

2022
**SUSTAINABILITY
REPORT**





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ABOUT THIS REPORT

This 2022 report is Vodafone Qatar's third 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 2022 to 31 December 2022, 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



It is my pleasure to introduce Vodafone Qatar's 2022 Sustainability Report, which outlines our performance and activities during a year of immense challenges and successes.

Proud Support of World Cup in Qatar

A significant highlight of 2022 was our proud support of the World Cup in Qatar. In line with our corporate pillars of sports and innovation, we launched the 'We Fan Together' campaign, empowering fans with the latest technologies and activities to deliver an engaging experience.

Commitment to Sustainability

At Vodafone Qatar, we are committed to building a more sustainable future. Our sustainability strategy, "Connecting for a Better Future," aligns with the Qatar National Vision 2030 and is embedded in all aspects of our business. We have aligned our report with leading global sustainability standards frameworks, including the UN Sustainable Development Goals and the Global Reporting Initiative.

Dedicated Campaigns

In 2022, we launched our flagship sustainability campaign, "Yes, We Can Renew and Rebuild," as part of our annual Ramadan initiatives. The campaign aimed to draw attention to the importance of sustainable living and recycling and resulted in positive action from households around the country. We believe that raising awareness of sustainability issues is a shared responsibility, and we are proud to have driven positive conversations around sustainability and recycling.

Focus on Fintech

We launched iPay, Qatar's first licensed e-wallet, through our subsidiary Infinity Payment Solutions (IPS). The launch of iPay has helped to promote a more sustainable way of life by reducing our reliance on physical materials and increasing digital payments adoption in Qatar.

Looking Ahead

Sustainability is integral to our long-term success at Vodafone Qatar, and we will continue to focus on our mission to provide exceptional customer service, invest in the next generation, protect human rights and the environment, and use innovation to create a better future for everyone in Qatar and beyond. We are excited about the opportunities that lie ahead and believe that we have the right foundation and vision in place to transform our company even further over the coming years.

I would like to take this opportunity to thank all our stakeholders for continued trust and support.

Sheikh Hamad Abdulla Jassim Al-Thani

Chief Executive Officer (CEO)

ABOUT VODAFONE QATAR

Vodafone Qatar offers a comprehensive range of services, including voice, messaging, data, fixed communications, Internet of Things, and ICT managed services, for both consumers and businesses in Qatar. The company commenced commercial operations in 2009 and had 2.1 million mobile customers as of December 31, 2022. Additionally, more than 419,000 Fan Sim cards were activated for World Cup 2022.

As a key driver of innovation in the telecommunications market, Vodafone Qatar is leading the way as one of the first operators in the world to launch commercial 5G services, providing customers with a suite of 5G products and services. The company has achieved this monumental feat through its rapid progress in rolling out its 5G network across the country since August 2018.

Moreover, Vodafone Qatar is accelerating the growth of its fixed network infrastructure and providing the technological backbone and communications ecosystem for many of Qatar's most recent iconic developments.

With a strong commitment to developing the digital infrastructure that contributes to Qatar's long-term growth and prosperity while also enhancing the quality of life of its citizens, Vodafone Qatar's relationship with the community extends well beyond the products and services it provides. Over the years, the company's social investments have been aligned with its purpose of connecting the people of Qatar and supporting them in their journey towards a better future. This involves building a digital technology-based society that promotes socioeconomic progress, fosters inclusivity, and prioritises the safety and sustainability of the planet and the environment.

With over 27,000 institutional and retail shareholders, Vodafone Qatar is 91% 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 also 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.



Membership of Association

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



01 SUSTAINABILITY AT VODAFONE

At Vodafone Qatar, we understand that the value of our company goes beyond the products and services we offer. It extends to our ability to generate economic, environmental, and social benefits. We focus our social investments around three crucial areas: digital enrichment, human prosperity, and safeguarding the planet. By doing so, we aim to strengthen personal connections, improve quality of life, and provide opportunities for a brighter future for all.

SUSTAINABILITY MANAGEMENT APPROACH

At the heart of our operations lies a strong commitment to sustainability, with the highest governing body for sustainability management being part of our Executive Committee, consisting of our CEO and CHRO, with the CHRO spearheading sustainability management due to its alignment with our CSR department.

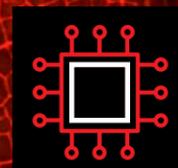
The primary objective of the governance body is to diligently oversee the identification and mitigation of sustainability risks and the exploration of opportunities, all while ensuring an open and transparent reporting of our organisation's sustainability performance to our stakeholders.

Accountability for the implementation of our sustainability strategy rests with our senior executives. They play a pivotal role in embedding sustainability goals and targets into our overarching business strategy, while also providing day-to-day supervision of sustainability-related matters. Furthermore, they are responsible for delivering accurate and transparent sustainability reports to stakeholders, encompassing sustainability performance, as well as effectively identifying and managing materiality assessments.

In alignment with the Vodafone Group's business strategy, Vodafone Qatar is focused on positively contributing to society. Our strategy targets three key areas: Inclusion for All, Planet, and Digital Society. Vodafone Qatar is also aligned with the Group's targets and commitments and actively engages and supports the governing policies, practices, and disclosures. We remain committed to ensuring that Vodafone Qatar operates responsibly and ethically.

In 2020, we updated our sustainability framework, which takes into account the expectations of all our stakeholders. In 2022, we refreshed our materiality assessment and the framework's focus areas. This framework guides our entire reporting process, highlighting and strengthening values that both Vodafone Qatar and our stakeholders can endorse and support. Our sustainability framework, known as "Connecting for a Better Future," encapsulates our understanding of sustainability by identifying crucial areas that require attention and balance.

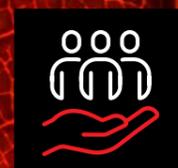
The sustainability framework is based on three pillars that align with our company's mission and values and with the material topics identified in our materiality assessment as most important to our business and our stakeholders:



DIGITAL ENRICHMENT

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

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



HUMAN PROSPERITY

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

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



SAFEGUARDING THE PLANET

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

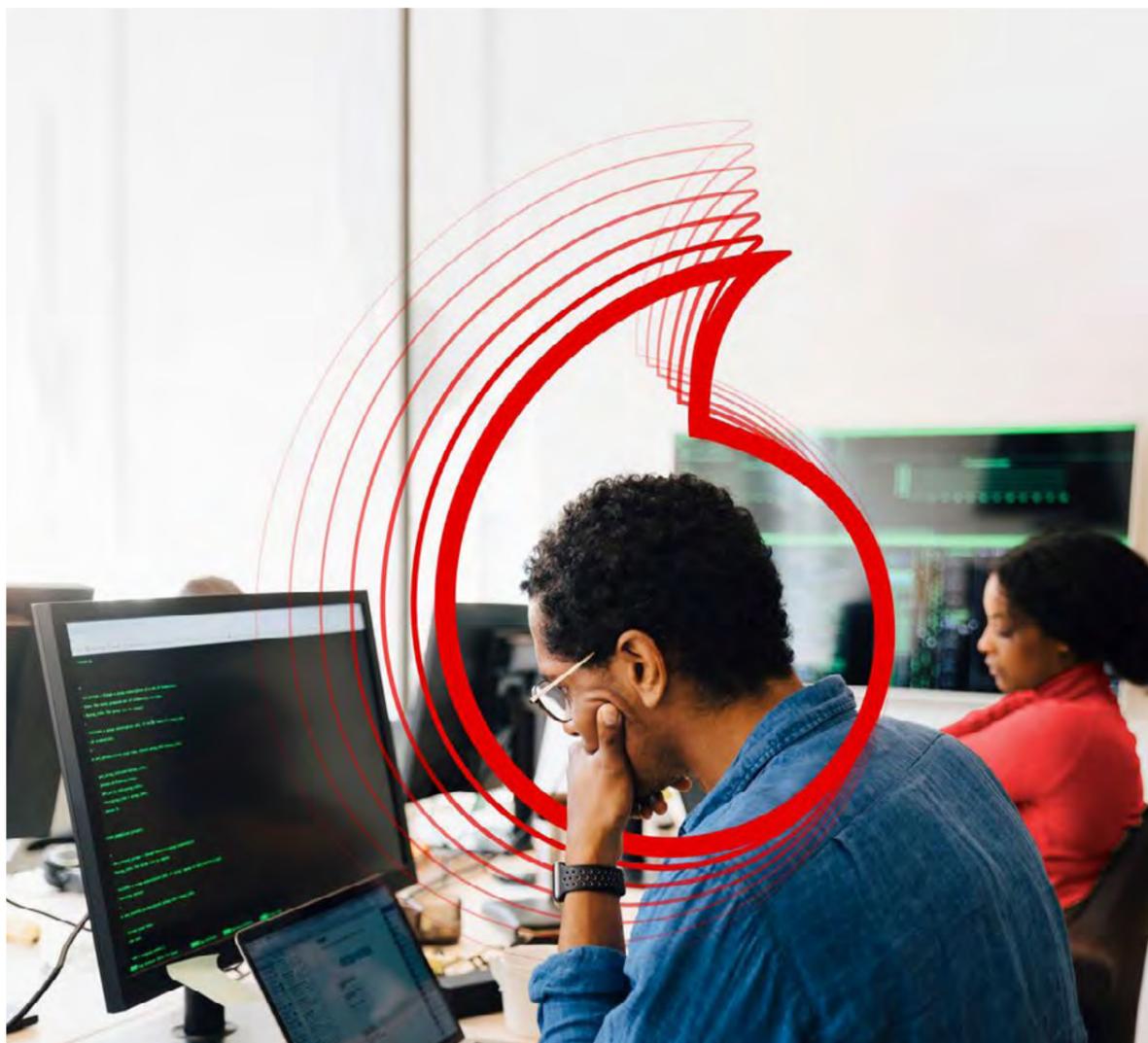
Moreover, we take responsibility for ensuring that our value chain is ethical and sustainable, with a particular focus on human rights, labour practices, and responsible sourcing of materials. We firmly believe that these efforts are critical to safeguarding the well-being of our planet and future generations.

LISTENING TO OUR STAKEHOLDERS

Building strong relationships with stakeholders is crucial to Vodafone Qatar's journey towards a sustainable society. We proactively engage with our stakeholders to understand their perspectives on important issues that can inform our business decisions. Our stakeholder analysis helps us define and identify the key groups that are central to Vodafone Qatar's success.

Our internal stakeholders include our employees, managers, and Board of Directors. Externally, we consider

our customers, shareholders, analysts, suppliers and contractors, regulators, government, and media as essential stakeholders. In 2022, we employed tailored communication channels to engage all our stakeholders and ensure their voices were heard. We used the feedback we received to adjust our business practices and adopt a more long-term approach to risk management that takes sustainability challenges into account.

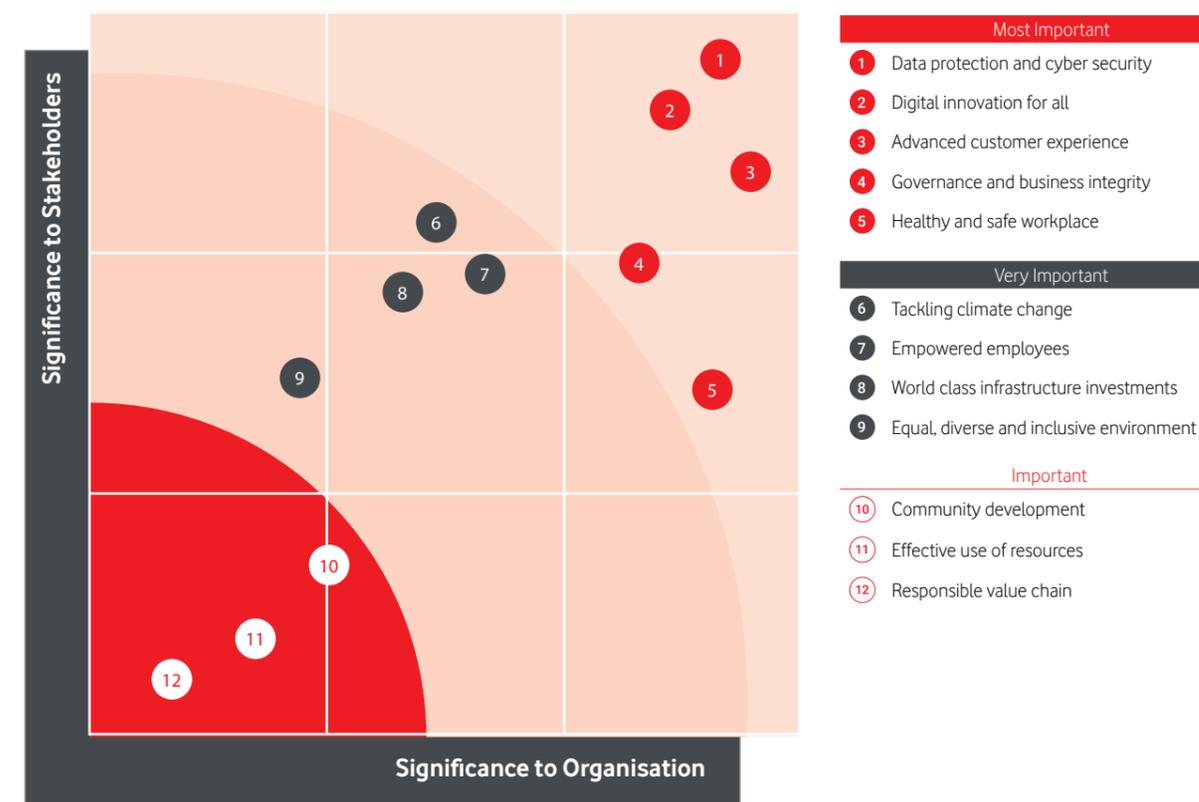


MATERIALITY – THE ISSUES THAT MATTER MOST

Our comprehensive materiality assessment conducted in 2020 enabled us to identify and prioritise the most pressing economic, environmental, and social issues for our business based on their importance to our stakeholders and our company. In 2022, we refreshed our materiality assessment to ensure that it aligned with the changing perspectives of our stakeholders and the latest ESG trends in our industry.

Moving forward into 2023, we intend to enhance our materiality assessment by incorporating risk assessments,

internal expertise, and strategic guidance. This will enable us to develop a more nuanced understanding of the critical issues facing our business, as well as their potential impact on our stakeholders and the broader community. By continuing to refine our materiality assessment, we can ensure that we remain focused on the issues that matter most and develop strategies that align with our long-term vision for sustainability and responsible business practices.



