective Functional Executive who will escalate the matter to Human Resources, if needed.
- Reporting to Vodafone Qatar Speak Up Committee: If the individual is uncomfortable speaking to their line manager or respective Functional Executive directly, concerns may be reported via email to SpeakUp.Qatar@vodafone.com. This email is accessible to the Vodafone Qatar Speak Up Committee as appointed by the CEO.

In 2021, 57 employees filed grievances, up from 12 in 2020. All 57 grievances were addressed or resolved.

Grievance mechanism	2019	2020	2021
Number of grievances filed in the reporting period	7	12	57
Number of these grievance addressed or resolved	7	12	57
Rate of grievances resolved	100%	100%	100%



Human Rights

Vodafone Qatar policies are always designed to ensure compliance with the Labour Law of Qatar and they adopt 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. Where these do not conflict with Qatar Law, our Group policies are 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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Strengthening the Community



In 2021, Vodafone Qatar introduced new brand positioning called “Together We Can” to demonstrate that when technology and society work together, we can build a better future. The COVID-19 pandemic highlighted that technology plays a critical role in keeping all of us – people, businesses, governments – connected. Vodafone Qatar recognises the value of connectivity and how it improves lives. This new positioning further emphasises our goals of building a better future through an inclusive and sustainable digital society. “Together We Can” is further reinforced through the launch of the GigaNet network, which is improving connectivity for Qatari people and businesses, while supporting education, health, and wellbeing initiatives.

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 that focuses on three main pillars: Digital Life, Inclusion for All, and Protection of the Planet. To receive our support, 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. We also provide value through donations and sponsorships, the support for which is outlined in our formal policies.

We focus our community investments on three pillars – sports, innovation, and sustainability. They are regulated through our Charitable Donations Policy and our External Affairs department, which ensures that all our contributions are linked to the utilisation of mobile communication technology for social welfare, environmental protection, or community support. Our Social Investments Committee assesses all requests.

As far as we know, none of our operations had a significant actual or potential negative impact on local communities. Due to the COVID-19 pandemic, our employees have not been able to volunteer in 2020 or 2021.

Community investments	2019	2020*	2021
Total value of community investments	QR 4,655,326	QR 12,279,764	QR 7,565,000
Total number of local community development programmes based on local community needs	4	11	19

*Vodafone Qatar allocated over QR 10 million donation to the community investments based on the country's needs in response to the COVID-19 pandemic.



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 Qatar 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 programme 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 programme. 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 2021. 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 receive refresher training on a yearly basis to enhance their knowledge of this important communication tool for the deaf. We hope to continue this support in the coming years and, increasing training and accessibility.





Digital Literacy

Vodafone Qatar's award-winning online safety programme, AmanTECH, provides children, parents, and teachers with the tools they need to safely navigate the digital world. As we move towards a more digitally connected society, there has never been a more dire need for online safety. Because of this, Vodafone Qatar remains dedicated to educating people about the risks of the internet and interacting online with others so that the web and social media can play a positive role in society.

In 2020, Vodafone Qatar participated in the Tarsheed Carnival organised by the Qatar Water & Electricity Corporation (KAHRAMAA). There, the Company engaged with more than 5,000 school-aged children and educated them about online safety through AmanTECH's Augmented Reality (AR) interactive activities. The children learned about internet do's and don'ts, password protection, cyberbullying, protecting personal information and guidelines on photo sharing, among other incredibly useful tools and tips.

Easy Donations

Launched in 2017, "Easy Donations" is a monthly recurring charitable donation service for post-paid customers. It allows customers to select a monthly donation amount between QR 100 and QR 300 to go to one or both participating charity organisations, Qatar Charity and Qatar Red Crescent. The selected charity receives 100 percent of the donated amount. No additional fees are applied to either the customer or the charity organisation.

Commitment to Healthy and Active Lifestyles

As advocates of sport and community, we believe that both play a major role in promoting a culture of health and fitness across our country. We have partnered with several exciting sports initiatives such as the Qatar Olympic Committee for the Beach Games, PadelIn FIP Tournament, the Qatar Golf Masters Tournament, and the Red Bull Car Park Drift. Our contributions in this space have given us the honour of 'Official Telecom Partner' of the Arabian Horse Festival and a sponsor of the very popular Emir Swords Championship. We also developed an augmented reality application during last year's lockdown to celebrate Qatar National Sports Day.

