



2024

SUSTAINABILITY REPORT

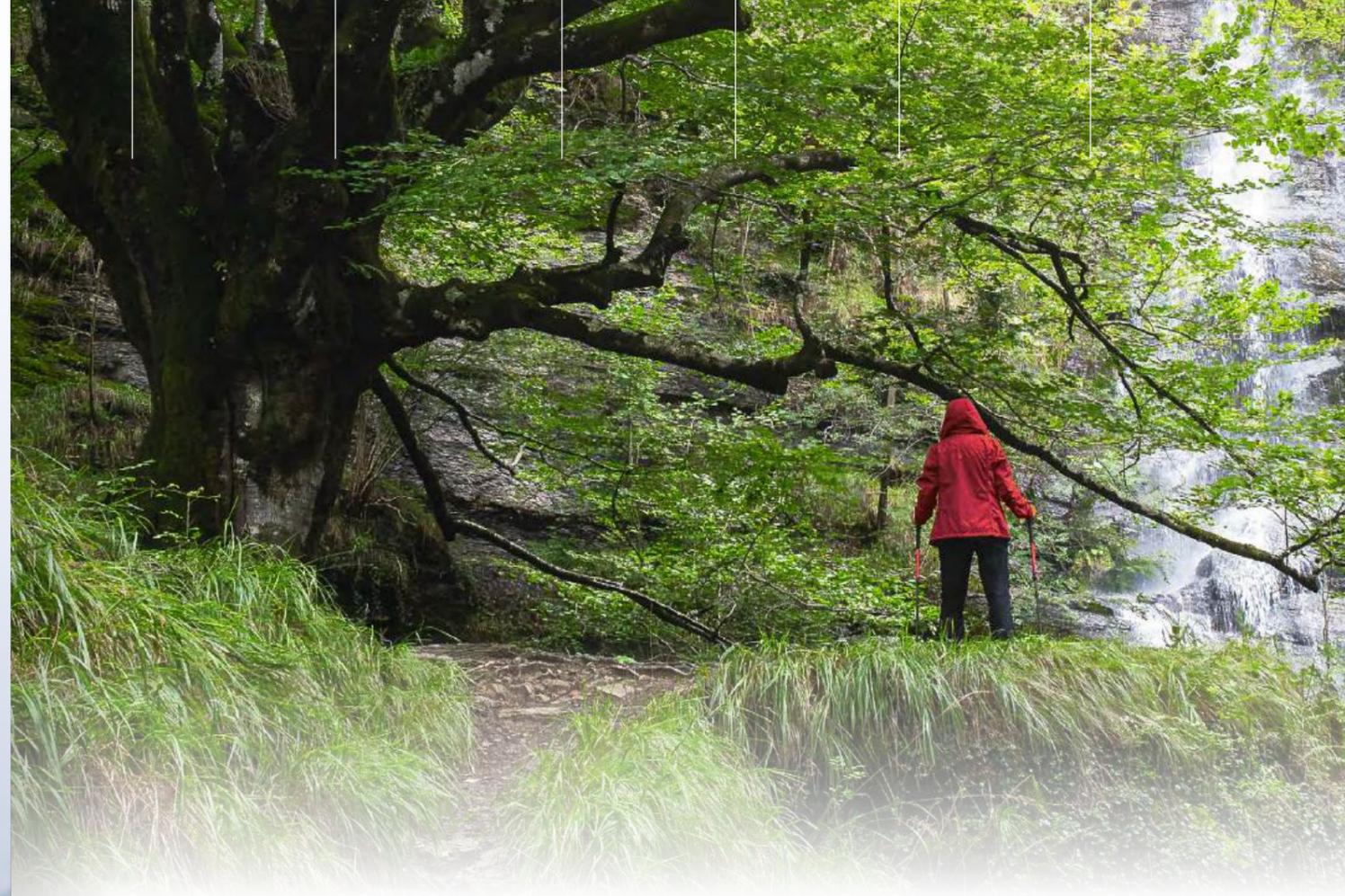
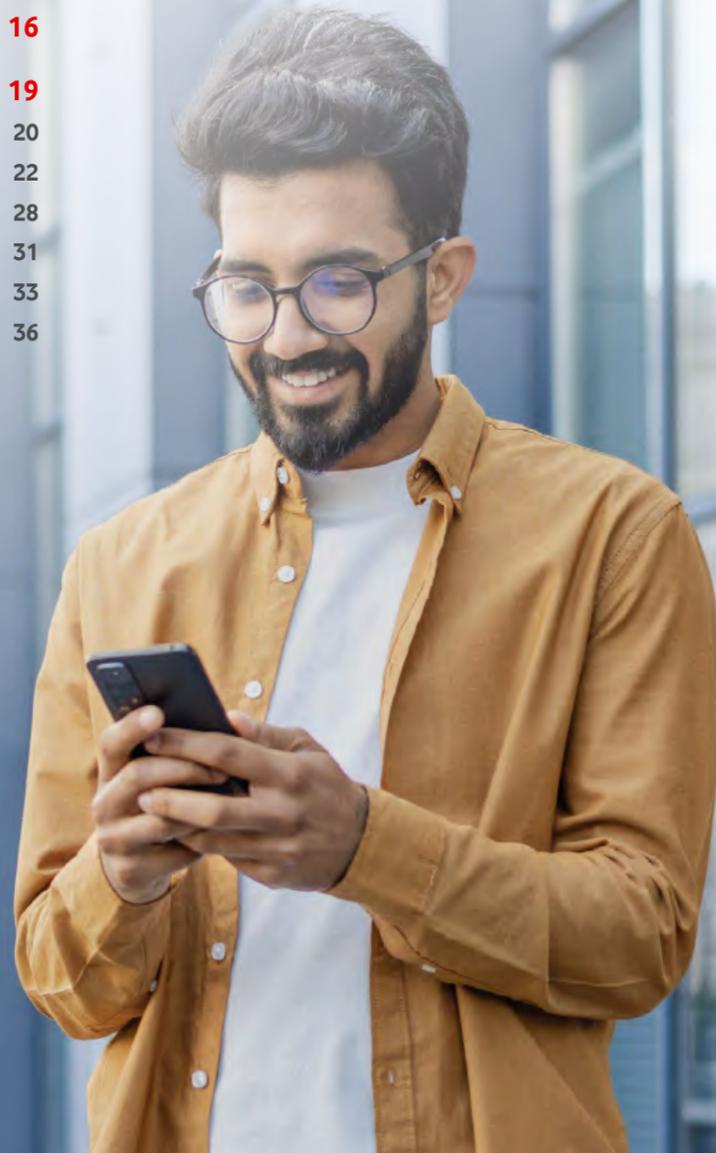


Empowering Communities through Connectivity

Vodafone Qatar empowers communities by **making connectivity technologies accessible to everyone**. Through sustainability-driven initiatives, it bridges the digital divide and contributes to the economic and social development of stakeholders while minimising environmental impact. This approach highlights that connectivity is not just a service but a key enabler for building more inclusive and resilient societies.

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About This Report

Vodafone Qatar’s 2024 Sustainability Report marks the fifth edition of our company’s annual sustainability disclosure, offering an overview of our Environmental, Social, and Governance (ESG) initiatives and achievements throughout the year.

This report covers the period from 1 January 2024 to 31 December 2024 and has been prepared in line with the Global Reporting Initiative (GRI) Sustainability Reporting Standards, highlighting Vodafone Qatar’s key sustainability priorities.