	Material Issues	Relevant Strategy Pillar	How We Manage It?	Contribution to SDGs
MOST IMPORTANT	Data protection and cyber security	Digital Enrichment	Protecting data and ensuring cyber security is a top priority for us, and we use industry-leading practices and controls to safeguard our employees, customers, processes, and technologies.	9 INDUSTRY INNOVATION AND INFRASTRUCTURE
	Digital innovation for all	Digital Enrichment	Our mission is to connect present-day ideas with upcoming technologies, and we design our innovative services to meet the ever-changing needs of our customers.	9 INDUSTRY INNOVATION AND INFRASTRUCTURE
	Advanced customer experience	Digital Enrichment	Our customers are crucial to our success, so we have implemented various measures to enhance their satisfaction and experiences, such as digital improvements and innovative tools and services.	9 INDUSTRY INNOVATION AND INFRASTRUCTURE 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
	Governance and business integrity	Digital Enrichment	We are dedicated to strong corporate governance, ethics, and integrity, which creates lasting value for all stakeholders.	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
	Healthy and safe workplace	Human Prosperity	Ensuring the health and safety of our employees is one of our highest priorities, and we implement comprehensive measures to guarantee that all Vodafone Qatar employees go home safely every day.	3 GOOD HEALTH AND WELL-BEING 8 DECENT WORK AND ECONOMIC GROWTH
VERY IMPORTANT	Tackling climate change	Safeguarding the Planet	Climate change is one of the most significant challenges facing the world, and we believe that urgent action is necessary. We implement measures to reduce greenhouse gas emissions by focusing on energy, resources, and waste.	13 CLIMATE ACTION
	Empowered employees	Human Prosperity	Our commitment lies in recruiting, nurturing, and retaining skilled Qatari personnel, and we adopt diverse initiatives and methods to accomplish this objective.	8 DECENT WORK AND ECONOMIC GROWTH
	World class infrastructure investments	Digital Enrichment	Our investments in building and maintaining a world-class infrastructure, allowing us to provide exceptional customer experiences and maintain sustainable revenue growth.	8 DECENT WORK AND ECONOMIC GROWTH 9 INDUSTRY INNOVATION AND INFRASTRUCTURE 11 SUSTAINABLE CITIES AND COMMUNITIES
	Equal, diverse and inclusive environment	Human Prosperity	We treat all of our employees equally, providing fair opportunities regardless of their background, ethnicity, gender, or any other characteristic.	8 DECENT WORK AND ECONOMIC GROWTH
IMPORTANT	Community development	Human Prosperity	We take pride in our social investment programs, which have benefited a wide range of people, and we continue to use our digital expertise to strengthen our communities and enhance human prosperity.	4 QUALITY EDUCATION 17 PARTNERSHIPS FOR THE GOALS
	Effective use of resources	Safeguarding the Planet	Managing our resources effectively and responsibly is important to us. We concentrate on reducing waste through decreased consumption, recycling efforts, and minimizing our water use.	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
	Responsible value chain	Safeguarding the Planet	Our company relies on complicated and multi-layered supply chains, and we work to ensure integrity throughout these supply chains by managing various legal, social, ethical, and environmental risks.	8 DECENT WORK AND ECONOMIC GROWTH 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

2022 SUSTAINABILITY REPORT HIGHLIGHTS



DIGITAL ENRICHMENT

- WORLD'S FASTEST MOBILE NETWORK** ACCORDING TO OOKLA'S SPEEDTEST FOR Q3-Q4 2022
- 400 KM** OF FIBRE OPTIC DEPLOYED TO CONNECT VARIOUS LOCATIONS FOR THE WORLD CUP
- 2.1 MILLION** MOBILE CUSTOMERS



HUMAN PROSPERITY

- VODAFONE'S OFFICES AND RETAIL STORES RECEIVE ISO 22301:2019** FOR BUSINESS CONTINUITY MANAGEMENT SYSTEMS
- 100%** OF FULL-TIME EMPLOYEES RECEIVED A PERFORMANCE AND CAREER DEVELOPMENT REVIEW
- QR 25 MILLION** OF COMMUNITY INVESTMENTS



SAVING THE PLANET

- 40%** OF NON-HAZARDOUS WASTE RECYCLED
- 58%** OF TOTAL PROCUREMENT SPENDING ALLOCATED TO LOCAL SUPPLIERS
- 63%** OF SUPPLIERS ARE LOCALLY BASED



02 DIGITAL ENRICHMENT

In 2022, connectivity continued to be a top priority for every household and business. Despite the continued challenges related to public health and economic circumstances, Vodafone Qatar remained committed to providing innovative digital technologies to its customers and stakeholders and contributing to sustainable development.



DIGITAL INNOVATION FOR ALL

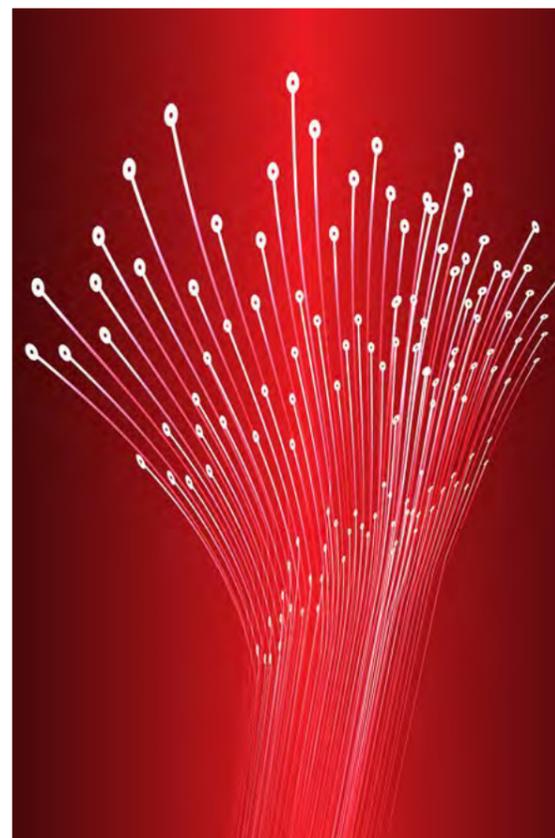
Our goal at Vodafone Qatar is to bridge today's ideas with tomorrow's technologies. To achieve this, we continuously innovate our services to cater to the evolving needs of the people in Qatar and help them use digital services more efficiently. Digital transformation remained a top priority for us in 2022, where we aimed to foster an innovative mindset and improve the customer experience by investing

in the digitalisation of key services. We intensified our 'Digital Vodafone' programme and introduced experience-enhancing initiatives through our digital channels and platforms. We focused on scaling up real-time and personalised offers, deploying artificial intelligence, and simplifying access to and use of our services.



The Success of the World Cup: Vodafone's Leading Role

Vodafone Qatar was determined to play a leading role in the success of the World Cup. As experts in communication, information technology, digitalisation, and cyber security, we understood the importance of delivering exceptional service to match the standards set by the Qatar Vision 2030 and the Supreme Committee for Delivery and Legacy (SCDL). Our contributions included:



In November 2022, we introduced a digital activation process framework for SIM cards under the guidance of Qatar's Communications Regulatory Authority. This framework included the use of electronic Know Your Customer (eKYC) for self-activation of SIM cards, as well as eSIM activation on various devices. By enabling digital self-activation through the MyVodafone App, customers were able to purchase and activate their SIM or eSIM cards without the need to visit a physical store. The digital activation process was supported by artificial intelligence for live face verification and was secured by linking it to each customer's Hayya Card for virtual identification.

The results of the solution were highly successful, with over 0.5 million new downloads of the MyVodafone App featuring the fan-specific journey. Of the customers who used the digital channel, 69% of them opted for eSIM, which can be largely attributed to the increase in devices with eSIM capability over the last few years, as well as Vodafone's active promotion of the technology. The newly developed eKYC process was also a success, with 85% of customers completing their digital registration without human intervention. The customer verification process was completed in under a minute. Moreover, customers continued to use digital channels beyond the registration process, with 50% opting to recharge their SIM cards digitally from the MyVodafone App and website.

Deploying fibre optic

In preparation for the tournament, we deployed more than 400 km of fibre optic to connect the main event locations such as stadiums, training sites, media centres, transport hubs, fan festivals, fan villages, and major tourist attractions. This was coupled with more than 130 indoor sites and 202 outdoor sites in key event locations, providing exceptional coverage and connectivity for fans and visitors.

High capacity solutions like dual beams and hexa beams were deployed in highly loaded areas to ensure customers enjoyed a seamless data experience. To provide adequate network capacity, Vodafone invested in a 1.2Tbps backbone capacity supporting full network resiliency.

eSIM Activation

As the World Cup drew near and more than 1.4 million fans were expected to travel to Qatar in a short period of time, Vodafone foresaw a substantial rise in demand for local SIM cards. As a company with a strong digital focus, we recognised the importance of implementing a digital solution, which we knew would be necessary and effective.

CHAMPIONING DIGITAL CUSTOMER EXPERIENCES

85% Of customers successfully completed digital registration while activating their SIM

Total **0.5M** App downloads

69% Of customer preferred eSIM activation via digital, and overall

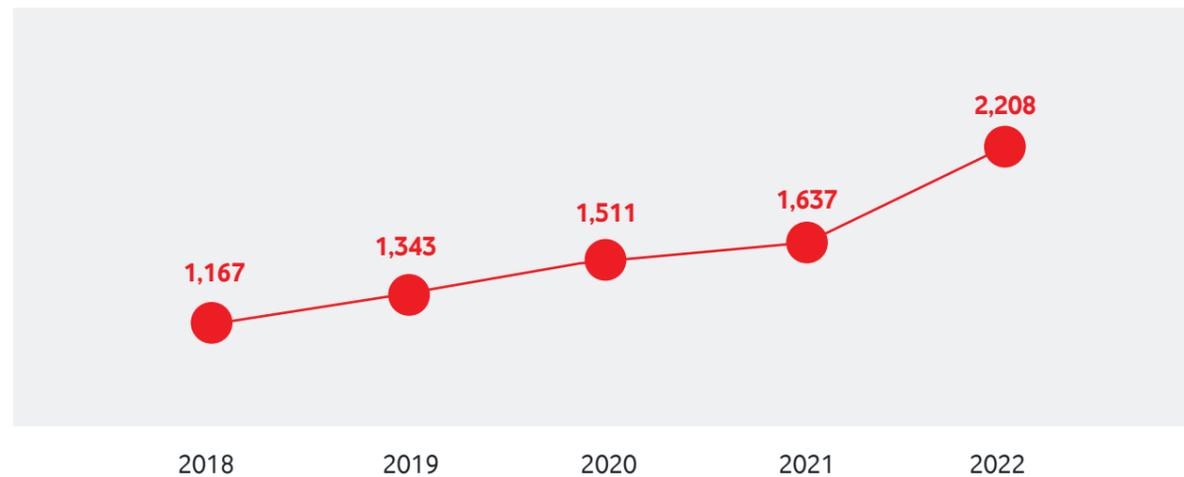
>50% Recharges done via digital

Radio Sites

We are thrilled to announce that we successfully achieved our target of having more than 2,037 live radio network sites across Qatar by October 2022, just in time for the World Cup. Our radio network sites were instrumental in providing uninterrupted connectivity to fans and visitors throughout the country. Vodafone has been leading the way in 5G technology, having been the first to offer commercial 5G services with a broad range of plans and exclusive 5G products. Since 2019, Vodafone Qatar has

upgraded over 1,100 outdoor sites to 5G. In all eight stadiums, we deployed mmWave 5G technology, providing faster data speeds than other 5G spectrums, reaching up to 4.6 Gbps on the downlink and 734Mbps uplink to support unique use cases. We also ensured that crucial venues were 5G-ready. Our dedication to expanding 5G was evident in the impressive peak internet throughput of over 450 Gbps.

RADIO ACCESS NETWORK SITES EVOLUTION



Global Connectivity

To prepare for the World Cup, Vodafone Qatar recognised the need for exceptional international capacity and took necessary measures. Since 2018, we increased our capacity significantly by 450% by the end of 2022. This was accomplished by expanding our Internet Exchange capacity by 800%, and our IP transit capacity by over 300%. Additionally, we increased the number of carriers

and providers to ensure readiness for any major event. As part of the Middle East-Europe Terrestrial System (MEETS) consortium, Vodafone Qatar played a vital role in connecting Gulf states and Eurasia, catering to the growing demand for high bandwidth services and providing unique access to the Gulf region.



Core Network

We also took the necessary steps to increase the capacity of our core network to ensure that we could seamlessly handle the significantly increased traffic. We increased our capacity by 100%.

Subscriber Capacity

To meet the anticipated demand from the World Cup, Vodafone Qatar also focused on expanding our subscriber capacity and concurrent call capacities. As a result, we reached 3.3 million subscriber capacity and expanded our concurrent call capacities by more than 100%. Vodafone Qatar was present in key locations throughout the World Cup, providing exceptional coverage and connectivity for fans and visitors.

Free SIMs for Fans

To help provide unmatched digital experiences and access for World Cup fans, we distributed over 419,000 free fan SIMs with two days of unlimited data. Approximately 75,000 fans chose to continue using our services by recharging with our affordable \$20 and \$40 products, which included unlimited data, calls, and roaming benefits. Through this effort, we catered to a diverse group of fans, with the top nationalities being Saudi Arabia, Mexico, India, Morocco, and the United Kingdom.

Roaming

Vodafone Qatar was the preferred network of tourists during the World Cup, with over 1.8 million roamers from 194 countries using the Vodafone network. Of this, 1 million customers became active roamers who made 3.9 million calls and used 854 TB of data while roaming. As a result, Vodafone experienced a 500% increase in roaming revenue. The top nationalities using the services included Saudi Arabia, the United States of America, India, the United Kingdom and the United Arab Emirates.



Campaign Performance:

Vodafone's marquee campaign for during the World Cup period was "We Fan Together." The digital campaign garnered 109 billion impressions and 6 million clicks. The TV campaign generated the highest ad attention scores in Vodafone Qatar's history.