Additionally, we have long supported the healthcare sector in Qatar by providing technologically advanced solutions such as "Lively Home" by "GreatCall", which is a HealthTech system of remote sensors that enables professionals and families to monitor the movement patterns of their patients and relatives. Moreover, our state-of-the-art 5G network powers fitness trackers and smartwatches across the country so that people can challenge themselves and improve their health every day with a great degree of safety and control.

Supporting Education

Vodafone Qatar has a partnership with Education Above All (EAA) to support the Foundation's ongoing efforts to provide quality and relevant access to education for youth and out of school children through its Together "Sawiyah" programme. Vodafone Qatar provides pupils of the local Assalam Schools with telecommunication services and products, giving them access to the latest online learning tools and enabling them to continue their schoolwork outside the classroom, despite the disruption caused by the COVID-19 pandemic.

Vodafone Qatar made this initiative to reaffirm its support for EAA's ongoing fundraising and awareness campaigns, and to also provide digital safety training for Assalam students under its AmanTECH programme, encouraging responsible digital activity and online safety awareness. Vodafone Qatar has a long history of supporting education and digital awareness, as well as providing learning tools and services. This support will ensure that Assalam students are digitally connected and have equal access to the high-quality online educational resources and materials used by their teachers.

Continuing its investment in Qatari education, Vodafone Qatar concluded a hybrid Internship Programme and Telecoms Mini-MBA in early 2021, further demonstrating our commitment to developing Qatari youth. The programmes were designed to equip Qatari students and graduates with essential knowledge and skills to help them build their careers in the telecommunications sector, helping them become part of a growing pool of talent whose influence will be crucial to the future digital aspirations of Qatar.

The hybrid Internship Programme gave student interns at Vodafone Qatar the flexibility to work on projects alongside teams in an office setting and remotely, giving them a valuable opportunity to build a professional network while developing in-demand skills that enhance their future employment prospects.

Continuing its investment in Qatari education, Vodafone Qatar concluded a hybrid Internship Programme and Telecoms Mini-MBA in early 2021, further demonstrating our commitment to developing Qatari youth.

Simultaneously, Vodafone Qatar ran the fast-tracked Telecoms Mini-MBA exclusively for its talented Qatari employees. The accelerated business programme delivered over 35 hours of class work focused on developing their in-depth knowledge in all aspects of the global telecommunications business, covering technology, leadership, and management. Exposing early career professionals to different business areas helps the employees better understand the foundation of Vodafone's business, which will help them qualify for positions with greater responsibility.

To learn more about these two programmes, visit [here](#).





04

Safeguarding the Planet

There is clear evidence that global temperatures are rising rapidly, with the last four years being the 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 in our business practices around GHG emissions, energy, resources, and waste.





Climate Change Mitigation

Climate change is one of the biggest challenges the world faces. In particular, the climate impact of the direct carbon emissions from our operations, such as the electricity used to power our data centres and 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 and opportunities.

As we have enhanced and improved our telecommunication services (e.g. upgrading existing sites to 5G) and expanded our network, the number of new sites and the associated energy consumption and GHG emissions has increased. In response, we are steadily converting sites to commercial power to avoid direct fuel consumption, which has higher emissions.

Over the past few years, 206 of our sites were converted to commercial power and an additional 204 sites were converted to a hybrid fuel consumption model. Compared to normal sites, the average fuel consumption decreased by 40%, thereby reducing our climate impact. We have also embarked on multiple energy efficiency initiatives like installing Power Cubes, a green energy solution that stores lost power.

At Vodafone Qatar, we believe in innovating continuously to address the responsibility towards effective connectivity

in our markets. At times, we are constrained by the demand pattern and the topographical limitations in certain areas where regular Telecom Towers are not feasible to be deployed. As a result, Vodafone Qatar has been increasing its deployment of RDMs – Rapid Deployment Monopoles in such areas. RDMs provide us with the durability of a permanent structure while at the same time allowing for movement of the structure from its given location if not required. This improves the lifetime and the reusability of these towers and also ensures that we do not address temporary demand patterns with permanent solutions or vice versa.

Vodafone Qatar had another solution – Cells on Wheels (COWs) which are fundamentally telecom towers that are set up atop vehicles such as trucks and trailers. However, this solution leaves a much higher environmental footprint per site, and is subject to higher impact due to any adverse event as well as has reduced durability.