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

Feedback:

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

A Message from Our CEO



Sheikh Hamad Abdulla Jassim Al-Thani

CEO, Vodafone Qatar

I am pleased to present Vodafone Qatar's 2024 Sustainability Report that encapsulates the advancements we have made towards our Environmental, Social, and Governance (ESG) goals over the past year.

Integrating sustainability across all facets of business operations remains integral to forward-thinking enterprises committed to sharing the global responsibility of safeguarding our planet and enabling the development of resilient, responsible, and future-ready communities.

Vodafone Qatar is proud to consistently embrace and advance green choices while responding to the global call for sustainable development, in alignment with the United Nations' Sustainable Development Goals and Qatar National Vision 2030.

Environmental and societal considerations continue to inform our strategic objectives as we seek to pioneer sustainable solutions that enhance our business' positive socio-environmental impact. At the same time, we strive to deliver era-defining technological solutions that connect and empower communities across Qatar while fostering opportunities for them to embrace responsible, eco-conscious practices that drive positive climate action.

Solidifying our sustainability path

At Vodafone Qatar, sustainability extends beyond our products and services to encompass economic, societal, and environmental priorities. True success is not just measured by our operational achievements but by our positive impact on the people we serve and the environment in which we operate. This commitment has long been embedded in our business strategy, forming the foundation of our three-year sustainability strategy. Guided by the principle of 'Connecting for a Better Future,' our strategy is built on three key pillars - Digital Enrichment, Human Prosperity, and Safeguarding the Planet.

I am proud to report that in 2024, with a renewed focus on strengthening our sustainability performance, we refined our materiality assessment in line with the evolving interests of stakeholders, national strategic national priorities, and international best practices.

Effortless connectivity for next-level experiences

Everything we do at Vodafone Qatar is driven by our foremost priority to enrich the lives of our customers through unparalleled connectivity and speed. The year 2024 marked a milestone as we continued to push boundaries, introducing cutting-edge innovations that elevated our customers' experiences.

This year, we launched an AI-powered Instant SIM service, allowing customers to self-activate a Prepaid or Postpaid connection within seconds and eliminating any reliance on Wi-Fi or data. Designed for seamless, hassle-free connectivity, this service simplifies the entire verification process, plan selection, and line activation process, ensuring customers stay connected anytime, anywhere in Qatar.

We also introduced a new portfolio of Postpaid plans with personalised features designed tailored to different lifestyles. Offering greater connectivity and enhanced control over their mobile experience, the suite of features introduced includes dedicated social data that allows customers to enjoy popular platforms without worrying about consuming regular data allowance. Another noteworthy addition is the multi-SIM capability, which enables customers connect up to four additional SIMs to their main plan and share data seamlessly across multiple devices.

Continuing the journey to a greener, smarter future

We are keen to build on the momentum of 2024 and continue hitting new milestones as part of our sustainability vision. By embracing innovative technologies, expanding our use of solar power, reducing our environmental footprint, and fostering responsible practices, we aim to continue driving positive climate action while supporting Qatar's green revolution.

As we move forward, we are dedicated to further integrating sustainable practices into every aspect of our operations, ensuring long-term value for our stakeholders and a healthier planet for future generations.

About Vodafone Qatar

Vodafone Qatar is dedicated to spearheading the nation's digital transformation and fostering stronger connections for our citizens. Since launching in 2009, we have been at the forefront of technological advancement, delivering a broad spectrum of services – from voice, messaging, and data to fixed communications, internet of things (IoT), and ICT-managed solutions – to address the evolving demands of consumers and businesses. With a customer base of over 2.1 million and a mobile market share of 44%, Vodafone Qatar remains steadfast in enhancing connectivity experiences.

Our pioneering efforts in 5G deployment stand as one of our defining accomplishments. As early adopters of the technology, we were among the first globally to roll out commercial 5G services, marking a transformative milestone in Qatar's telecom sector. Since 2018, our expanding 5G network has underscored our drive to innovate and deliver next-generation technology to our customers.

Beyond telecommunications, our company plays a vital role in developing the nation's digital infrastructure, laying the foundation for many of Qatar's landmark projects. Our continued investment in fixed network

infrastructure bolsters economic progress and enhances the overall quality of life for citizens.

We harness digital technology to foster socio-economic advancement, champion inclusivity, and promote environmental sustainability. Our community initiatives reflect our core mission – connecting people across Qatar and supporting their aspirations for a brighter future.

Governance and transparency are pillars of our operations. Vodafone Qatar proudly maintains a diverse shareholder base, with over 25,000 institutional and retail investors and nearly 90% Qatari ownership. As part of the Qatar Stock Exchange, we uphold rigorous governance practices, underpinned by a paid-up capital of QR 4.227 billion.

In this report, we share insights into our sustainability journey as we continue to shape Qatar's digital landscape and contribute to building a connected, inclusive, and sustainable future.

Our Charter

Vodafone Qatar's future vision is anchored in our mission to bridge today's ideas with tomorrow's technologies, driving digital innovation and establishing ourselves as Qatar's leading choice for telecom and digital services. Our slogan, 'Together We Can,' reflects our belief that technology, combined with human spirit, can transform us from being a telecommunications service provider into an active player in the technology sector, creating better opportunities, overcoming social challenges, and supporting Qatar's progress towards its National Vision 2030.

Our Vision

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

Our Mission

Connect today's ideas with tomorrow's technologies.

Membership of Associations

Global System for
Mobile Communications
Association (GSMA)

Middle East Investor
Relations Association
(MEIRA)