Tournament History

Attendance

3.4 million



1 Million
ACTIVE ROAMERS IN COUNTRY

Data

1,188 GSM TB
5G 37% SHARE @ 707Mbps

328 TB

DATA CONSUMED ON PUBLIC TRANSPORTATION



Voice

15.0 million Calls



99.92%
CALL SET UP SUCCESS RATE

0.09%
CALL DROP RATE

Robust Facilities

365 +
ENGINEERS AND EXPERTS



8,466

ANTENNAE



Championing digital customer experiences

85%

of customers successfully completed digital registration while activating their sim

69%

of customer preferred eSIM activation via digital, and overall

>50%

recharges done via digital

Total
0.5M

App downloads

Roaming

TOTAL ROAMERS

1.8M

ROAMING COUNTRIES

194

ROAMING DATA

854 TB

ROAMING CALLS

3.9M

PARTNER NETWORKS

618

NETWORKS ON 5G ROAMING

109

Fan sims



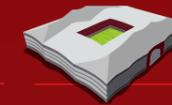
419,487

Traffic Stadiums



Lusail Stadium

305TB
3.35M calls



Al Bayt Stadium

132TB
2.13M calls



Khalifa Stadium

192TB
2.43M calls



Al Thumama Stadium

186TB
2.09M calls



Education City Stadium

94TB
1.27M calls



Stadium 974

91TB
1.38M calls



Ahmad Bin Ali Stadium

99TB
1.03M calls



Al Janoub Stadium

88TB
1.34M calls

Final match stats



Mobile Data

45.8 TB

32.7 TB in stadium
(Including Lusail Boulevard)



Voice Call

946K

492k in stadium
(Including Lusail Boulevard)



ROAMERS IN AUDIENCE

57K

Public Transportation



4000

Buses connected with Wi-Fi



1000

Taxis connected with Wi-Fi



100%

Entire metro network connected with Wi-Fi

328 TB

Data consumed on public transportation

2.38 Milion

Public Wi-Fi sessions during the tournament on Qatar Rail and Mowasalat public transportation

Additional Cutting-Edge Digital Innovations

Vodafone Introduces iPay

In support of Qatar's move towards a more digitised economy, as well as the Qatar Central Bank (QCB) vision for a cashless economy by 2023, Infinity Payment Solutions, a wholly owned subsidiary of Vodafone Qatar, in strategic partnership with the Commercial Bank of Qatar (CBQ), Gulf Exchange, and Paytm developed iPay, a secure ewallet. iPay offers customers direct access to instant local transfers to all banks and wallets under the Qatar mobile payment network, as well as international remittance and merchant payments.

iPay is an operator-agnostic wallet and is available to all consumers in Qatar, regardless of their telecommunications service provider. Customers can register through the iPay application in less than 60 seconds and conduct fast and secure local and international remittances with friends and family, instant merchant payments, and select utility payment services.

New IoT Asset Tracking Solution:

In 2022, Vodafone Qatar launched a new Internet of Things (IoT) asset tracking solution to maximise the efficiency of business operations by allowing all companies to better manage assets as part of their digital transformation journeys. The new end-to-end IoT asset tracking solution facilitates the delivery of real-time information such as asset location and environmental conditions, can track multiple assets simultaneously, and can deliver alerts and reports. It is suitable for a range of different businesses and industries including but not limited to construction, transportation, logistics, distribution, and others.

The asset tracking solution offers two different packages – one for large enterprise and one for small enterprises. All users can manage their assets through a self-service IoT web portal and mobile application when monitoring remotely in the field, and both solutions allow for tracking, dashboard access, reports, and alerts notifications.

During the World Cup event, logistics and distribution companies utilised Vodafone's IoT asset tracking to manage, monitor and track their assets across different event locations throughout the tournament. This included moving operational materials and trolleys between stadiums. Meanwhile, some transportation companies leveraged Vodafone Global's IoT connectivity to enhance the end-user experience while on the move.



Consumer IoT:

Vodafone Qatar has also launched its first consumer Internet of Things (CIoT) product, the Vodafone Smart Tracker, which is a new multi-purpose tracking solution that can locate users' valuables, such as wallets, bags, luggage, laptops, motorbikes, and even cars.

The Vodafone Smart Tracker is built on the Vodafone IoT platform. It enables users to find and track their most important belongings locally and globally, through a dedicated application developed in-house by Vodafone, and is available to download on both Android or IOS devices.

Technology Provider of Microsoft Cloud Data Centre:

Vodafone Qatar was the official technology provider of the Microsoft Cloud Data Centre Region in Qatar's launch event. The data centre region delivers hundreds of scalable, highly available, and resilient cloud services that empower government entities, organisations, public and private enterprises, and developers to accelerate their digital transformation journeys.

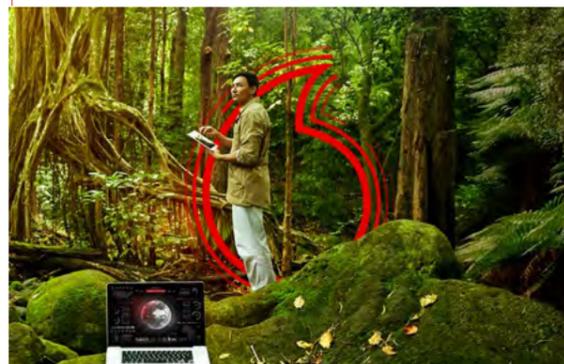
It connects Qatar to the largest cloud infrastructure network in the world, providing unprecedented growth and scale for Microsoft customers and partners in the country. The partnership between Vodafone and Microsoft aims to promote the development of innovative solutions that contribute to the digital transformation of the local market, positioning Qatar among the digital leaders of the world.

MyVodafone Portal:

The MyVodafone portal is a self-service tool for businesses of all sizes, continuously improving its features to enable customers to manage, monitor and control their telco services digitally.

Partnership with Qatar Rail:

Since 2020, Vodafone Qatar has partnered with Qatar Rail (QRail) to install a public Wi-Fi service on the Doha Metro Red, Green, and Gold Lines, providing passengers with internet access in stations and on board the trains. The service is fully managed by Vodafone and it covers all stations, underground and aboveground facilities.

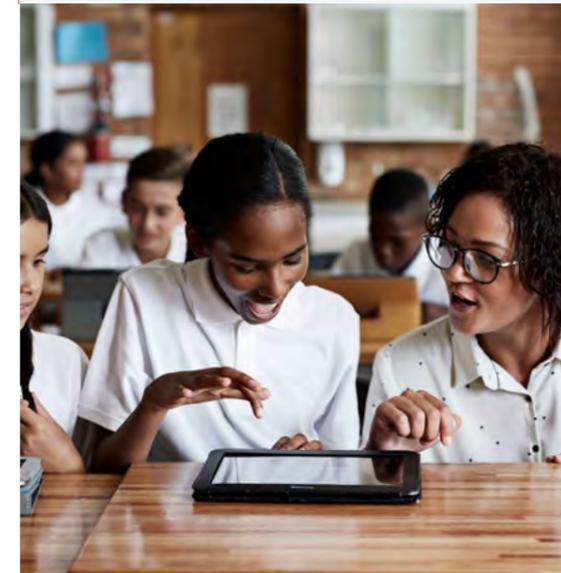


Partnership with Mowasalat:

Vodafone Qatar partnered with Mowasalat, the official transportation company in Qatar, to launch a public, free Wi-Fi service that provides seamless internet access to customers using over 4,000 buses and 1,000 taxis in Qatar, delivering an uninterrupted connectivity experience to the public. Passengers using a Mowasalat bus or taxi are able to use the Wi-Fi service whether they are residents or visitors in Qatar. This service was available for free for visiting fans during the World Cup event.

Developing Qatari Youth:

We are committed to nurturing the talents of Qatari youth by equipping them with the knowledge and skills necessary to thrive in their university education and professional careers. In 2022, Vodafone Qatar actively participated in two significant events: the Qatar Foundation (QF) Alumni Reunion and Career Fair, as well as the University of Doha for Science and Technology (UDST) Career Fair. These events provided a platform for attendees to gain insights on various job opportunities and the skills required for different careers. Additionally, they had the chance to listen to first-hand experiences from seasoned professionals and companies and share their own perspectives on youth development.



Innovation Sponsor of Project & Hospitality Qatar 2022

We were the Innovation Sponsor for Project Qatar and Hospitality Qatar 2022, which brought together global stakeholders across the construction and hospitality industries - two fundamental pillars of Qatar's economy. Project Qatar specialises in construction and related sectors, offering an opportunity to generate new business leads with companies of all sizes, while Hospitality Qatar provides a one-stop-shop for buyers to source their requirements and place procurement orders covering all aspects of the industry. We showcased our innovative business solutions, including a range of connectivity and Internet of Things (IoT) products, to help businesses of all sizes improve their operations and customer services in a construction or hospitality context.



Gold Sponsor – SMART City Expo Doha 2022

As the Gold Sponsor of SMART City Expo Doha 2022, we recognise the importance of smart cities in creating a better, more sustainable future for cities and their citizens. We highlighted the role of smart cities in improving people's lives and bolstering business models, and emphasized our commitment to expanding our range of smart solutions, including the use of Internet of Things (IoT) technologies. These solutions are crucial in the running of smart cities and are also vital for the increased sustainability of our urban environments.

Support Rafeeq to enhance customer experience

We have announced a new partnership with the Qatari food delivery platform Rafeeq to support their efforts in enhancing customer service and experience. Together, we will work to identify how tailored, innovative digital solutions and customer insights based on Big Data can optimise their operations.

Support for AAMeghessib Back-2-Back E-Sports Tournament:

For the third year running in 2022, we upheld our support for AAMeghessib's Back-2-Back E-sports tournament. This unique e-sport platform for PlayStation 5 gamers in Qatar involves the creation of two-player teams that compete in qualifiers, ultimately leading to a national final. By partnering with AAMeghessib, we aim to continue our commitment towards promoting e-sports and driving innovation in Qatar, while advocating for sports and a healthier society, in alignment with the Qatar National Vision 2030.

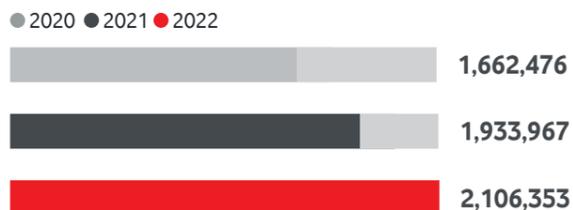
Point of Service Machines:

At the forefront of our values is the desire to minimise our environmental impact while enhancing our customer experience. As such, we have taken steps to digitise the recharge purchase process in the market, which includes an increase in the number of digital payment machines from 1,857 in 2021 to 3,125 in 2022. This has empowered retailers to facilitate customer payments and recharge purchases without relying on paper-based services. Furthermore, we have expanded our reach with the addition of 70 SSMs in our retail stores, Qatar Rail metro stations, work camps, and mass market outlets during 2021. These actions have both decreased the use of paper and packaging, and their associated negative climate effects, while improving the overall experience for both retailers and consumers.

ADVANCED CUSTOMER EXPERIENCE

The widespread use of mobile phones and the internet has revolutionised the way we communicate. Smart devices have become a crucial part of our daily lives, offering us the freedom, flexibility, and security to communicate effectively. At Vodafone Qatar, we value our customers and consider them essential to our success. As such, we have implemented various measures to ensure their satisfaction and enhance their overall experience. Our focus is on providing our customer advisors with the necessary skills and tools to deliver the desired level of customer service, which is regularly monitored through high-quality audits. As a result of these efforts, our number of mobile customers has surpassed 2.1 million in 2022.

NUMBER OF MOBILE CUSTOMERS



*The customer figures are excluding the World Cup Fan SIMs and short-term postpaid activations

We have taken several steps to improve the skills and expertise of our customer advisors. This includes implementing a variety of training and coaching initiatives on topics such as product knowledge, service delivery, communication skills, language proficiency, and more. To ensure consistency, we have established an Omni-channel standardised training programme that utilises a knowledge portal accessible throughout the company. To assess and improve knowledge of our products and services, we utilise a skills and knowledge evaluation plan.

Our training sessions are conducted by industry experts and made available to both new hires and existing associates. As part of our "Digital First" initiative, we have shifted our focus towards digital e-learning, moving away from traditional classroom training. Our training and knowledge

assessments are delivered through interactive methods such as live activities, games, and quizzes.

We monitor customer satisfaction performance with the following metrics:

- Customer Effort Score (CES):** The effort a customer must exert to get an issue resolved.
- Net Promoter Score (NPS):** A measure of the customer experience and prediction of business growth.
- Touchpoint Net Promoter Score (TNPS):** A measure of the customer experience at the touchpoint and channel level.

Our NPS survey is combined with any network feedback from our CES and our TNPS to analyse and identify actions, in addition to continuous monitoring of trends. Any areas of improvement identified through our customer survey process is prioritised and an improvement programme is implemented and monitored with technology.

Our frontline workers have delivered an exceptional customer experience in 2022, marked by a superior quality of service that has resulted in overwhelmingly positive customer satisfaction outcomes. Our CES score has improved from 2.1 in 2020 to 1.7 in 2022.

CUSTOMER EFFORT SCORE



*Lower score shows better performance.

To identify and address customer satisfaction issues, we conducted daily customer feedback and complaint analysis through call listening and customer interaction analysis. Based on the insights gained from our quality monitoring exercise in 2022, we implemented the following actions:

- 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 remain committed to monitoring, measuring, and prioritising customer satisfaction, and will continue to work towards maintaining positive results in the future.

Addressing Customer Feedback

We understand the importance of addressing customer feedback and are committed to continuously improving our services. To ensure our customers can easily reach us, we provide multiple touchpoints for customer support. Customers can contact Vodafone Qatar by dialling 111 from their Vodafone mobile, live chatting through the My Vodafone App, emailing us, visiting our retail stores, or through our website.

Our customer service representatives aim to resolve any issues on the first contact. However, if further technical support is needed, a ticket will be generated for the customer. A dedicated complaint management team will then contact the customer with the proposed resolution. In case the issue requires more technical support, it will be escalated to the technical team. We follow a service-level agreement (SLA) framework for the complaint resolution process, and various stakeholders are involved in ensuring the process is completed efficiently. We take our customers' concerns seriously and strive to provide them with the best possible support experience.



COMPLAINTS RATIO VS CUSTOMER BASE





Voice of the Customer (VoC) Programme

In 2021, we launched our VoC Programme in partnership with Vodafone Group in Qatar. Our goal was to simplify and optimise our operations by proactively shifting customer contacts from traditional channels to digital ones, and automating our processes using smart, digitally integrated technologies to enhance the customer experience. Through this programme, we gained valuable insights into our customers' challenges and needs and implemented changes to our processes, products, and systems to meet their needs and address their pain points. Our aim was to develop self-service solutions to address the most common reasons for customer contact through different channels. In 2022, the programme helped us reduce overall customer contact frequency by 11% and achieve a high satisfaction level of over 83%. We will continue to focus on digitalisation and customer experience excellence through this programme in 2023.