Vodafone Qatar has now converted many COW-based sites to RDMs and is re-using COWs in cases where the demand pattern is short-term (e.g. temporary events in open areas).

Sites	2019	2020	2021
Number of sites converted to commercial power	28	74	104
Number of sites converted to hybrid model	40	89	75
Number of sites converted from COWs to RDM	24	47	23

At Vodafone Qatar, we believe in innovating continuously to address the responsibility towards effective connectivity in our markets.





As shown in the table below, we decreased our direct energy use (diesel) in 2021 to nearly 7.3 million litres, down from more than 8.6 million litres in 2020 with an 9% fall. As a result, our Scope 1 GHG emissions decreased from 22,927 tons of CO₂e in 2020 to 20,827 tons of CO₂e in 2021 by 9.2% reduction. While our indirect energy use (electricity) increased slightly from 25,029,897 kWh in 2020 to 25,872,143 kWh in 2021. Even as we expanded and grew our business, our total

emissions (Scope 1 + Scope 2) remained almost the same in the last three years and GHG emissions intensity decreased by 17%, from 16.55 tCO₂eq/QR million in 2020 to 13.76 tCO₂eq/QR million in 2021.

Going forward, we aim to switch to renewable energy providers to allow us to work towards a net-zero future.

Energy Consumption	Unit	2019	2020	2021
Direct energy use from fuel (diesel)	litres	7,299,956	8,684,622	7,889,110
Indirect energy use (electricity)	kWh	22,866,666	25,029,897	25,872,143
Direct GHG emissions – Scope ¹	tCO ₂ eq	19,272	22,927	20,827
Indirect GHG emissions – Scope ²	tCO ₂ eq	12,316	13,481	13,935
Total GHG emissions – Scope 1 & 2	tCO ₂ eq	31,588	36,409	34,762
GHG emissions intensity	tCO ₂ eq / QR million	14.86	16.55	13.76

¹Based on diesel consumption only

²Based on electricity consumption only

Highlight Story

Enhanced IOT Fleet Management Solution

Launched in June 2021, Vodafone Qatar's enhanced IoT Fleet Management solution enables businesses to maximise the efficiency of their fleet operations. The latest iteration of this solution delivers real-time information such as traffic data, vehicle location, fuel consumption, vehicle status, and employee work-time. With the advanced tracking system, customers can maximise the efficiency of their fleet operations and take

advantage of advanced features to assign tasks, dispatch jobs, and plan routes for drivers. Vodafone's Asset Tracker is also an end-to-end solution that monitors location and status of assets such as containers, shipments, equipment, and other assets wherever they are with our advanced tracking system and we have geo tagging information. These projects have helped fuel an explosion in efficiency and opened the door to entirely new business opportunities for Vodafone Qatar.

Resource and Waste Management

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’s perception of us, but also the communities near our assets.

To improve our resource and waste management practices, we have established and continue to maintain dedicated management systems. The majority of our facilities have environmental management systems (EMS) that are based on industry best practices and internationally recognised standards.

We are focused on reducing our environmental impact by either avoiding waste or reusing it. We strive to operate as efficiently as possible by reducing consumption, which reduces waste. In 2021, we produced almost 0.5 tons of non-hazardous waste and recycled 40% of it.

We are also focused on scrap materials. We work hard to scrap most of the obsolete technologies we use with a registered scrapping company that recycles most of the materials. The expected recycle percentages from each scrap batch range from 40-65%. In 2021, 52% of the materials were recyclable.

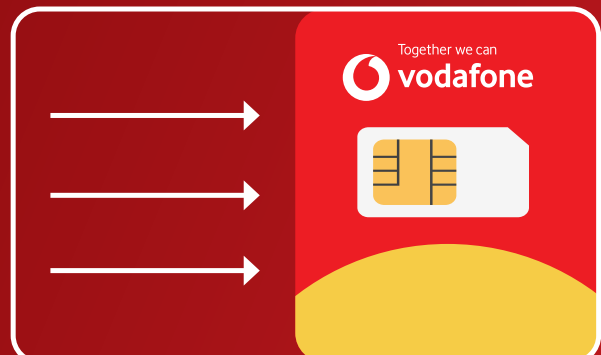
Materials Scrap (Sites/Hazardous)	Yearly Technology Scrap in m3	Percentage of recyclable materials
2019	480.46	40%
2020	1,208.20	55%
2021	2,360.50	52%

We are also focused on reducing the amount of freshwater that we use in our operations, as we recognise that water is a scarce resource. In 2021, we used 6,523 m3 of water.