01

Sustainability at Vodafone

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

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

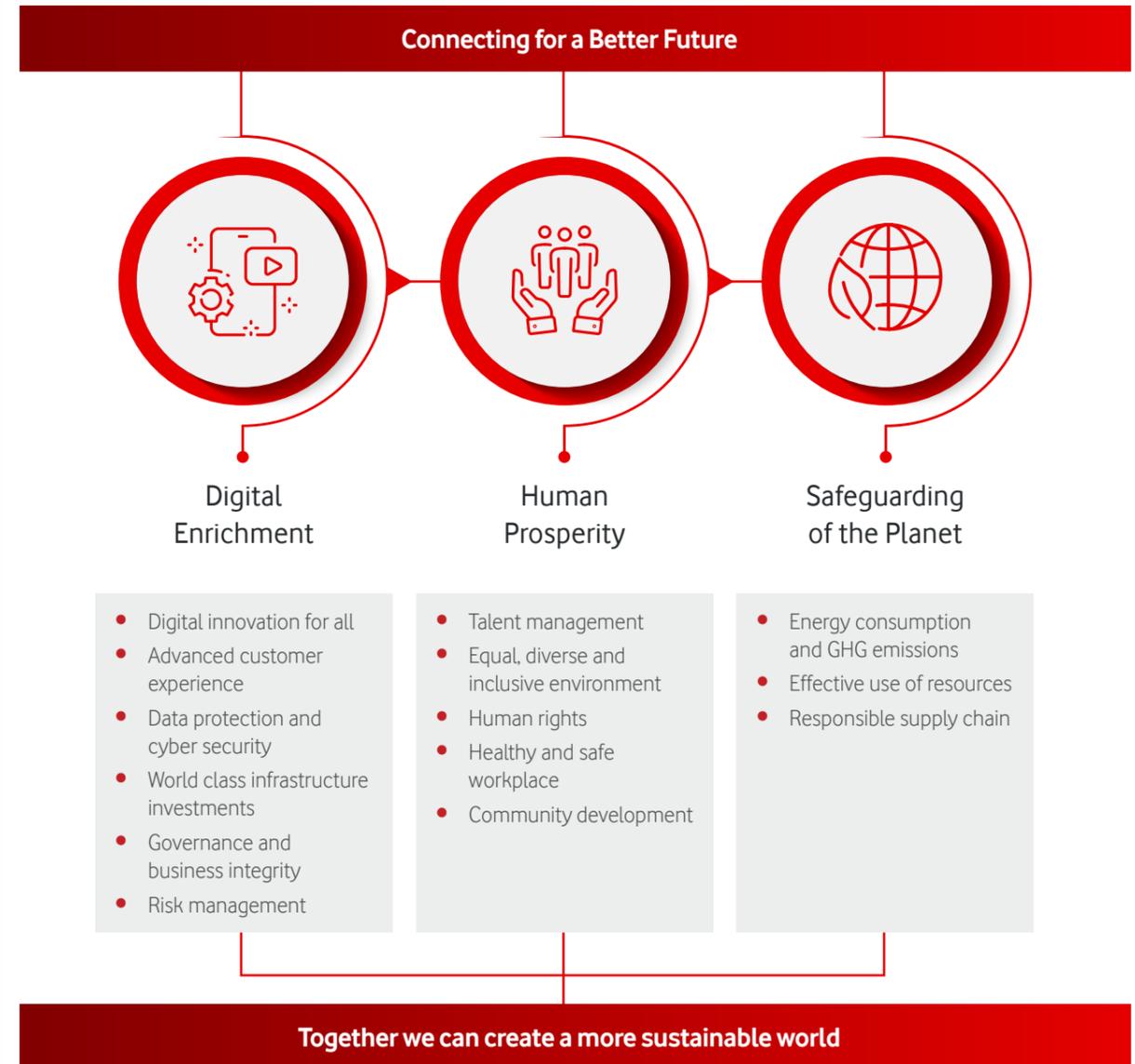
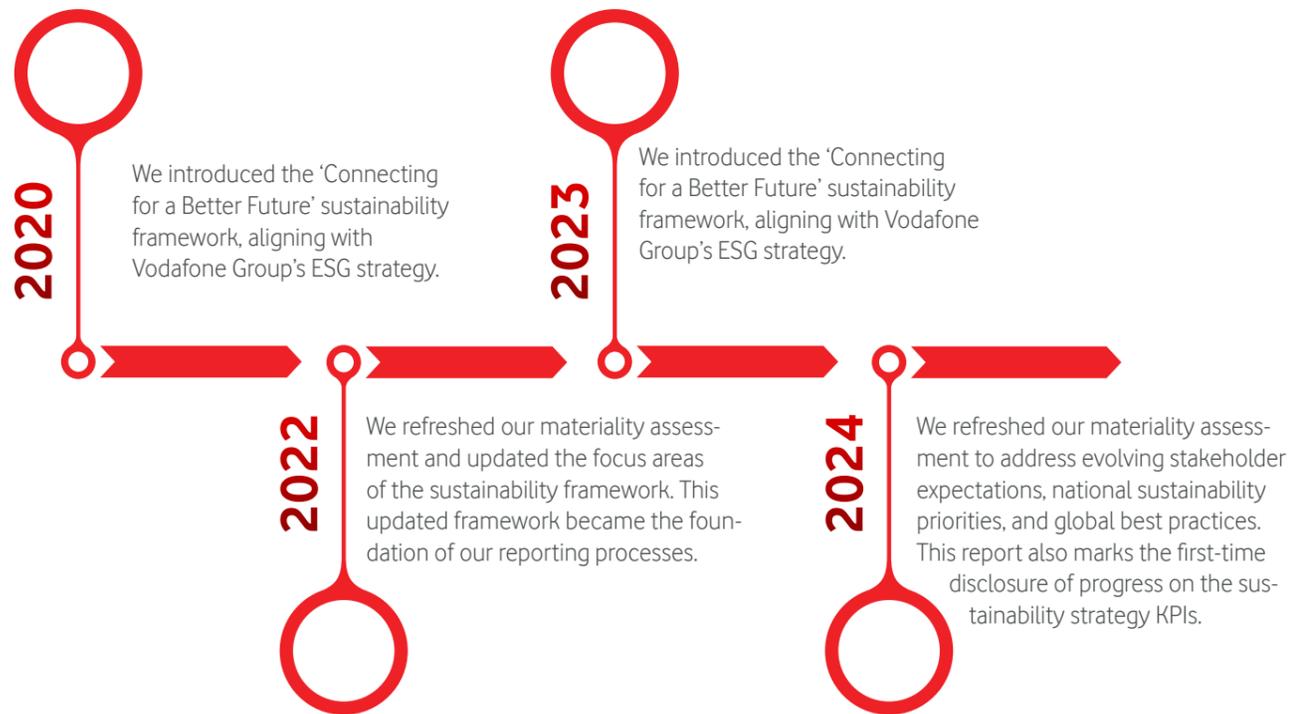
Sustainability Strategy

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

Our sustainability framework, ‘Connecting for a Better Future’, reflects the company’s commitment to contributing positively to society and the planet while maintaining its position as a leading telecommunications provider. It also encapsulates our understanding of sustainability by identifying

crucial areas that require attention and balance. Our materiality assessment and the framework’s focus areas guide our entire reporting process, highlighting and strengthening values that both Vodafone Qatar and our stakeholders can endorse and support.

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



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

Digital Enrichment

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

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

Our performance across: Digital Enrichment	2022	2023	2024
Mobile customers (#, in millions)	2.11	2.15	2.11
Share of digital invoice payment from total payments (%)	84	88	89
Digitally offered products out of all products (%)	100	100	100
Customer Effort Score* (#) (Call Centre)	1.7	1.8	1.9
Customer satisfaction rate (TNPS-Digital) (%)	53	61	67
Resolved customer complaints (%)	99.2	99.2	99.4
First Call Resolution (FCR) (%)	91.8	93.1	91.6
Complaint ratio vs. customer base (%)	1.7	1.1	1.2
Data security breaches involving customers' personally identifiable information (#)	0	0	0
Share of data security breaches involving customers' personally identifiable information (%)	0	0	0
Share of employees trained on risks related to corruption (%)	100	100	100

Human Prosperity

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

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

Our performance across: Human Prosperity	2022	2023	2024
Nationalisation rate among total workforce (%)	22	21	25
Nationalisation rate of senior management (%)	27	30	22
Nationalisation rate of new hires (%)	12	18	63
Employee engagement rate (%)	85	NA	NA
Female employment rate (%)	19	19	19
Share of females in senior and middle management (%)	11	11	9
Availability of diversity & inclusion policy (Yes/No)	Yes	Yes	Yes
Female turnover rate (%)	13	12	11
Average hours of training per employee (#)	19	25	29
Share of employees familiarised with Doing What's Right (%)	100	100	100
Total hours of health and safety training provided to employees	616	858	663
Total value of community investments (QR)	25,003,442	8,382,000	5,949,938
Local community development programmes (#)	30	21	15
Whistleblowing cases recorded (#)	0	0	0
Discrimination and harassment incidents (#)	0	0	0
Human rights complaints (#)	0	0	0

Safeguarding the Planet

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

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

Sustainability Governance

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

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

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



Strategic Partnership with Qatar Social Responsibility Week 2024

Vodafone Qatar participated in Qatar Social Responsibility Week 2024 as a strategic partner. This annual event, held in conjunction with World Social Responsibility Day, aimed to showcase and promote the contributions of both private and public sector entities towards Qatar's sustainability goals.