Conversational Marketing

We have implemented advanced technology to enhance our sales and support engagement with customers by transitioning from manual interactive models to AI-assisted models, such as "Conversational Marketing" and the "WhatsApp Business Channel". Through these additional channels, we have seen a shift in customer behaviour, as they prefer the more flexible interactive conversation approach over the traditional manual approach. This approach involves a chatbot asking real-time simple questions to determine the user's needs. The chatbot then qualifies leads, fulfils the requested tasks, or directs the user to the appropriate person for more complex inquiries and requests.

Labeeb (Chatbot)

Labeeb, our artificial intelligence chatbot, was first introduced in 2020. Using natural language processing and advanced machine learning algorithms, Labeeb can now respond to customer queries and provide assistance with four key service journeys. Labeeb's learning journey is ongoing as it continuously analyses data for patterns and correlations.

Labeeb has been updated to provide ongoing assistance with products and services. Its language detection capabilities enable seamless conversation switching between English and Arabic. Labeeb also supports Spanish customers during events like the World Cup.

As we move into 2023, Labeeb will continue to learn from these patterns and use the information to make better predictions, resulting in an improved customer experience.

Vodafone for All

Vodafone is committed to connecting everyone, including those with disabilities, with their loved ones and colleagues. We understand that it can be challenging for customers with disabilities to find a suitable mobile phone and learn how to use it effectively. To address this, we have developed the "Vodafone for All" programme. This programme is dedicated to supporting people with visual and hearing impairments, mobility and dexterity issues, and learning difficulties.

Through the "Vodafone for All" programme, we offer a range of solutions to help our customers with disabilities. For instance, we provide communication aids for customers who have difficulty hearing or speaking, handheld magnifiers for those with limited vision, and navigation aids for those who struggle with orientation or have learning difficulties.

In 2021, we continued to offer discounts to people with disabilities and retired citizens as part of the "Vodafone for All" programme. Customers can enjoy a 50% discount on Vodafone Qatar plans and a 10% discount on select handsets with accessibility features.

Moreover, we support the Global Accessibility Reporting Initiative (GARI) by providing customers with information about the accessibility features available on a wide range of mobile phones. Although we may not have all the phones listed on the site, we provide our customers with a Vodafone Smartphone Accessibility Guide to help them find a similar device that meets their needs.

DATA PROTECTION AND CYBER SECURITY



We take data privacy and cyber security seriously, including the protection of customer and employee data. To combat the constantly evolving nature of cyber threats, we have implemented active defences against a wide range of threats. In recent years, we have significantly increased our investment in cybersecurity to enhance our security posture and ensure the protection of our people, processes, and technologies. We are committed to safeguarding our customers' and employees' sensitive information and will continue to stay vigilant and adapt to new security threats.

Our Chief Executive Officer (CEO) has ultimate responsibility for our data privacy and cyber security. However, to ensure the effective implementation of policies and procedures, specific responsibilities for data privacy and cybersecurity have been delegated to our Head of Corporate Security and Information Security Senior Manager, respectively.

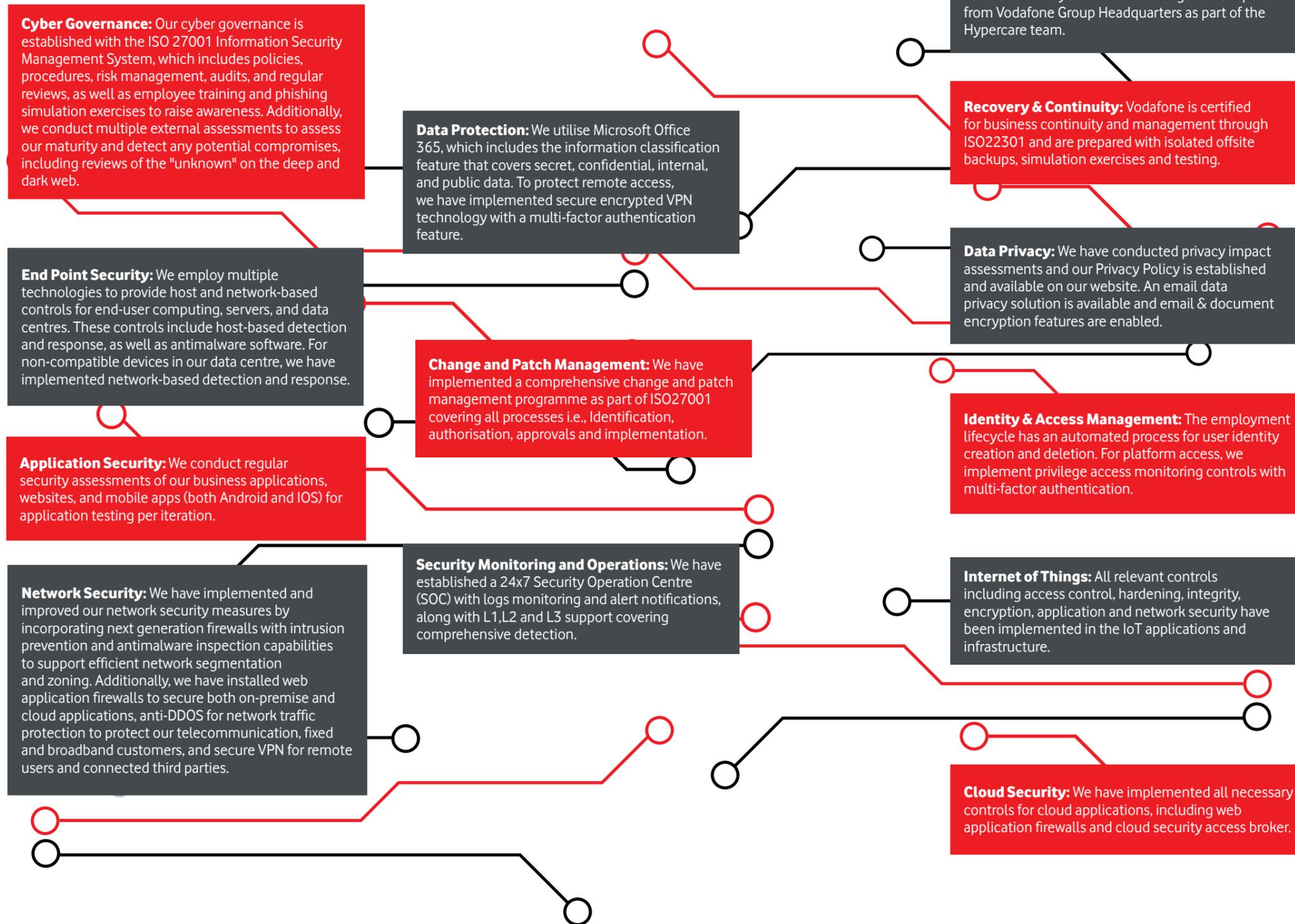
Our governance structure and information security roles and responsibilities are clearly defined in our Data Privacy Policy and Cyber and Information Security Policy. Our approach to information security is governed by our Information Security Management System (ISMS), which is owned by the Technology Security Department. The ISMS Executive Committee and the ISMS Core Committee oversee the process.

We believe that information custodians and end-users also play a crucial role in ensuring information security. Therefore, we have a comprehensive approach to training and awareness, ensuring that all employees are knowledgeable about their roles and responsibilities in safeguarding sensitive information.

We prioritise the governance of our ISMS and implement a comprehensive framework of policies, standards, and practices that are supported by internal controls on our information systems and subjected to regular internal and external audits. To ensure the proper protection of sensitive data from malicious activities, Vodafone Qatar's Technology Security and Corporate Security Departments comply with ISO 27001 (Information Security Management) and ISO 22301 (Business Continuity Management System). We also conduct surveillance audits annually with the guidance of an external certification body to review and ensure compliance with the requirements of these ISO certifications. In 2022, we successfully completed the second surveillance audit for our current ISO 27001 certification cycle.

To test the rigor 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, including the National Cyber Security Agency (NCSA).

In 2022, we adopted the Qatar Cyber Security Framework as our guideline document for the proper control selections, implementation, and optimisation for our Defence in Depth Security Architecture and Strategy. The key domains we focus on include:



Vodafone Qatar played a crucial role in providing infrastructure for the World Cup services, ensuring that there were no disruptions in business due to cyber security issues during the event. Various measures were taken, including implementing a change freeze, geofencing critical applications, maintaining offsite backups for recovery and continuity, optimizing network security components, conducting multiple compromise assessments, and monitoring the deep and dark web for potential threats.

To enhance security and privacy knowledge among our staff, we conduct mandatory training sessions, reminding them of their responsibilities and the risk of disciplinary proceedings for non-compliance in accordance with our policy. This training includes monthly sessions for new hires to increase cyber security awareness, phishing simulation exercises, and security awareness sessions focusing on common threats and challenges.

Our Data Privacy Policy is readily available to our customers and covers a range of topics, such as information collection, usage, sharing, security, and online safety. Customers can also find information on how to contact us regarding any privacy concerns.

Once again in 2022 we experienced zero data breaches, which is a testament to our commitment to data privacy and cybersecurity.

Once again in 2022 we experienced zero data breaches, which is a testament to our commitment to data privacy and cybersecurity.

WORLD INFRASTRUCTURE INVESTMENTS

Vodafone Qatar played a pivotal role in the success of the World Cup by making significant investments in world-class infrastructure. In today's digital age, fan expectations have drastically evolved, and they demand an immersive experience where they can easily connect, share, and capture every moment and conversation.

To meet these demands, Vodafone Qatar invested nearly QR 1.5 billion over three years to upgrade our infrastructure

and capabilities. This investment enabled us to exceed technological capacity expectations and provide fans with a seamless, high-speed network throughout the tournament. In fiscal year 2022 alone, Vodafone Qatar invested QR 660 million, which is a 61.7% increase from the previous year and the highest annual investment in the history of Vodafone Qatar since its launch in Qatar in 2009.

ANNUAL CAPEX SPEND (QR MILLION)

● 2020 ● 2021 ● 2022



Network Readiness

Vodafone Qatar was dedicated to being network ready and delivering the fastest and most advanced network for the World Cup. Our investments have been consistent over the years to expand our mobile network, fibre optic deployment, and 5G services throughout the country.



World's Fastest Mobile Network

According to results from Ookla's Speedtest for Q3-Q4 2022, Vodafone Qatar is the world's fastest mobile network. Ookla acknowledges Vodafone's dedication to providing high-speed internet to its customers.

More information can be found in [Digital Innovation for All](#) chapter

Digital 2023 Strategy

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 2022, our revenue increased by 21.4% to QR 3.1 billion and our revenue market share reached 27.8% of Qatar's total telecom market revenue. Our EBITDA increased by 19.7%, and we have achieved a

net profit increase of 53.4% for a total of QR 502 million. As for our customer base, in 2022, we served 2.1 million mobile customers excluding FAN sims by the end of the year.

A detailed report of our financial highlights can be found in our [2022 Annual Report](#) and a summary can be found below:

ECONOMIC PERFORMANCE (QR MILLION)

● 2020 ● 2021 ● 2022

DIRECT ECONOMIC VALUE GENERATED

Revenues



ECONOMIC VALUE RETAINED

Net profits



ECONOMIC VALUE DISTRIBUTED

Operating costs



EBITDA



Dividend for the year



Employee salaries and benefits



In 2022, our revenue increased by 21.4% to QR 3.1 billion and our revenue market share reached 27.8% of Qatar's total telecom market revenue.

CORPORATE GOVERNANCE, ETHICS, AND INTEGRITY

We are committed to strong corporate governance practices and upholding the highest ethical and integrity standards and expectations. We believe those things are critical to our ability to meet the expectations of our stakeholders, including, shareholders, employees, suppliers, partners, and customers.

Board of Directors

Vodafone Qatar's Board of Directors 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. Governance issues are reviewed regularly by the Board of Directors.

The Board's responsibilities include but are not limited to:

- 1 The overall management, direction, and performance of Vodafone Qatar
- 2 Exercising sound and objective judgement on all corporate matters independent from executive management
- 3 Being accountable to shareholders for the proper conduction of business
- 4 Ensuring the effectiveness of, and the reporting on, the Company's system of corporate governance

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

BOARD COMPOSITION

The Annual General Assembly (AGA) of shareholders, held on February 28, 2022, re-elected three of the Company's existing Board members as Independent Board members. Additionally, Vodafone and Qatar Foundation LLC approved the re-appointment of four of the existing Board members for a maximum term of three (3) years, starting from the date of the AGA. As of December 31, 2022, the Board of Directors consists of a total of seven (7) members, as outlined below.

BOARD GOVERNANCE

Vodafone Qatar's executive management team ensures that the Board members are regularly updated on all relevant requirements, rules, and regulations regarding general corporate governance during Board and Audit Committee meetings. The Board members are highly respected in the region for their expertise in business, government, and economic affairs. Many of them hold current or previous positions as Board members in other listed companies.

The Board conducts an annual self-assessment exercise to evaluate the performance of both the Board and its sub-committees. The exercise follows a specific evaluation questionnaire set by the Board and takes into account various key components of the Board's composition and responsibilities, such as the Board's structure, access to and presentation of information, Board member dynamics and contributions, key responsibilities, and the performance of the various sub-committees.

The Board of Directors Nomination Committee reviews the outcome of the Board's self-assessment and submits a report to the full 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 Governance Code for Companies & Legal Entities Listed on the Main Market ("Governance Code").