Highlight Story

Environmental Commitment

Vodafone Qatar’s support for environmental causes is reflected not only externally with customers and clients, but internally with our employees and facilities. From the use of recycling bins at our headquarters facility and retail stores, to our environmentally friendly SIM card made from fully recyclable materials, our commitment to the environment is clear. We continue to look for ways to reduce our environmental impact and build sustainable long-term value for all our stakeholders.





Responsibility in the Value Chain

Our business relies on complex and multilayer global supply chains. 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 Qatar has comprehensive measures in place in our own business 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 and end-user. This requalification is done using a supplier scorecard to help facilitate monitoring and evaluating across key categories of goods or services annually. This has remained at 100% over the last few years as we annually conduct a requalification based on performance and related assessments.

Due to such complexities, monitoring supplier compliance can be challenging and the level of influence we can exert over businesses in our supply chain varies significantly.

We work to ensure integrity in our supply chain by managing many different legal, social, ethical, and environmental risks.





Local Suppliers

We foster relationships with local suppliers we work closely with, particularly those involved in service-related procurement, such as merchandising or field operations. Working with local suppliers contributes to the local economies in which we work, providing jobs and economic development in communities that need support thereby contributing to the Qatar Vision 2030.

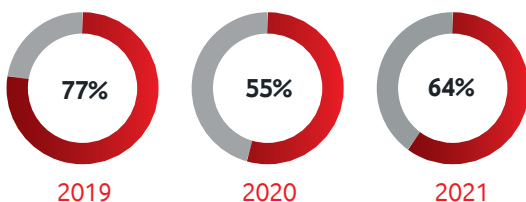
In 2021, we increased our percentage of spend on locally-based contractors and suppliers from 55% in 2020 to 64% in 2021, representing a 9% increase, while the percentage of locally based supplies decreased by 1%, from 64% in 2020 to 63% in 2021.

For supplier selection, Vodafone Qatar follows a strict process to give all potential suppliers equal opportunity to participate in the bidding process. This is recorded and monitored in Oracle ERP (Enterprise Resourcing Planning) to ensure transparency and efficiency. Selection is based on technical and commercial evaluation which is completely digital and based on competencies.

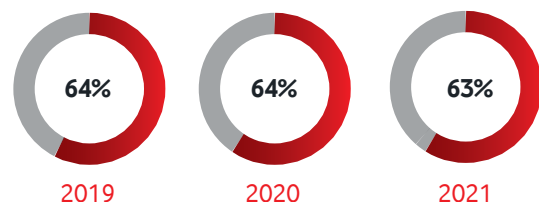
We ensure that every supplier is in compliance with applicable laws and Vodafone policies, including our Code of Conduct. During onboarding, all suppliers must provide verification that they are in compliance with Company policies and procedures. This is reviewed, approved and monitored by Corporate Security and our Cyber Security & IT Team.

Local procurement

► Percentage of spending on locally based contractors and suppliers of total spending



► Percentage of locally based suppliers





Appendix

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	36
	2-9 Governance structure and composition	26-28
	2-10 Nomination and selection of the highest governance body	26
	2-11 Chair of the highest governance body	26
	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	30
	2-20 Process to determine remuneration	28
	2-22 Statement on sustainable development strategy	4, 5
	2-25 Processes to remediate negative impacts	39
	2-26 Mechanisms for seeking advice and raising concerns	39
	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	12
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	24
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	36



GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	50
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	31
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
	305-4 GHG emissions intensity	47
	305-5 Reduction of GHG emissions	47
GRI 306: Waste 2020	306-3 Waste generated	48
	306-4 Waste diverted from disposal	48
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	36
	401-3 Parental leave	37
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	32-34
	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	38
	404-2 Programs for upgrading employee skills and transition assistance programs	38
	404-3 Percentage of employees receiving regular performance and career development reviews	39
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	37
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	37
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	41-44
GRI 414: Supplier Social Assessment 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	16
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	18