This partnership reflects our commitment to fostering collaboration between public and private organisations, including the Ministry of Social Development and Family, to advance sustainability objectives that align with Qatar's national social responsibility strategy.

Listening to Our Stakeholders

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

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

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

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

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

Material Issues

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

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

Most Important

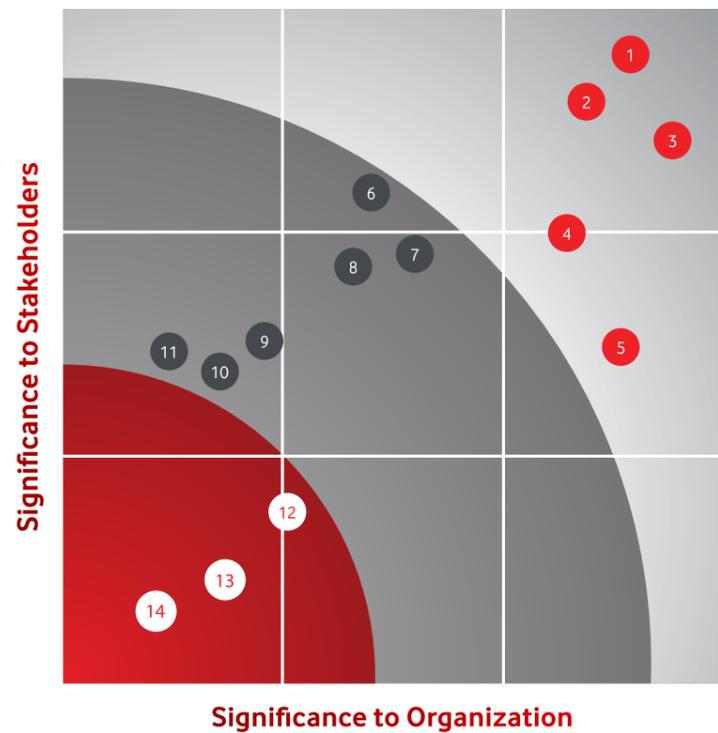
- 1 Data protection and cyber security
- 2 Digital innovation for all
- 3 Advanced customer experience
- 4 Governance and business integrity
- 5 Healthy and safe workplace

Very Important

- 6 Energy consumption and GHG emissions
- 7 Talent management
- 8 World class infrastructure investments
- 9 Equal, diverse and inclusive environment
- 10 Human rights
- 11 Risk management

Important

- 12 Community development
- 13 Effective use of resources
- 14 Responsible supply chain



Material Issues	Relevant Pillar	Our Approach	Contribution to UN SDGs
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Most Important	Data protection and cyber security	Digital Enrichment	We continually refine our cybersecurity protocols to counter emerging threats, conducting frequent audits and investing in employee awareness. Collaboration with industry partners ensures the safeguarding of sensitive information.	9 INDUSTRY INNOVATION AND INFRASTRUCTURE
	Digital innovation for all	Digital Enrichment	By championing digital inclusivity, we develop solutions that broaden societal access to technology, ensuring equitable participation in the digital economy through strategic partnerships and local initiatives.	9 INDUSTRY INNOVATION AND INFRASTRUCTURE
	Advanced customer experience	Digital Enrichment	We enhance user satisfaction by integrating customer feedback into digital service improvements, leveraging innovative technologies to personalise interactions and streamline service delivery.	9 INDUSTRY INNOVATION AND INFRASTRUCTURE, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

	Material Issues	Relevant Pillar	Our Approach	Contribution to UN SDGs
Most Important	Governance and business integrity	Digital Enrichment	Ethical governance remains a cornerstone of our operations. We enforce anti-corruption policies, foster transparency, and engage regularly with stakeholders to ensure compliance and build trust across all levels of the organisation.	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
	Healthy and safe workplace	Human Prosperity	Our occupational health and safety programmes include mental health support, employee engagement initiatives, and robust risk assessments to ensure a secure working environment for all staff.	3 GOOD HEALTH AND WELL-BEING, 8 DECENT WORK AND ECONOMIC GROWTH
Very Important	Energy consumption and GHG emissions	Safeguarding the Planet	We implement energy-saving measures and transition to renewable sources, working to reduce greenhouse gas emissions (GHG) through operational efficiencies and sustainable project investments.	13 CLIMATE ACTION
	Talent management	Human Prosperity	Talent retention and development are central to our success. We offer mentorship, skills training, and leadership programmes to empower employees and foster career growth.	8 DECENT WORK AND ECONOMIC GROWTH
	World class infrastructure investments	Digital Enrichment	We enhance our digital capabilities by investing in resilient, future-ready infrastructure designed to meet evolving market demands and technological advancements.	8 DECENT WORK AND ECONOMIC GROWTH, 9 INDUSTRY INNOVATION AND INFRASTRUCTURE
	Equal, diverse and inclusive environment	Human Prosperity	Our D&I strategies ensure equitable opportunities for all employees, with targeted initiatives that support underrepresented groups and promote fairness throughout the organisation.	9 INDUSTRY INNOVATION AND INFRASTRUCTURE
	Human rights	Human Prosperity	We are dedicated to upholding human rights across all operations, implementing due diligence measures and advocating for ethical practices within our workforce and supply chain.	8 DECENT WORK AND ECONOMIC GROWTH, 16 PEACE, JUSTICE AND STRONG INSTITUTIONS
	Risk management	Digital Enrichment	By embedding risk assessment into our daily operations, we proactively identify and mitigate potential business disruptions, ensuring long-term resilience and stability.	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
Important	Community development	Community development	We drive local development through social investment programmes, supporting education, employment, and infrastructure to benefit communities and enhance economic resilience.	4 QUALITY EDUCATION, 17 PARTNERSHIPS FOR THE GOALS
	Effective use of resources	Effective use of resources	Our resource management initiatives focus on minimising waste, improving recycling efforts, and optimising operational efficiencies to reduce environmental impact.	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
	Responsible supply chain	Responsible supply chain	We collaborate closely with suppliers to uphold ethical standards, conducting regular assessments to ensure environmental and social accountability across our procurement processes.	8 DECENT WORK AND ECONOMIC GROWTH, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Key Performance Highlights of 2024

Digital Enrichment

 **2.11 million** mobile customers

 **99%** of customer complaints resolved

 **Zero** data breaches recorded

 **89%** of total payments processed digitally

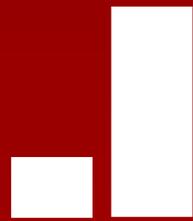
Human Prosperity

100%



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

29 hours of training per employee, a **16% increase** from 2023

63%  new hires Qatari nationals, compared to 18% in 2023

Safeguarding the Planet

 **10%** reduction in electricity usage

13% Diesel consumption reduction

12% reduction in Total Energy consumption

 **4.5%** of telecom sites converted to sites equipped with solar systems



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

61% total procurement spending allocated to local suppliers

02

Digital Enrichment

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

As a leader in the telecommunications sector, we remain committed to prioritising exceptional customer experiences, investing in top-tier infrastructure, upholding operational integrity, and strengthening data protection and cybersecurity measures.