Board of Directors



H.E. Mr. Abdulla Bin Nasser Al Misnad
Chairman of the Board of Directors
 Non-Executive and Independent



H.E. Mr. Akbar Al Baker
Vice-Chairman of the Board of Directors
 Non-Executive and Independent



Mr. Rashid Fahad Al-Naimi
Board Member and Managing Director
 Executive (Vodafone & Qatar Foundation LLC)



H.E. Sheikh Hamad Bin Faisal Thani Jassim Al-Thani
Board Member
 Non-Executive and Independent



H.E. Sheikh Saoud Abdul Rahman Hassan Al-Thani
Board Member
 Non-Executive (Vodafone & Qatar Foundation LLC)



Mr. Nasser Jaralla Al-Marri
Board Member
 Non-Executive (Vodafone & Qatar Foundation LLC)



Mr. Nasser Hassan Al-Naimi
Board Member
 Non-Executive (Vodafone & Qatar Foundation LLC)

Board Structure	Unit	2020	2021	2022
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 accordance with Law No. (11) of 2015, also known as the "Promulgating the Commercial Companies Law," and the QFMA Governance Code, which stipulate that Board remuneration should not exceed 5% of the Company's net profit after deductions of reserves and legal deductions and after the distribution of dividends to shareholders of not less than 5% of the paid-up capital, the shareholders approved the Board's recommendation for remuneration to its members. This recognition was for their achievements during the financial year that ended on December 31, 2022.

The total remuneration proposed to the Board for the financial year ended on December 31, 2022 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 established targets related to revenue, net profit, operating cash flow and the NPS. The bonuses and remuneration are also based on skill level, experience, job level, and employee performance.

Every year, the Board of Directors Remuneration Committee approves a bonus for the current financial year and approves the bonus target for the following year.

BOARD MEETINGS

Vodafone Qatar's Articles of Association, Article 36, mandates the Board of Directors to hold meetings at least six times per year, with no more than three months passing between meetings. This is consistent with Article 14 of the QFMA Governance Code. During the financial year that ended on December 31, 2022, Vodafone Qatar held a total of seven meetings, all of which were attended by the seven members of the Board.

VOTING

Vodafone Qatar is committed to preserving the rights of its shareholders and promoting fairness and transparency. These rights are granted to shareholders by relevant laws and regulations, including the QFMA Governance Code, the Commercial Companies Law No. 5 of 2002 and its amendments (CCL), and Vodafone's Articles of Association. The Board also guarantees that shareholders' rights are respected in a just and equitable manner. To achieve this goal, we have established the following key rules:

- Every shareholder has the right to attend the General Assembly as a principal or 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
- If the decision involves the election, dismissal, or filing of a liability action against Board members or if the Chairman or a group of shareholders representing at least one-tenth of the votes attending the meeting requests it, voting is carried out by secret ballot
- If the meeting takes place virtually, shareholders can vote through online services

Neither the Company's Articles of Association nor any other relevant rules and laws limit the CEO's participation as an executive Board member or Chairperson of the Board committees. However, it is not allowed that the chairman position is held concurrently with any other executive position within the Company. Vodafone Qatar ensures clear separation of responsibilities among the roles of Chairman, Managing Director, and CEO.

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 during the financial year ended on December 31, 2022.

Vodafone Qatar's external auditors also conducted a reasonable assurance engagement over the Board of Directors' report on the ICFR evaluation (as of December 31, 2022) to ensure compliance with Article 24 of the QFMA Governance Code. According to 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 was appropriately designed, implemented, and effectively operating in accordance with the COSO Framework as of December 31, 2022. The ICFR report from the external auditors and Directors is included at the end of the Corporate Governance report for the year ended December 31, 2022.

Business Continuity Management

Vodafone Qatar has implemented a robust business resilience framework that manages and mitigates the risk of any identified significant events that could result in business interruption and ensures the timely resumption of operational activities within a reasonable period.

Additionally, the company has established a dedicated Business Continuity Management (BCM) Steering Committee/Crisis Management Team, consisting of Executive Committee Members, who convene regularly or as necessary to evaluate the implementation, maintenance, and enhancement of the BCM programme.

Various internal plans, including the Business Continuity Plan, the Crisis Management Plan, the Technology Resilience Plan, and Site Emergency Response Plan, outline the requirements necessary to protect Vodafone Qatar against the impact of emergencies and disruptions to critical business operations through effective and timely response, within predetermined timeframe, to an emergency or crisis.

As part of World Cup preparations, a detailed Business Continuity Risk Assessment was conducted and risk mitigation plans were implemented for both internal and external controls. In addition, a simulation exercise was conducted for our network capability at three stadiums as part of the "Watan Exercise" to validate the incident response procedures and highlight any gaps for 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 includes 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 practices. The programme involves the application and monitoring of 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. Its goal is to ensure that all significant financial and business risks are identified and managed appropriately.

The Vodafone Qatar management team is responsible for maintaining an effective internal control environment to achieve and maintain compliance with all governance policies. The Vodafone Qatar Compliance and Internal Audit teams continually monitor this programme. The Internal Audit team provides independent assurance over the internal control system and reports significant issues to the Audit Committee regarding the risk-based yearly audit plan.

Vodafone Qatar is compliant with the provisions of the applicable QFMA laws and relevant legislation, including the QFMA Governance Code. As of 2022, Vodafone Qatar has not received any sanctions or financial penalties from the QFMA for non-compliance with any provisions of the QFMA laws or related regulations, including the QMFA Corporate Governance Code.

Risk Management

Vodafone Qatar has established an all-encompassing and ongoing enterprise risk management and assessment programme within the organisation. The primary objectives are to balance risks the business takes with potential rewards, 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. The risk management function reports to the Audit Committee annually 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 continuously subject to additional reporting, oversight, and assurance.

Audits

Vodafone Qatar's Internal Audit Department provides objective and independent assurance over critical business processes and projects. They review business and technology processes to identify risks, review controls, develop recommendations, and track management action plans until completion. The Audit Department operates independently and is responsible for providing objective reports on any function, without being restricted by line management. The Internal Audit team continually monitors and supports key governance structures and activities to ensure their ongoing effectiveness. The team identifies and advocates good business practices and reviews the Company's financial and accounting policies and processes to assess relevant risks.

In each of the six Audit Committee meetings during the year, the Audit Department provides a detailed report that covers compliance with internal control and risk management, fraud incidents, risks encountered, measures taken, and future recommendations, among other things. In addition, the Audit Department reports to the Audit Committee on particularly issues more regularly, as needed. The reporting is compliant with Article 22 of the QFMA Governance Code, which requires Audit to submit a report to the Board Audit Committee every three months.

In addition, Article 21 of the QFMA Governance Code prescribes that a company's Internal Audit function should be independent from the day-to-day functioning of the company. The Vodafone Qatar's Board considers the Internal Audit Department as independent from Vodafone Qatar. This independence is reinforced by the reporting line of the Internal Audit function into the Audit Committee with a secondary reporting line to the CEO.

More information about Audit Committee can be found in our [2022 Annual Report](#).

Conflicts of Interest and Related Party Transactions

Vodafone Qatar's 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 aligned 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 could potentially be a conflict of interest. Where relevant, protective measures are established to ensure no conflict arises and all associated risks are 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 cause a conflict of interest. Any failure by an employee to follow the above process is considered a violation of policy.

Vodafone Qatar's Board of Directors and Senior Executive Management Team adhere to the Related Parties Transaction Policy, which outlines the guidelines for conducting transactions with related parties. The policy ensures that such transactions are identified, disclosed, managed, and reported in a manner that eliminates potential conflicts of interest and complies with relevant laws and regulations.

The Board of Directors conducts discussions on related parties' transactions without the presence of any related party, and related parties are not permitted to vote on Board resolutions relating to these transactions. The Board of Directors also ensures that transactions occur at market prices and on an arm's length basis, and do not involve terms that conflict with or compete against 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, 2022.

Anti-Bribery

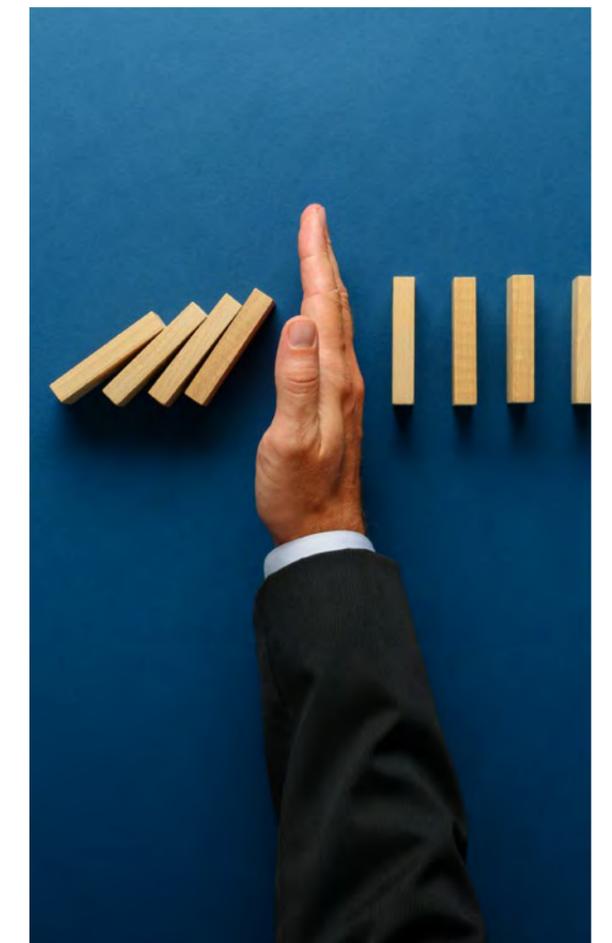
As noted in the compliance section of this report, Vodafone Qatar adheres to a well-established and comprehensive framework that aligns with international best practices and is designed specifically to manage several areas of compliance and business risk, including customer and data privacy, network 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, including:

- 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

Any violation of this policy is considered a severe breach of conduct and may result in disciplinary action. To ensure that all Board members are equipped to fulfil their obligations in accordance with relevant laws and regulations, a training policy has been recently approved. This policy includes an orientation programme for new Board members as well as periodic training for the entire Board when necessary.

Insider Trading

Vodafone Qatar has a policy in place that outlines share trading guidelines and insider trading rules and regulations applicable in Qatar. Prior to the start of each trading black-out period, this policy, along with relevant share trading black-out dates, is communicated to the Vodafone Qatar Board, Executive Management Team, and all employees. The list of insiders within the Company has been provided to the QSE, the QFMA, and the QCSD and is continuously reviewed and updated as necessary. Vodafone Qatar also monitors the trading activities related to the Company's shares by its Board of Directors. Any non-compliance with these rules and regulations is treated as a serious disciplinary offense.





03 HUMAN PROSPERITY

We strive to create an open, diverse, and inclusive workplace in which all employees feel valued and can be their authentic selves. We uphold the highest standards of ethical conduct for our employees and business, fostering a principled workplace that contributes to our business success.

Guided by our three core principles of speed, simplicity, and trust, our Digital Vodafone Way provides guidance to all employees on workplace behaviour that upholds Vodafone Qatar's excellent reputation with our stakeholders. This guidance is backed by our global policies and set out in our Business Principles and Code of Conduct to ensure our employees exhibit the highest standards of professionalism and compliance.



EMPOWERED EMPLOYEES

We are committed to hiring, developing, and retaining talented Qatari employees in support of the Qatar National Vision 2030. By empowering our employees to achieve their potential, we are also contributing to workplace satisfaction.

To recruit the best talent, Vodafone Qatar utilises a robust talent identification and development programme to create a future talent pipeline. For example, we hire interns and scholars to engage future talent early in their education. Upon graduation, we leverage our Discover programme to hire recent Qatari graduates from prestigious institutes, rotating them through various positions to gain knowledge and exposure across business functions with an aim to place them in a permanent role that meets their interest and our needs at Vodafone Qatar.

We provide professional growth opportunities to promote internal hiring and provide high potential employees with development options. We collaborate with leading international universities, such as HEC Paris and INSEAD, to provide new knowledge to internal talent and provide coaching and training for Qatari nationals to take on leadership roles within Vodafone Qatar. Our fair performance assessments identify opportunities for growth so that each employee knows how they can further enhance their skills and progress within our company.

To retain talent, we offer a comprehensive compensation package to our employees that includes a benefits package, competitive wages, and a flexible and modern approach to working. We also provide performance-based pay and commissions and offer a long-term incentive programme to retain top talent within the organisation. By the end of 2022, our workforce had grown by 13 percent to 539 employees, including 533 full-time employees and six part time employees. The nationalisation rate of our total workforce was 22 percent, while among senior management it was 27 percent. The turnover rate during the year was 6.5 percent, almost 2.5 percent decrease from 2021.

Since 2020, Vodafone Qatar has been a formally certified ISO 9001:2015 Quality Management Systems organisation, one of only seven companies in the country to receive such status. The certification affirms Vodafone Qatar's commitment to human resources international best practices and standards, which maximise employee

satisfaction and translate to excellent service delivery to our customers. The British Standards Institution (BSI) conducted an extensive audit of Vodafone Qatar's human resource policies and procedures against international standards. The audit found no non-conformances, observations, or recommendations for improvement.



TOTAL WORKFORCE

● 2020 ● 2021 ● 2022

TOTAL NUMBER OF EMPLOYEES*



*Excluding trainees, students, and outsourced staff

FULL-TIME EMPLOYEES



PART-TIME EMPLOYEES



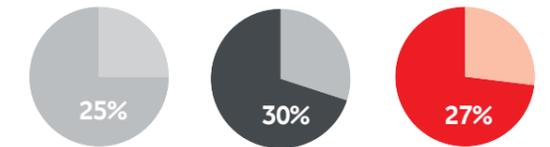
TOTAL NUMBER OF NEW EMPLOYEES HIRED BY THE ORGANISATION



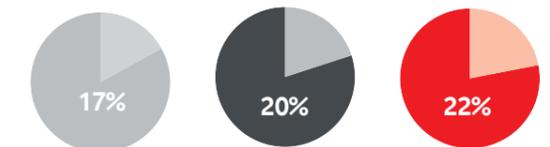
NATIONALISATION

● 2020 ● 2021 ● 2022

NATIONALISATION RATE OF SENIOR MANAGEMENT



NATIONALISATION RATE AMONG TOTAL WORKFORCE



Employee turnover	2020	2021	2022
Turnover rate (%)	18.6%	9.0%	6.5%
Total number of employees who left the organisation	85	43	35

Training and Development

At Vodafone Qatar, we invest in our employees to help them to achieve their potential while ensuring they have the skills and knowledge to meet our business objectives. In 2022, Vodafone Qatar employees completed an average of 19 hours of training.

Our training design approach follows the well-known Analysis, Design, Development, Implementation, and Evaluation (ADDIE) model to ensure course offerings meet identified training gaps and align with organisational goals. In partnership with our vendors, Vodafone Qatar hosts several annual training sessions for our employees, including training open to all Vodafone Qatar employees, functional training to support specific skills areas, and management training. To support self-paced training and development, we use three e-learning platform: Vodafone University for mandatory courses provided by Vodafone Group, LinkedIn Learning, and Skillsoft. We regularly share and promote training information to employees and evaluate our courses for continuous improvement.