Digital Innovation for All

Innovation lies at the heart of our mission to create a thriving digital society. We continuously adapt our services to meet the evolving needs of Qatar’s dynamic landscape, delivering solutions that empower individuals and businesses alike. Our goal is to lead digital progress by ensuring that technology evolves to meet the real-world needs of our customers.

We have accelerated our digital transformation efforts, introducing innovative services that enhance convenience and strengthen community engagement. By focusing on key service digitalisation, we have laid a foundation for a more connected and technologically empowered nation.

Digital Initiatives and Solutions

Advancing Digital Payments

We continue to play a pivotal role in advancing Qatar’s transition towards a cashless economy, aligning with the Qatar Central Bank’s 2030 vision. Our emphasis lies in making digital payments seamless, secure, and accessible to all.

We have witnessed significant growth in digital transactions since launching iPay through our subsidiary, Infinity Payment Solutions, in 2022. As Qatar’s first licensed e-wallet, iPay facilitates instant, reliable transfers both domestically and internationally, as well as provides payroll services to businesses and employees. As of 2024, iPay is the only fintech

payment service provider in the country issuing Himyan Prepaid Cards in line with Qatar’s national payment card scheme. With integrated partnerships, such as Apple Pay and Google Pay, Vodafone Qatar offers secure, contactless payment options to further enhance convenience.

Aligned with our sustainability commitment, we have introduced digital kiosks and prioritised paperless billing, significantly reducing our environmental footprint while optimising operational efficiency. The share of digital payments out of total payments reached 89% in 2024.

Digital Products	2022	2023	2024
Share of digital invoice payment from total payments (%)	84	88	89
Digitally offered products out of all products (%)	100	100	100
Share of digitally acquired customers (%)	1.2	2.2	2.5

Enhancing Accessibility with ‘Digital Vodafone’

The ‘Digital Vodafone’ initiative stands at the forefront of improving accessibility and streamlining user interactions across multiple platforms. Starting from 2023, we undertook a comprehensive redesign of our mobile app, focusing on simplified interfaces and intuitive navigation. This transformation introduced features such as digital access passes, advanced ticketing, and tools for managing communication seamlessly across both domestic and international platforms.

As of 2024, through AI technology, we offer real-time, personalised service recommendations that anticipate customer needs, ensuring seamless and responsive interactions. Newly developed widgets provide faster access to frequently used services, creating a more customised and user-centric experience.

AI-Powered Instant SIM Activation

We are redefining mobile connectivity with AI-powered instant SIM activation. This cutting-edge service enables customers to activate Prepaid or Postpaid SIMs in seconds, eliminating the need for internet access or physical documentation.

Using AI-powered identity verification, users can scan their Qatar ID or passport to complete the activation process independently. Customers can choose to activate either an eSIM or a physical SIM without requiring credit or debit cards.

Driving Digital Partnerships

Strengthening Partnership with Qatar Financial Centre

In 2024, we expanded our partnership with Qatar Financial Centre (QFC) to enhance ICT excellence, building on the 2023 MoU. This collaboration delivers

customised technology and communication solutions to QFC-licensed firms, empowering businesses with greater efficiency, agility, and scalability.

Cloud Collaboration with Microsoft

Through our partnership with Microsoft, we are enhancing business communication with Vodafone Business Talk and Vodafone Calling—two cloud-based solutions that improve productivity and efficiency.

Vodafone Business Talk integrates landlines with Microsoft Teams, enabling seamless communication across devices and reducing missed calls. Vodafone

Calling centralises call routing, voicemail, and queue systems, simplifying management and lowering costs.

Both solutions support remote work, reduce dependence on physical offices, and promote sustainability. By strengthening connectivity and responsiveness, we help businesses stay competitive in a fast-changing digital landscape.

Google Collaboration for Business Growth

Vodafone Qatar partnered with Google to enhance business operations through cloud-based solutions. Businesses gained secure, low-latency access to Google Cloud via Vodafone’s private network and benefited from Google Workspace for seamless communication, collaboration, and storage.

Google Pay integration into the My Vodafone App enabled secure, contactless bill payments and recharges, supporting Qatar’s digital transformation and improving user convenience.

Driving Digital Partnerships (Continued)

Enabling Security for Businesses

Vodafone Qatar provides comprehensive security solutions for enterprises, ensuring robust protection against cyber threats. Through our Managed Security Services, we offer 24/7 monitoring, powerful analytics, and advanced technologies to proactively detect, identify, and stop network threats before they cause harm.

In partnership with global vendors, we offer endpoint-to-cloud security, DDoS mitigation, and secure

network access, all designed to comply with industry regulations and free up IT teams to focus on core business activities.

These security solutions contribute to our company's commitment to responsible and ethical operations. By providing secure and reliable services, we help enterprises reduce their environmental impact through efficient use of resources and support their sustainability goals.

Empowering SMEs with Vodafone and DHL

We partnered with DHL Express Qatar's DHL4SMEs programme to provide small and medium enterprises (SMEs) with tailored solutions that drive growth and innovation in a digital-first market. Through expert insights, training, and digital tools, we help SMEs bridge

knowledge gaps, streamline operations, and adopt new technologies for efficient scaling. This partnership empowers local businesses to stay competitive, adapt to global market trends, and support Qatar's economic diversification.

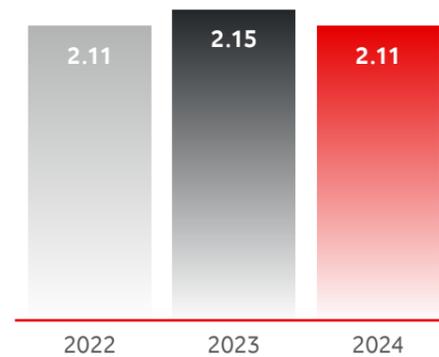
Advanced Customer Experience

At Vodafone Qatar, we consider outstanding customer service a cornerstone of our community engagement and brand promise. We are redefining customer experience by integrating technology and innovation to deliver unparalleled support and satisfaction.

Our efforts focus on equipping customer advisors with enhanced skills and tools, ensuring service excellence at every interaction. These initiatives are closely monitored through rigorous quality audits to maintain high standards and continuously improve customer outcomes.

CUSTOMER EXPERIENCE

Number of mobile costumers (Millions)



Expanding 5G Network

In 2024, we continued to expand our radio network nationwide and increased our number of sites by 10% year-on-year. Additionally, 80% of our 5G outdoor sites upgraded with 2nd carrier to provide better 5G

experience to our customers. Also, our 5G indoor footprint increased by 120% in 2024 compared to the previous year.

Labeeb (Chatbot)

Labeeb is our AI-powered chatbot designed to enhance customer support. Continuously evolving through machine learning and natural language processing, Labeeb now handles 18 key service journeys, a significant increase from 4 in 2020.

The Voice of Customer (VoC) initiative reflects our commitment to enhancing the customer journey through digitalisation and data-driven insights. By transitioning traditional customer interactions to digital platforms, the VoC programme leverages technology to streamline engagement and address evolving needs.

Labeeb is continuously enhanced to provide increasingly sophisticated solutions, ensuring an efficient, responsive experience for users. Through ongoing updates, Labeeb aims to anticipate user needs, seamlessly guiding them through our growing suite of services and reinforcing our commitment to intelligent, streamlined support systems. Voice of Customer (VoC)

Through self-service solutions and proactive feedback analysis, we reduced overall customer contact by 44% in three years.

Revamped Conversational Chat

In 2024, we refreshed our conversational chat interface to deliver a more intuitive and user-friendly experience for business customers. This redesign enables more accurate, personalised responses, reduces physical service interactions, and contributes to a lower carbon

footprint. Our outbound chat feature now provides timely updates, promotions, and notifications directly to customers, enabling tailored communication based on individual preferences.

New Postpaid Plans

We have introduced a new portfolio of post-paid plans made up of various cutting-edge features to meet the diverse needs and lifestyles of our customers. These plans offer dedicated social media data, unlimited local calls, and a multi-SIM feature for seamless data sharing across multiple devices.

Additional innovations include an International Call Block to screen unwanted foreign calls and a Mute Service for managing incoming calls when unavailable. These benefits are also accessible through Vodafone's Instant SIM, ensuring enhanced convenience and flexibility for our customers.

Simplifying Prepaid Recharge

Recognising the popularity of prepaid services, we have streamlined recharge processes for both customers and retailers. Our digital point-of-sale machines, now available in over 3,500 retail locations, have significantly reduced reliance on paper-based recharge cards.

As a result, less than 1% of recharges are conducted through physical cards, contributing to a more efficient and environmentally friendly system.

Advanced Customer Experience (Continued)

Global Services for Travellers

Our international service portfolio provides residents seamless connectivity while travelling abroad. Services such as Roam Like Home, Unlimited Plans with Roaming allowances, and the Passport Pack (covering over 180 countries) ensure uninterrupted access to essential services globally.



Training for Customer Advisors

We remain committed to developing the skills and expertise of our customer advisors to ensure exceptional service delivery at every interaction. Our expanded training programmes cover product knowledge, communication skills, and service delivery, equipping advisors to address customer needs with confidence and efficiency.

Our company-wide standardised training framework, accessible through an omni-channel portal, guarantees consistent quality across all customer touchpoints. Regular evaluations and knowledge assessments drive continuous improvement, ensuring our teams stay aligned with evolving customer expectations.

We offer interactive e-learning modules, gamified activities, and live sessions led by industry experts, providing engaging, scalable training solutions. These initiatives align with our 'Digital First' approach, fostering a culture of innovation, adaptability, and excellence.

Retail Career Path

Our Retail Career Path Programme focuses on developing the long-term growth of retail employees by equipping them with the skills and knowledge needed to excel in their current roles and advance within the organisation.

The programme builds technical knowledge, operational skills, and leadership capabilities essential for career progression. In collaboration with HR and Retail teams, key competencies were mapped, and a structured learning path was developed. Employees participate in:

- In-class training to enhance foundational and technical skills.
- On-the-job learning to apply knowledge in real-time scenarios.
- Online modules that provide continuous development and flexibility.

By closing skill gaps, the programme empowers employees to take charge of their growth, preparing them for leadership roles and future opportunities.

201 employees from the retail department attended the programme, accounting for almost 80% of the total retail team. Each participant received 111 hours of training.

Customer Excellence Training Programme

The Customer Excellence Training Programme is designed to strengthen the skills of Vodafone Qatar's retail teams, focusing on customer interaction and service excellence.

The programme targets communication, problem-solving, and empathetic listening to enhance customer engagement. Employees undergo:

- Pre-assessments to tailor training based on existing knowledge.
- Classroom sessions at the University of Doha for Science and Technology (UDST).
- Hospitality workshops led by Beam Reach to refine customer service approaches.
- Online courses for ongoing reinforcement and skill expansion.
- Post-training assessments to measure progress and identify further development needs.

Employees gain confidence, improve sales performance, and develop stronger customer service skills, fostering a customer-centric culture across our company.

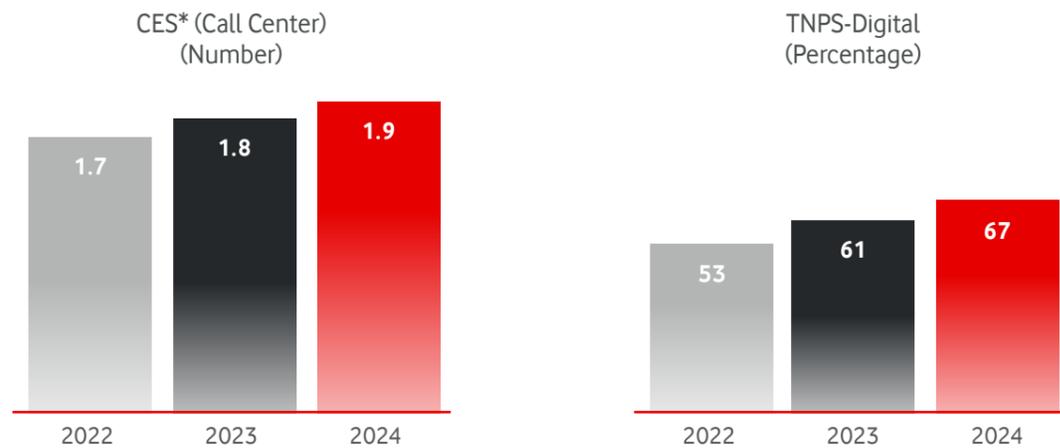
180 employees from the retail team took part, representing 71% of that function, with each participant receiving 12 hours of training.

Monitoring Customer Satisfaction

We consistently track customer satisfaction through comprehensive metrics, including Customer Effort Score (CES), Net Promoter Score (NPS), and Touchpoint Net Promoter Score (TNPS). By integrating NPS feedback with network performance data, we gain a holistic view of customer sentiment, driving focused improvement initiatives.

In 2024, the Call Centre's Customer Effort Score was 1.9, while the digital channel's TNPS increased from 61% to 67%.

CUSTOMER SATISFACTION



* Lower scores reflect enhanced performance.

Addressing Customer Feedback

At Vodafone Qatar, customer feedback drives our service enhancements and shapes our commitment to continuous improvement. We have implemented multiple communication channels to ensure customers can reach us easily and efficiently. These include live chat, call centres, WhatsApp, in-store services, emails, and web-based communication tools. Customers can also connect with us via the My Vodafone App, dialling 111 from their Vodafone mobile, or calling +974 77007111 while roaming. Additionally, our AI-powered chatbot, Labeeb, provides instant assistance for quick and seamless issue resolution.

Our teams are equipped to resolve most concerns at first contact, with more complex issues managed through a dedicated complaint resolution process.

Supported by a proactive complaint management team, cases are monitored and tracked through the My Vodafone App, ensuring ongoing communication until full resolution.

This process operates within a structured service-level agreement (SLA) framework, involving multiple stakeholders to guarantee timely, efficient, and transparent handling of issues.

In 2024, we achieved a 99.4% resolution rate, with first call resolution (FCR) standing at 91.6%. These results reflect our commitment to enhancing accessibility, minimising response times, and ensuring customer satisfaction at every stage of the interaction.

CUSTOMER COMPLAINTS



* The definition of First Call Resolution (FCR) has been revised. Previously, any customer who called again within three days was considered a repeat caller, regardless of the reason. Under the updated definition, a customer is only classified as a repeat caller if they contact again within three days for the same issue.

Data Protection and Cyber Security

At Vodafone Qatar, we regard the protection of customer data and the maintenance of robust cyber security measures as fundamental to our operational excellence and customer trust. We continually invest in advanced security technologies and comply with international standards to safeguard our customers' information. By embedding best-in-class practices across our operations, we aim to create a secure, resilient environment for every stakeholder.