Vodafone Qatar is committed to the highest professional standards and ensures employees remain apprised of our policies and practices. All employees must complete our Doing What's Right training every two years. The training covers our Code of Conduct and Health and Safety, Security, Privacy and Anti-Bribery policies.



TOTAL HOURS OF TRAINING



Trainings	2020	2021	2022
Total hours of training	9,124	9,533	10,059
Average hours of training per employee	20	20	19
Average hours of training per female employee	30	24	25
Average hours of training per male employee	17	19	17
Average hours of training per senior management employee	6	1	1
Average hours of training per middle management employee	14	18	15

Employee Satisfaction

At Vodafone Qatar, we place a high value on employee satisfaction. We want our employees to feel happy, healthy, and valued in the work that they do. We set clear performance objectives based on key performance indicators and position-based behavioural competencies, which are assessed using a robust cloud-based performance assessment tool.

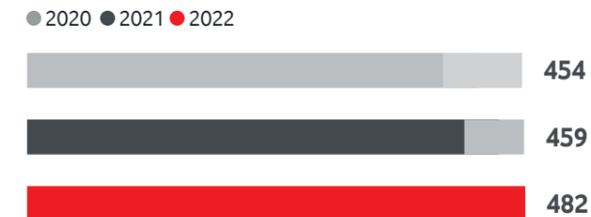
Formal performance evaluations are conducted at the end of each fiscal year that rate employees on a scale of one to five. Employees and line managers are also encouraged to conduct quarterly check-ins to informally discuss performance throughout the year. Employees are also encouraged to prepare individual development plans for discussion with respective line managers as part of the formal review process to identify training and development to enhance performance. 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 as outlined below.

Vodafone Qatar's 'pay for performance' award philosophy provides employees in non-sales roles with an annual bonus that considers their assessment rating. Additionally, we offer a commission and incentive scheme for our retail and sales staff that rewards superior performance, as well as a long-term incentive plan to top tier talent.

During 2022, 100% of full-time employees received a performance and career development review. At Vodafone Qatar, 85% of the employees participated to the employee engagement survey in 2022.

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

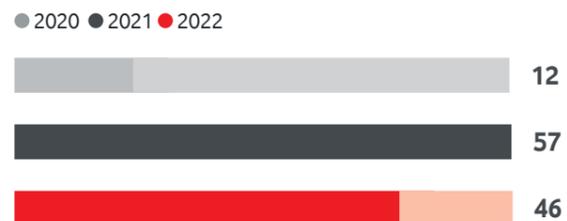


We strive to create a workplace in which employees are empowered to report any activity or behaviour deemed unethical, inappropriate, or contrary to Vodafone Qatar's Code of Conduct without fear of retribution, as outlined in Vodafone's Speak Up and Grievance Policy. Vodafone Qatar makes the following channels available to report unethical behaviour or malpractice:

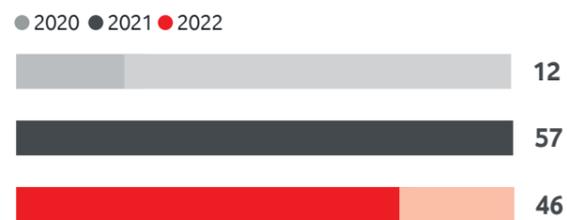
- Reporting to the Line Manager: If an individual witnesses activity contrary to the Vodafone Qatar Code of Conduct, they may raise the concern to their immediate line manager who will escalate the matter to the respective functional executive or human resources team, if required.
- Reporting to the 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 2022, employees filed 46 grievances, a decrease from 57 filed in 2021. All 46 grievances were addressed or resolved.

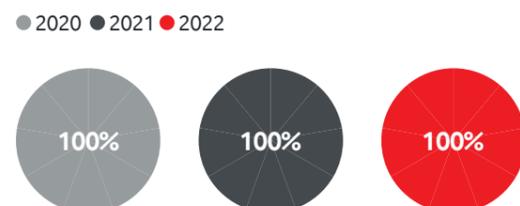
NUMBER OF GRIEVANCES FILED IN THE REPORTING PERIOD



NUMBER OF THESE GRIEVANCE ADDRESSED OR RESOLVED



RATE OF GRIEVANCES RESOLVED



EQUAL, DIVERSE AND INCLUSIVE ENVIRONMENT



At Vodafone Qatar, we are committed to promoting diversity and inclusion throughout our organisation by ensuring fairness and equality regardless of gender, nationality, ethnicity, age, or identity. We believe that we add value to our company by fostering an open and inclusive environment that values innovation and creativity led by employees with diverse backgrounds and experiences.

As an equal opportunity employer, we aim to hire the most talented people and develop them to advance in the company free from discrimination. As part of this approach, we aim to empower our female employees by providing equal access to professional development and fair pay, as well as various female-first policies that include comprehensive maternity leave, nursing hours for working mothers, and flexible and remote work.

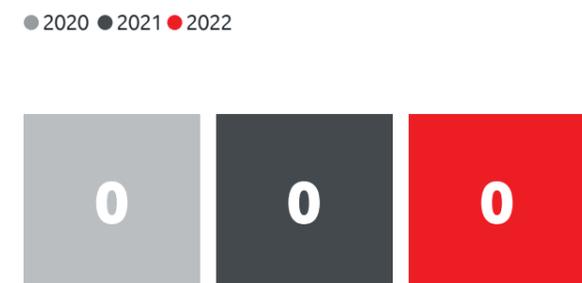
Vodafone Qatar has a workforce of 500+ employees, with females constituting 19% of the total workforce. Our aim is to increase the representation of women in our organisation. Notably, we lost fewer women in 2020 and 2021 than we did in 2019. We have made concerted efforts to increase representation of women on our senior leadership team. To create an enabling environment for women to advance to senior levels within our company, we offer coaching, training, and targeted development of talented Qatari female employees to take on increasing levels of responsibility. We also aim to increase the pipeline of talented female employees for our company through targeted outreach at top universities.

Our workforce comprised mostly of individuals aged 31-40, accounting for more than half of the employees, with 10% being aged 18-30, and 37% above 40 years. Among the recent hires, around 19% belonged to the age bracket of 18-30, whereas 79% were aged between 31 and 40.

Non-Discrimination

As an equal opportunity employer, Vodafone Qatar does not discriminate based on caste, creed, religion, gender, nationality, age, or sex. We believe that our employees should be able to work in an environment free from discrimination. To this end, we have strict anti-discrimination policies in place that are incorporated throughout our human resources and governance systems. As a result, we have had zero reported incidents of discrimination in the last three years.

NUMBER OF INCIDENTS OF DISCRIMINATION



Parental Leave

We believe in supporting new parents as they balance work and family. At Vodafone Qatar, we offer paid maternity leave for new mothers and parental leave for adoptive parents, as well as a return-to-work guarantee. In 2023, all employees who took advantage of Vodafone Qatar's parental leave policy returned to work. Upon return, employees can take advantage of flexible work

schedules and support services available to all parents. Many of our support mechanisms for new parents exceed minimum guidelines and local statutory requirements. We believe our policies contributed to 100% retention of new parents one year after their return to work.

Parental leave	2020	2021	2022
Number of female employees that took parental leave (Maternity Leave)	3	13	6
Number of female employees who returned to work after parental leave ended (return to work)	3	13	6
Number of female employees returned from parental leave who were still employed twelve months after return to work (retention)	3	13	6
Return to work	3	13	6
Retention rate	100%	100%	100%



Human Rights

At Vodafone Qatar, we are committed to protecting the fundamental rights of our people and those associated with our Company. Our human rights policies are designed to comply with the Labour Law of Qatar. We also work closely with the Vodafone Group to ensure that our human rights policies are in line with best practices. Our policies are consistent with international standards and regulations concerning 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, as long as they do not conflict with the laws of Qatar. We are continually enhancing our structures and policies to ensure that they effectively safeguard fundamental human rights.

HEALTHY AND SAFE WORKPLACE

At Vodafone Qatar, we believe in creating a healthy and safe workplace for our employees, contractors, business partners, and any third party. Our comprehensive health and safety measures cover a broad range of health- and safety-related issues that could occur in our offices or worksites. Our occupational health and safety management system—based on recognised risk management system standards—includes Vodafone Qatar's requirements for health and safety compliance across our operations. Our standards are regularly updated as new health- and safety-related requirements are identified. Once identified, compliance measures are established in consultation with appropriate personnel. Vodafone Qatar leverages a range of compliance approaches, including the establishment of policies and procedures, training for personnel, and information sharing and awareness via email distributions.

We aim to be proactive in our approach and have a robust system in place to assess and mitigate risks associated with health and safety. The 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, as per the hierarchy of controls, are applied to minimise the identified risks. Once completed, the Risk Register is uploaded to the Vodafone Qatar intranet and communicated to all employees through an internal newsletter. The health and safety team also advises teams on the best approach to handle risk, either by avoidance, reduction, transfer to third party, or retention.

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.

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.

We also provide robust resources for emergency preparedness—including emergency response plans—within our offices and stores to ensure our staff are prepared in case an incident occurs. During 2022, we undertook two emergency evacuation drills in our offices to further enhance preparedness activities.

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.

A priority for the Vodafone Qatar health and safety team is highlighting the adverse effect of Electro Magnetic Fields (EMFs) to workers on site. Before employees are permitted to work at height, they 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.

In 2022, we had zero fatalities and only two safety incidents, including one involving an employee and one involving a contractor. We achieved nearly 1.3 million safe man-hours at network sites in 2022 without a lost time injury. During the year, we held two health and safety days to increase safety awareness across our offices. We also offered training to our health and safety officers, including BSI's Root Cause Analysis training and 7 Habits of Highly Effective People.

In 2023, our goal is to maintain zero fatalities and increase the number of first responders in our office by 10% each year. We also aimed to further enhance our approach and systems and become an industry leader in health and safety.

Health and Safety Training

Training is a key component of our approach to ensuring a workplace where employees can thrive and be safe. During the onboarding process, new Vodafone Qatar employees complete mandatory 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. Employees are then required to complete the "Doing What's Right," training annually to reiterate key health and safety information. During 2022, employees completed 616 hours in total and an average of 1.1 hours of health and safety training. In 2023, we aim to increase first aid and fire warden training by 10%.

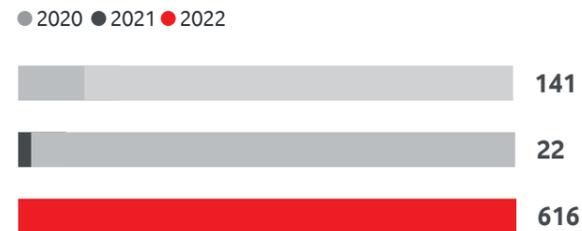
Spotlight



Off-Road Criticality Assessment

In 2022, Vodafone Qatar led an off-road criticality assessment to systematically identify risks at off-road sites in an effort to prevent accidents, avoid network interruption, and ensure communication with dispatched workers. We consulted with employees and contractors to understand challenges and seek a suitable solution, informed by criticality assessments of all off-road sites. A contractor subsequently submitted a response plan to Vodafone Qatar, which we circulated to ensure preparedness if an off-road alarm sounded. The plan clarifies response actions when an alarm sounds, ensures workers' safety, and guarantees quick identification and response by emergency workers if an incident occurs.

TOTAL HOURS OF H&S TRAINING PROVIDED TO EMPLOYEES



COMMUNITY DEVELOPMENT

At Vodafone Qatar, we invest in a better future for the communities where we work. Our social investment initiatives have benefited people across Qatar, particularly in our three pillars of community investment—sport, innovation, and sustainability. These fall under our broader Corporate Social Responsibility (CSR) strategy that focuses on the following three pillars: Digital Life, Inclusion for All, and Protection of the Planet. We align our community development activities and operations around this strategy and ensure compliance with Vodafone Qatar’s Code of Conduct.

We also provide donations and sponsorships, the support for which is outlined in our formal Charitable Donations Policy. All requests for support are reviewed by our Social Investments Committee and are regulated by our External Affairs Department, which ensures that all contributions are linked to the utilisation of mobile communication technology for social welfare, environmental protection, or community support.

Whenever possible, we aim to utilise technology to benefit our communities and build a more inclusive and sustainable digital society. In 2022, we carried forward our Together We Can brand positioning to underscore that we can improve lives and build a better future when technology and society work to keep all of us connected. Together We Can is reinforced through our GigaNet

TOTAL VALUE OF COMMUNITY INVESTMENTS

● 2020 ● 2021 ● 2022



TOTAL NUMBER OF LOCAL COMMUNITY DEVELOPMENT PROGRAMMES BASED ON LOCAL COMMUNITY NEEDS

● 2020 ● 2021 ● 2022



network, which is improving connectivity for Qatari people and businesses, while supporting education, health, and well-being initiatives.



Yes, We Can Renew and Rebuild

We aim to raise awareness and drive a more sustainable future for Qatar. In 2022, Vodafone Qatar launched its largest ever sustainability campaign, ‘Yes, We Can Renew and Rebuild’, during the Holy Month of Ramadan. This was one of the first times that Qatar had seen a national level focus on sustainability. Through dedicated installations using native plant life, we aimed to draw the attention of residents and visitors in Doha to the importance of sustainable living.

As part of the campaign, Vodafone aimed to tackle the high volume of food waste produced by homes across Qatar. Through a partnership with Seashore Recycling, we gave away more than 2,000 free Bio Box composting bins to encourage households—including those from Qatar Foundation’s schools—to compost their food waste during Ramadan. Participating households could then use the compost at home or give it to Agri-Qatar to use as crop fertiliser.

As part of the campaign, Vodafone Qatar also joined the local community to celebrate Garangao, Ramadan’s highly anticipated tradition carried out by children. In partnership with Tarsheed, Qatar’s General Electricity and Water Corporation, Vodafone staff distributed candy to children

and their families at key locations around Doha, including Msheireb, Katara, and Qatar Foundation. Vodafone used an electric bus to travel to these locations to promote sustainability amongst the local community and engage and educate children at a young age about sustainable ways to save the planet.