By collaborating with public and state agencies such as the National Cyber Security Agency (NCSA), we continuously address emerging threats and enhance our cyber defence strategies. We conduct privacy impact assessments and maintain a publicly accessible Privacy Policy.



In 2024, we once again recorded **zero data breaches**

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

End Point Security

We employ layered defences for both servers and user devices, integrating host-based detection tools, antimalware solutions, and network-based response systems to thwart potential breaches.

Application Security

Our regular assessments of business applications, websites, and mobile apps enable us to detect and remediate any vulnerabilities early in the development cycle.

Network Security

By deploying next-generation firewalls, intrusion prevention systems, anti-DDoS measures, and segmented zoning, we maintain a robust, multilayered defence.

Change and Patch Management

We follow a structured authorisation and approval process, aligned with ISO 27001 standards, to ensure security is upheld throughout system updates.

Security Monitoring & Operations

A 24/7 Security Operations Centre (SOC), staffed by Level 1, 2, and 3 experts, delivers real-time threat detection, analysis, and rapid response.

Identity & Access Management

Automated user lifecycle processes, backed by multi-factor authentication and privileged access controls, help restrict critical resources to authorised personnel.

Cloud Security

Our use of firewalls, endpoint protection, and a Cloud Access Security Broker (CASB), combined with annual ISO 27017 surveillance audits, preserves robust protections within our cloud environments



Leadership and Governance

Data privacy and cyber security are prioritised at the highest levels of our organisation, with the CEO holding ultimate accountability. Day-to-day operational leadership is entrusted to our Head of Corporate Security and Information Security Senior Manager, whose responsibilities are clearly defined in our Data Privacy Policy and Cyber and Information Security Policy.

We operate under an Information Security Management System (ISMS), managed by the Technology Security Department. This system is supported by

committees composed of cross-functional representatives, ensuring our practices remain current and effective through regular reviews and oversight. We also prioritise transparency by maintaining a publicly accessible Data Privacy Policy. This policy defines how we collect, use, share, and protect information, and offers guidance for customers who wish to raise any privacy concerns.

Cyber Security Training

In 2024, we enhanced our data privacy and cyber security efforts by intensifying staff awareness and reinforcing best practices. Mandatory training sessions serve as ongoing reminders of employee responsibilities and the potential consequences of policy non-compliance. 94 employees, representing 18% of our total workforce of 530, participated in cyber security training. In total, they received 658 hours of training, averaging 7 hours per participant.

Monthly onboarding sessions introduce new hires to core security principles, while specialised training equips teams to address emerging threats and build critical skills for safeguarding sensitive information. Phishing simulations further reinforce cyber security readiness, empowering staff to detect and mitigate potential attacks effectively.

World-Class Infrastructure Investments

In 2024, we made substantial investments in enhancing our network and digital infrastructure, reinforcing our commitment to driving economic growth in the country. A key focus was the continued expansion of our 5G network, with several large-scale projects deploying advanced 4G and 5G technologies across major developments, including Qetaifan Island, Lusail Plaza Towers, Gewan Island, and West Walk. Additionally, Vodafone Qatar introduced energy-efficient third-generation Active Antenna technology, which optimises 3D beam-forming to deliver a more precise and robust connectivity experience.

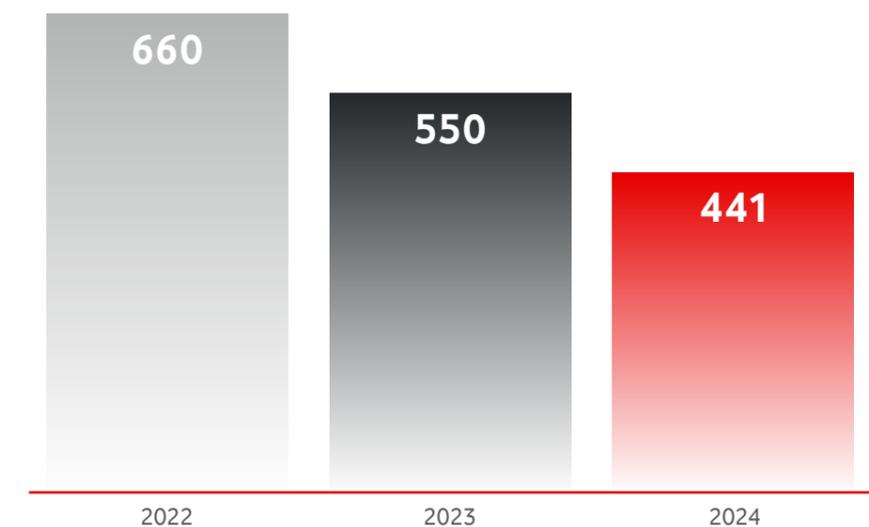
The 5G customer experience saw further improvements, with 80% of 5G outdoor sites upgraded to incorporate a second 5G carrier, enabling speeds of up to 3 Gbps. These technological advancements have consistently positioned Vodafone Qatar among the top three operators for fastest download speeds, as recognised by Ookla.

Driving forward our digital innovation strategy, we launched Instant SIM with eKYC, allowing customers to activate prepaid and postpaid services seamlessly through a fully digital self-service process. Additionally, new Postpaid plans were introduced, featuring customer-centric benefits such as MultiSIM, international call blocking, and mute services. Meanwhile, the iPay platform underwent a complete transformation, adopting a cloud-native microservices architecture that now integrates key functionalities such as WPS and support for domestic cards.

Further strengthening our digitalisation strategy, we introduced a next-generation cloud platform designed to modernise our network and IT applications. This transition to fully digital, cloud-native systems fosters innovation, unlocks new revenue opportunities, and supports our company's long-term sustainability objectives.

CAPEX

Annual Capex spend (QR million)



Corporate Strategy and Economic Performance

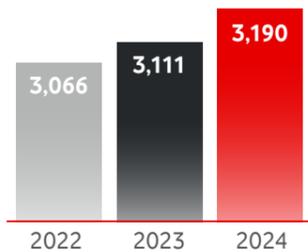
Vodafone Qatar’s digital strategy has been a key driver of our sustained financial success, with total revenue increasing for seven consecutive years. This consistent growth underscores our company’s ability to effectively implement strategic initiatives aimed at strengthening market presence and capitalising on emerging opportunities in Qatar’s evolving telecommunications landscape. Despite continued investment in operations, disciplined cost management has ensured financial stability, maintaining an efficient operating cost structure while driving revenue expansion.