Campaign results

2,024

Number of Bio Boxes given away

We Fan Together

During the year, Qatar hosted the World Cup—the world’s biggest sporting event. Vodafone Qatar used this opportunity to drive tangible change in the fields of sustainability, sports, and innovation to create a healthier society and improve how we experience and participate in sports-related activities. We launched ‘We Fan Together,’ a flagship national campaign to provide local and

international football fans with the latest technologies, including our 5G network connectivity, Fan Sims, roaming, and more, during the tournament to enable them to get closer to the action.

Vodafone Qatar also partnered with Mowasalat, the official transportation company in Qatar, to launch a public wi-fi service to ensure uninterrupted service delivery. The service enabled residents and visitors to stay connected via Vodafone’s reliable network by providing seamless internet access to customers using over 4,000 buses and 1,000 taxis in Qatar. We were able to capitalise on this partnership developed over 10 years, a testament to a strong collaboration to deliver a world-class digital experience from Vodafone Qatar in line with Qatar National Vision 2030. Over 2.38 million fans used public transportation, consuming a total of 328 TB of data. This amount is equivalent to more than 50,800 hours of 4K video, 328,000 hours of music streaming, or 3.3 million hours of social media browsing.

Campaign results

328 TB
Data consumed on public transportation

2.38 million
Number of Wi-Fi sessions during the tournament on Qatar Rail and Mowasalat public transportation

Partnerships and Sponsorships

Establishing strong and lasting partnerships in Qatar, and more broadly the technology sector, is critical to Vodafone's ability to continue to use innovation to create new opportunities for progress and accelerate the process of digital transformation. We leverage these partnerships and use our innovative technological advancements to convert new ideas into tangible projects and initiatives that support community development to overcome social challenges. Vodafone Qatar believes that partnerships are crucial to combining efforts around sustainability and CSR that achieves a unified vision, all to drive positive change in the country. During 2022, Vodafone Qatar sponsored 30 events and maintained and established many notable partnerships. Within the technology industry, Vodafone continued its partnership with Microsoft to carry forward a joint commitment to providing more digital solutions to businesses across the country through an integrated suite of technologies. This primarily included incorporating Microsoft Azure as part of Vodafone's IoT range of products and services.

In addition, Vodafone Qatar served as the official technology provider for the Microsoft Cloud Datacentre Region during Qatar's launch event in 2022. The datacentre region connects Qatar to the largest cloud infrastructure network in the world, delivering hundreds of scalable, highly available, and resilient cloud services

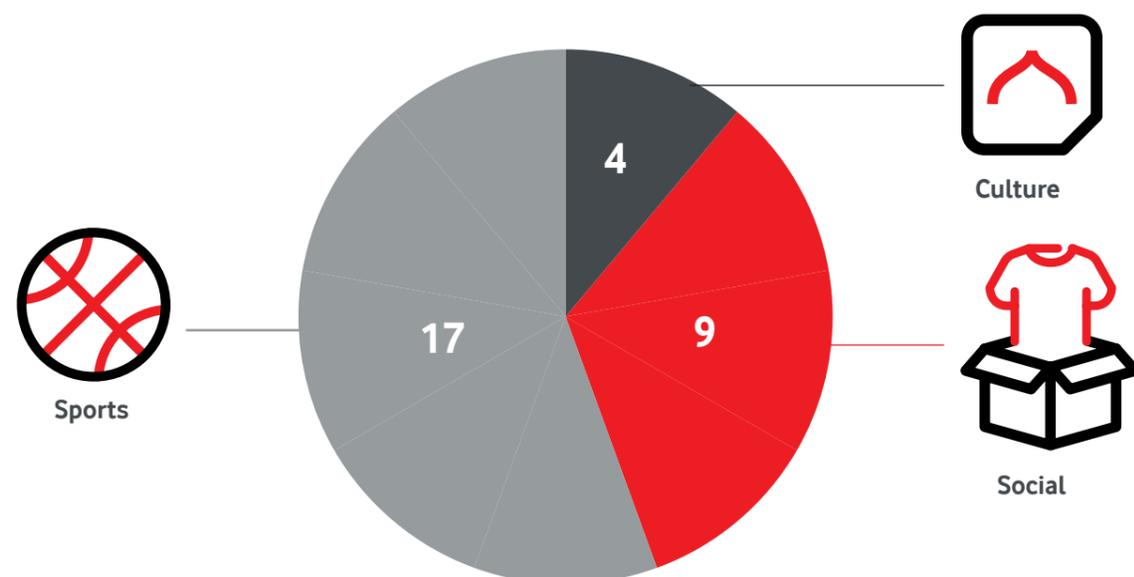
that empower government entities, organisations, public and private enterprises, and developers to accelerate their digital transformation journeys.

Vodafone Qatar also sponsored or partnered with several notable sporting organisations and events in 2022 to promote a sustainable and healthy lifestyle. These included a flagship partnership with Padel IN, announced on Qatar National Sports Day. As Exclusive Telecom Partner for Padel IN, Vodafone Qatar will provide premium connectivity services that fulfil the connectivity needs of the arena, along with supporting the live streaming of the tournaments and events taking place at Padel IN over the next three years. This was the latest development in Vodafone's long-running relationship and collaboration to promote and support the growth of Padel IN in Qatar.

Vodafone Qatar also sponsored a range of sporting events, including but not limited to the Katara International Arabian Horse Festival, Red Bull Neymar Jr's Five World Finals 2021-2022, AAMEghessib's Back-2-Back Esports Tournament, and the HH Amir Shooting and Archery Championships.

During 2022, Vodafone Qatar also partnered with and sponsored several key events across industries, such as entrepreneurship and innovation, construction and agriculture. These included Najah Qatari, Qatar's International Agriculture Exhibition (Agriteq), International Sports Engineering Conference and Exhibition, Smart City Expo Doha, and Project and Hospitality Qatar.

SPONSORSHIP BY CATEGORY



Employee and Talent Initiatives

Vodafone Qatar believes in empowering our workforce to make more sustainable choices in their professional and personal lives. To this end, we offer employee initiatives to support the adoption of pro-sustainability behaviours. For example, in 2022 we organised a 'No Car Day' for all employees in recognition of World Car-Free Day. We encouraged employees to use more sustainable alternatives, such as carpooling, electric scooters, metro, buses, bicycles, or walking. In addition, Qatar Rail provided our employees with 400 free tickets to use throughout the day on its services, via the Doha Metro. Employees provided positive feedback from the experience, highlighting the experience as enjoyable and time

efficient as compared to their typical commute.

We also undertake several initiatives to identify a strong talent pipeline and sustain a high-quality workforce. In 2022, we participated in the first Qatar Foundation Alumni Reunion and Career Fair, the University of Doha for Science and Technology (UDST) Career Fair, and the Texas A&M Qatar University Career Café events. These events provide Vodafone Qatar with the opportunity to connect with attendees, provide insights on the Vodafone brand, and share opportunities at the company. The efforts highlight Vodafone's commitment to developing the talents of Qatari youth by providing them with the knowledge and skills to help them progress on their journey through university and into the job market.



Digital Payments

Digital payments reduce transaction costs and time required for financial services, increasing payment efficiency, reducing environmental impacts, and promoting a more sustainable approach to transactions. At Vodafone Qatar, we are taking steps to expand digital payments while helping to enable Qatar Central Bank's (QCB's) goal for all businesses to provide consumers with access to digital payments to achieve its visions of a cashless economy by 2030.

In 2022, Vodafone Qatar's Infinity Payment Solutions (IPS) launched iPay, Qatar's first licensed e-wallet. iPay offers customers direct access to instant local transfers to all banks and wallets under the Qatar mobile payment network, as well as access to international remittance and merchant payments. To ensure equal availability to all customers, iPay is an operator agnostic wallet that is open to all consumers in Qatar, regardless of their telecom service provider.



Vodafone Qatar also announced that Apple Pay is now available in the My Vodafone iOS app for customers to use for easy, secure, and private payments, underscoring our ongoing commitment to providing customers with the most convenient, quick, and secure digital experiences. Apple Pay is a secure contactless payment method that can be authorised and completed directly from any iPhone, eliminating the need for cash transactions or carrying physical bank cards.

Vodafone Qatar has also digitised our balance recharge process to improve our customer experience and reduce environmental impacts. Digital payment machines enable the consumer to pay their bills and recharge their balance without having to use a paper-based service. This reduces the use of paper and packaging and its associated negative climate impact while offering a much-improved experience for both retailers and consumers.

Technology Development

Vodafone Qatar has developed and launched multiple technologies that help businesses and consumers to work and live more sustainably. We have engaged with businesses across a range of sectors, such as transport and logistics, manufacturing, and construction, to deploy cutting-edge technologies that optimise their operations, reduce costs, and increase sustainability.

In 2022 Vodafone launched its Assets Tracking solution, enabling businesses to maximise the efficiency of their operations by utilising cutting-edge Internet of Things (IoT) technologies. The new end-to-end IoT Asset Tracking solution can track multiple assets simultaneously and facilitates the delivery of real-time information, such as asset location, environment conditions, and delivery alerts and reports. Vodafone also launched its first consumer Internet of Things (CIoT) product, the Vodafone Smart Tracker, a new multi-purpose tracking solution that is able to locate users' valuables, such as wallets, bags, luggage, laptops, motorbikes, and cars.

In addition, Vodafone Qatar launched an international subsea cable station that hosts the largest subsea cable project in the world. Through a 20-year agreement signed with Saudi Telecom Company (STC), a member of the 2Africa consortium, Vodafone is building and will operate an exclusive subsea cable station. This brings Qatar into a multi-regional project that will support an ever-growing global digital economy. The newly expanded system will serve an even wider range of communities that rely on the internet for consumer services and business purposes and provide the vast range of economic and social benefits that come from increased connectivity.



Business Recognition

Vodafone Qatar continuously strives to integrate and enhance our sustainability approach throughout our business areas. In 2022, we were proud to be recognised for our accomplishments.

At the forefront of the rollout of 5G and fibre networks in Qatar, Vodafone consistently reinforces its position as a global leader in business continuity management (BCM) best practices. Vodafone Qatar was awarded the newest version of the ISO 22301:2019 international certification for Business Continuity Management Systems (BCMS) for sustaining quality services from our networks and providing ultimate network capacity and services for all organisations, including during the COVID-19 pandemic. Obtaining the BCMS confirms the continuity of operations from all Vodafone facilities to provide voice, messaging, data, and fixed communications across the country. The certification followed a surveillance and recertification audit by BSI and complements our existing BCM standards.

The Qatar Ministry of Labour also recognised Vodafone for our role in promoting Qatarisation, including our commitment to developing Qatari youth. Vodafone Qatar continuously aims to develop the talents of Qatari youth by providing them with the knowledge and skills to help them build their careers, as well as providing them with internships to enhance their skills and create opportunities later in their careers. For example, Vodafone recently partnered with UDST to establish a cooperation framework that benefits both students and employees.



04 SAFEGUARDING THE PLANET

The scientific evidence clearly indicates that the planet is experiencing rapid global warming, with the last four years recording the highest temperatures ever observed. It is widely acknowledged that the rise in man-made greenhouse gas (GHG) emissions is contributing to this trend. At Vodafone Qatar, we recognise the need for immediate action to mitigate the impact of climate change. As a result, we have taken steps to integrate sustainable practices into our business operations, with a particular focus on GHG emissions reduction, energy efficiency, resource management, and waste reduction.



TACKLING CLIMATE CHANGE

One of the most significant challenges facing the world is climate change. As a company, we recognise that our operations contribute to direct carbon emissions, including the electricity used to power our data centres and sites. This impact is of great concern to us and our stakeholders. Going forward, we anticipate that our business will face increasingly significant impacts from social, regulatory, and economic developments related to carbon emissions, which will present us with both 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. We accomplish this by connecting the sites to the national grids.

From 2020 to 2022, 233 of our sites were converted to commercial power and an additional 271 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.

Vodafone Qatar is committed to continuous innovation to fulfil our responsibility to provide effective connectivity in all markets. However, we sometimes face limitations due to demand patterns and topographical constraints in certain areas where traditional telecommunications towers cannot be deployed.

As a result, we have been increasing our deployment of Rapid Deployment Monopoles (RDMs), which provide the durability of a permanent structure but is mobile so it can be moved from its given location if not required. This improves the lifetime and the reusability of the towers and ensures that we do not address temporary demand patterns with permanent solutions or vice versa.

In addition, we are implementing Cells on Wheels (COWs) which are telecommunications towers that are located on top of vehicles such as trucks and trailers. However, COWs have a higher environmental impact compared to RDMs, they can be more negatively impacted by adverse events, and they have reduced durability. As a result, 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).

In 2022, part of the World Cup readiness, we've added 571 radio access network sites growing from 1,637 sites by end of 2021 to 2,208 sites by end of 2022.

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

Sites	2020	2021	2022
Number of sites converted to commercial power	74	104	55
Number of sites converted to hybrid model	89	75	107
Number of sites converted from COWs to RDM	47	23	22

Our carbon footprint saw a significant rise in 2022 due to a sharp increase in short-term customers and data traffic, which were essential for the success of the World Cup. However, we remain dedicated to reducing our carbon footprint continuously in the years to come and beyond.

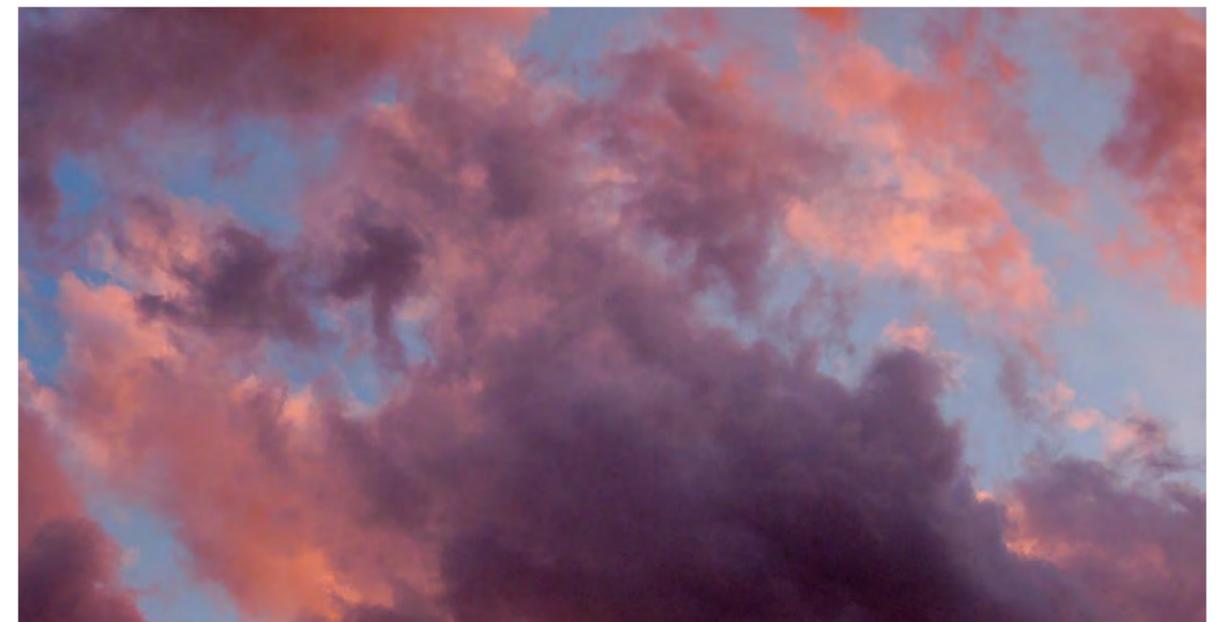
In 2022, our direct energy consumption (diesel) increased by 18% to nearly 9.3 million litres compared to 2021, despite the significant expansion of our telecom infrastructure such as 35% annual increase in radio access

network sites. This resulted in an 18% increase in Scope 1 GHG emissions, which reached 24,518 tons of CO2e in the same period. While our indirect energy use (electricity) increased by 47% compared to 2021, our overall emissions (Scope 1 + Scope 2) increased by 30%.

Going forward, we aim to shift our usage to renewable energy sources to allow us to work towards a net-zero future.

Energy Consumption	Unit	2020	2021	2022
Direct energy use from fuel (diesel)	litres	8,684,622	7,889,110	9,287,057
Indirect energy use (electricity)	kWh	25,029,897	25,872,143	38,084,160
Direct GHG emissions – Scope 1 ¹	tCO eq	22,927	20,827	24,518
Indirect GHG emissions – Scope 2 ²	tCO eq	13,481	13,935	20,512
Total GHG emissions – Scope 1 & 2	tCO eq	36,409	34,762	45,030
GHG emissions intensity	tCO eq / QR million	16.55	13.76	14.69
Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives	kWh	244,133	268,311	976,750

¹Based on diesel consumption only
²Based on electricity consumption only



EFFECTIVE USE OF RESOURCES

Efficient and responsible use of natural resources is of great importance to Vodafone Qatar, not only in terms of operational efficiency, cost margins, and market position but also in relation to nearby communities. To achieve this, we have implemented and continue to maintain

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



Waste Management

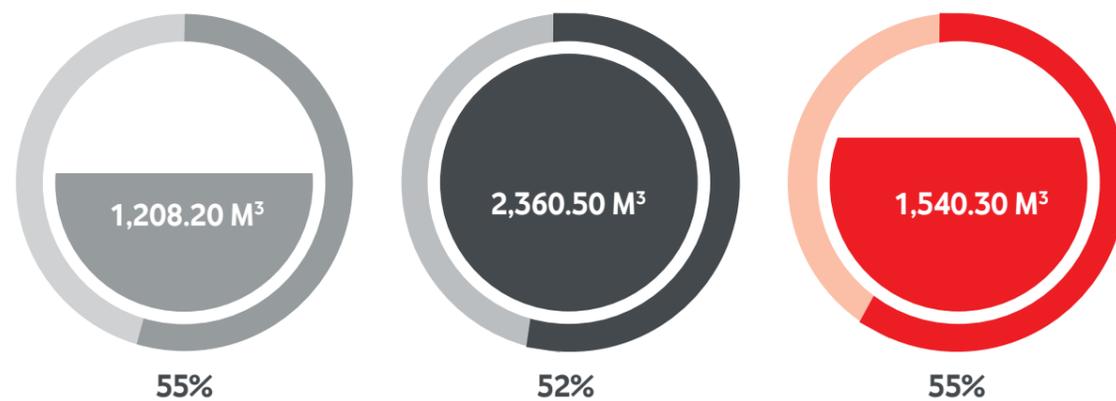
Our focus is on avoiding waste or reusing it and operating as efficiently as possible to reduce consumption. In 2022, we produced almost 1.6 tons of non-hazardous waste and recycled 40% of it.

We also strive to properly dispose of obsolete technologies by working with a registered scrapping company that recycles most of the materials. The expected recycle percentages from each scrap batch range from 40-65%, and in 2022, 55% of the materials were recyclable, up from 52% in 2021.

MATERIALS SCRAP (SITES/HAZARDOUS)

● 2020 ● 2021 ● 2022

YEARLY TECHNOLOGY SCRAP IN M³ / (PERCENTAGE OF RECYCLABLE MATERIALS)

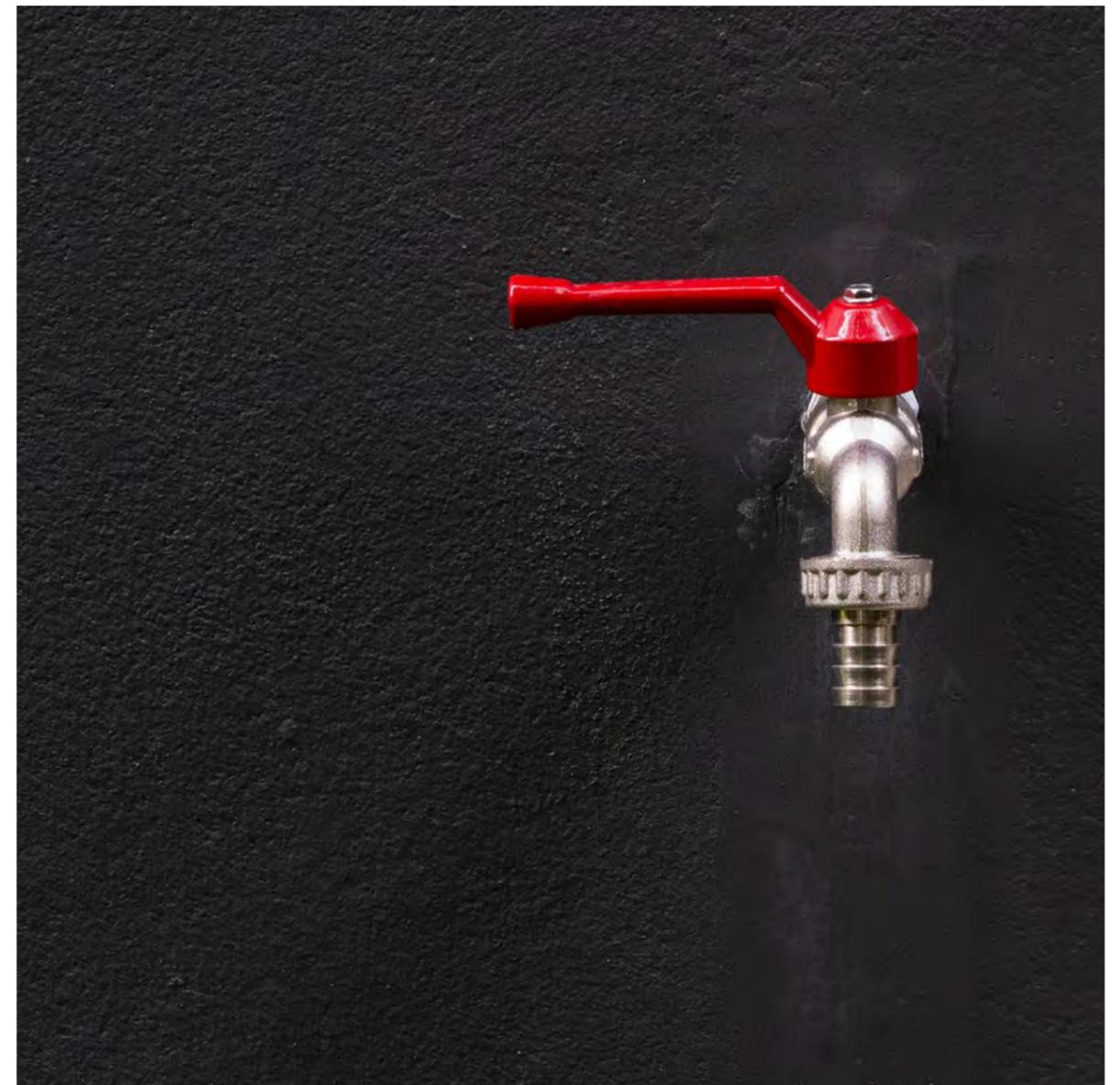


Water Management

At Vodafone Qatar, we are committed to reducing our water usage and conserving water resources as much as possible. We recognise that access to freshwater is essential for sustainable development, and we are constantly seeking ways to minimise our impact on this valuable resource. In 2022, we used a total of 9,500 litres of water, and we are committed to reducing this amount further in the years to come. The 46% increase in water usage from 2021 to 2022 was primarily due to the 24/7 operations during the World Cup. Additionally, in 2022, all of our employees returned to the office, which differed from the partial work-from-home arrangements that were in place in 2021.

FRESH WATER USED (LITRES)

● 2021 ● 2022



RESPONSIBLE VALUE CHAIN

We place a strong emphasis on supplier performance and regularly re-evaluate our suppliers through an annual requalification process. The evaluation is based on their performance and assessment from both our supply chain management team and end-users. We use a supplier scorecard to help us monitor and evaluate their performance across key categories of goods or services.

In recent years, we have maintained a 100% requalification rate due to the importance we place on supplier performance. However, monitoring supplier compliance

can be challenging due to the complexities of our supply chain, and the level of influence we can exert over our suppliers varies significantly. Nonetheless, we are committed to working with our suppliers to ensure that they meet our expectations on issues such as environmental sustainability, labour practices, and ethical business conduct. We believe that by working closely with our suppliers, we can improve supply chain transparency and drive positive change throughout our operations.



Local Suppliers

We believe in supporting the local economy by fostering relationships with local suppliers, particularly those involved in service-related procurement, such as merchandising or field operations. Our partnership with local suppliers not only ensures a reliable supply of goods and services but also creates economic opportunities in the communities where we operate. Our commitment to working with local suppliers is aligned with the goals of Qatar Vision 2030, which aims to promote economic growth and diversification in the country.

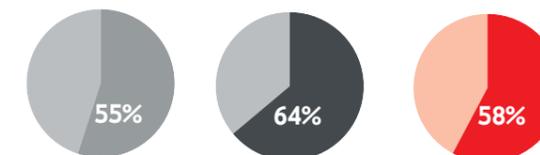
In 2022, our percentage of spending on locally based contractors and suppliers decreased to 58%, compared to 64% in 2021. In 2022, our percentage of locally-based suppliers remained at 63% compared to 2021, while the total number of our local suppliers engaged showed significant growth from 206 in 2021 to 240 in 2022, representing a 16.5% increase. Moreover, we increased our total number of suppliers engaged by 17% from 325 to 379.

Vodafone Qatar has a rigorous supplier selection process to ensure fair and equal opportunities for all potential suppliers in the bidding process. The entire process is documented and monitored in our enterprise software system for transparency and efficiency. The selection is based on a technical and commercial evaluation that is completely digital and based on competencies, with an aim to select the best-suited suppliers.

As part of our commitment to responsible business practices, we require all suppliers to comply with applicable laws and Vodafone policies, including our Code of Conduct. During onboarding, all suppliers are required to provide verification of their compliance with Company policies and procedures, which is reviewed, approved, and monitored by our Corporate Security and Cyber Security & IT Team. By conducting thorough compliance checks, we aim to maintain high ethical standards and ensure that we only engage with suppliers who share our values and commitment to responsible business practices.

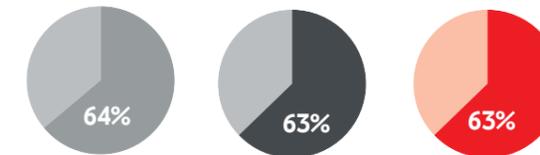
PERCENTAGE OF SPENDING ON LOCALLY BASED CONTRACTORS AND SUPPLIERS OF TOTAL SPENDING

● 2020 ● 2021 ● 2022



PERCENTAGE OF LOCALLY BASED SUPPLIERS

● 2020 ● 2021 ● 2022



TOTAL NUMBER OF SUPPLIERS ENGAGED

● 2020 ● 2021 ● 2022



TOTAL NUMBER OF LOCAL SUPPLIERS ENGAGED

● 2020 ● 2021 ● 2022





05 APPENDIX





GRI CONTENT INDEX

Statement of use	Vodafone Qatar has reported the information cited in this GRI content index for the period 1st January 2022 to 31st December 2022 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION AND/OR DIRECT ANSWER
GRI 2: General Disclosures 2021	2-1 Organizational details	5
	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	5, 62, 63
	2-7 Employees	41
	2-9 Governance structure and composition	32-34
	2-10 Nomination and selection of the highest governance body	32
	2-11 Chair of the highest governance body	32
	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	36, 37
	2-20 Process to determine remuneration	34
2-22 Statement on sustainable development strategy	4	

GRI STANDARD	DISCLOSURE	LOCATION AND/OR DIRECT ANSWER
GRI 2: General Disclosures 2021	2-25 Processes to remediate negative impacts	43, 44
	2-26 Mechanisms for seeking advice and raising concerns	43, 44
	2-28 Membership associations	5
	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	31
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	41
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	63
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	37
GRI 302: Energy 2016	302-1 Energy consumption within the organization	59
	302-4 Reduction of energy consumption	59
GRI 303: Water and Effluents 2018	303-5 Water consumption	61
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	59
	305-2 Energy indirect (Scope 2) GHG emissions	59
	305-4 GHG emissions intensity	59
GRI 306: Waste 2020	306-3 Waste generated	60
	306-4 Waste diverted from disposal	60
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	41
	401-3 Parental leave	46



GRI STANDARD	DISCLOSURE	LOCATION AND/OR DIRECT ANSWER
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	47
	403-2 Hazard identification, risk assessment, and incident investigation	47, 48
	403-3 Occupational health services	47, 48
	403-4 Worker participation, consultation, and communication on occupational health and safety	47
	403-5 Worker training on occupational health and safety	49
	403-9 Work-related injuries	48
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	42
	404-2 Programs for upgrading employee skills and transition assistance programs	42
	404-3 Percentage of employees receiving regular performance and career development reviews	43
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	45
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	45
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	50-55
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	29



Together we can



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