Reflecting our robust financial performance, Vodafone Qatar has delivered steady growth in dividend distributions, reinforcing our commitment to maximising shareholder value. This upward trend is underpinned by sustained increases in net profits, demonstrating our company’s ability to translate revenue gains into long-term profitability. These financial achievements highlight the success of our digital transformation strategy and our focus on leveraging technology to optimise operational efficiency and enhance returns. A full breakdown of financial performance can be found in the [2024 Annual Report](#), with key highlights summarised below:

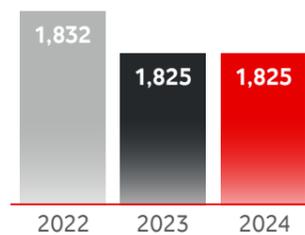
ECONOMIC PERFORMANCE

Economic Value Distributed

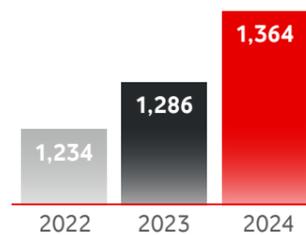
Direct Economic Value Generated
Revenues (QR million)



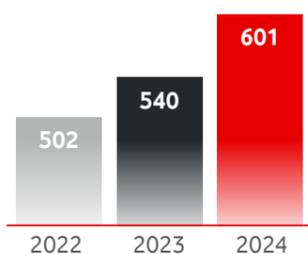
Operating costs
(QR million)



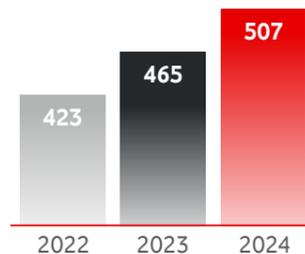
EBITDA
(QR million)



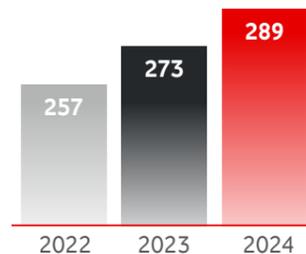
Economic Value Retained
Net profits (QR million)



Dividend for the year
(QR million)



Employee salaries and benefits
(QR million)



Governance and Business Integrity

At Vodafone Qatar, we place corporate governance, ethics, and integrity at the core of our operations, fully integrating them into our digital strategy. Through robust governance structures and ethical decision-making frameworks, we ensure that digital advancements are implemented with transparency, accountability, and integrity. This approach reinforces our commitment to responsible business practices while driving sustainable growth.

Board of Directors

The Board of Directors plays a critical role in shaping our strategic direction while ensuring integrity, transparency, and accountability in all aspects of governance. Our board governance is fully aligned with our digital strategy, reinforcing a commitment to responsible leadership. Comprising seasoned professionals from diverse backgrounds, the Board upholds the highest standards of corporate governance and ethical conduct.

Vodafone Qatar’s Board Charter complies with Article (8) of the Qatar Financial Markets Authority (QFMA) Corporate Governance Code, outlining the Board’s duties, functions, and responsibilities, along with the obligations of individual Board members. Further details are available online.

Board Structure	2022	2023	2024
Chairman’s level of independence (%)	100	100	100
Male members of the Board of Directors (#)	7	7	6
Female members of the Board of Directors (#)	0	0	1
Executive members of the Board of Directors (#)	1	1	1
Non-executive members of the Board of Directors (#)	6	6	6
Independent directors on the Board of Directors (#)	3	3	3

Business Continuity Management

Vodafone Qatar has implemented a robust business resilience framework designed to anticipate, mitigate, and swiftly recover from potential disruptions. This ensures the seamless continuity of operations, reinforcing our company’s commitment to resilience and operational excellence. Governance of this framework is entrusted to the Business Continuity Management (BCM) Steering Committee/Crisis Management Team, which comprises Executive Committee members. This team rigorously evaluates and enhances the BCM programme to maintain Vodafone Qatar’s industry-leading preparedness.

Our unwavering dedication to business continuity was reaffirmed through the successful recertification of ISO 22301:2019, a globally recognised standard for business continuity management. Covering all office premises and retail stores, this certification underscores Vodafone Qatar’s adherence to the highest international benchmarks, ensuring resilience across all aspects of operations.

Internally, we have developed and rigorously maintain Business Continuity, Crisis Management, Technology Resilience, and Site Emergency Response plans, each designed to safeguard critical operations. These are reinforced by an extensive Business Continuity Risk Assessment and proactive risk mitigation strategies, ensuring a structured and decisive response to any crisis.

We further demonstrated our operational strength and crisis readiness through our active participation in Watan Exercise 2024, collaborating with national authorities and key stakeholders to simulate real-world threats facing the State of Qatar. Our team showcased advanced network recovery capabilities across multiple live telecom scenarios, reaffirming the unwavering resilience of our infrastructure.



Recovery and Continuity

Vodafone Qatar upholds the highest standards in business continuity management, reinforced by ISO 22301 certification. Our robust preparedness strategy includes isolated offsite backups, rigorous simulation exercises, and continuous testing to ensure operational resilience in the face of disruptions. We conduct unannounced stress tests across critical functions, including the Network Operations Centre (NOC), Call Centre, and Retail Operations, to assess real-world readiness. These evaluations go beyond technical system performance, placing equal emphasis on the human factor—ensuring that staff are highly trained, response protocols are meticulously documented, and a culture of resilience is deeply embedded across the organisation.

Fraud Management

Vodafone Qatar enforces stringent fraud mitigation controls to safeguard our telecommunications infrastructure and protect customers from financial and security risks. Our proactive fraud prevention strategies are designed to minimise revenue leakage, uphold subscriber trust, and maintain the integrity of our

network. Through continuous enhancements to our fraud management system, we remain at the forefront of combatting emerging threats, ensuring that we deliver the highest level of security and reliability for our customers.

Compliance and Audits

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

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

Internal Audits

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

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

External Audits

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

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

Conflicts of Interest and Related Party Transactions

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

Additionally, our Related Parties Transaction Policy provides a structured framework for the Board and Senior Executives to manage transactions involving

related parties. To prevent conflicts of interest, related parties are excluded from discussions and decision-making on such transactions, which are conducted at market prices to uphold Vodafone Qatar's financial and ethical integrity.

During the financial year ending 31 December 2024, Vodafone Qatar did not enter into any major transactions with related parties, as defined by the QFMA Corporate Governance Code. Other related party transactions are disclosed in our company's financial statements, which form part of the Annual Report.

Anti-Bribery

Vodafone Qatar's commitment to ethical business conduct extends across key areas, including privacy, security, resilience, and anti-bribery compliance. Our Anti-Bribery Programme implements strict preventive measures to actively identify and mitigate bribery-related risks. Mandatory anti-bribery and anti-corruption training is required for all employees

in positions of responsibility or influence, reinforcing a culture of integrity and compliance. Any breaches of anti-bribery regulations are regarded as serious disciplinary offences, with strict enforcement to ensure zero tolerance for corruption across all levels of the organisation.

Risk Management

Vodafone Qatar's Enterprise Risk Management (ERM) framework is a critical pillar of our corporate governance strategy, enabling us to balance enterprise risks with strategic opportunities. This framework reinforces organisational vigilance and resilience, empowering informed decision-making while providing senior management with comprehensive oversight of enterprise risks.

Each year, the risk management function presents the top 10 enterprise risks to the Audit Committee, identifying potential threats that could significantly impact Vodafone Qatar's strategic objectives, operations, financial stability, or reputation. These risks, along with their mitigation measures, are systematically recorded in the Risk Register.





03

Human Prosperity

People are at the heart of everything we do. We are dedicated to fostering a workplace rooted in fairness, professional growth, and equal opportunities for all.

We prioritise health, safety, and risk management across our operations to ensure the well-being of our workforce. Our commitment extends beyond internal initiatives, as we actively engage with and support local communities.

Aligned with Qatar National Vision 2030 and the UN SDGs, we contribute to social progress by participating in projects that alleviate poverty, promote youth education, and drive long-term positive impact.

Talent Management

We are dedicated to cultivating a skilled and capable workforce in alignment with Qatar National Vision 2030. With a team of 535 employees, our approach emphasises talent identification and development through structured training and leadership programmes, fostering employee growth and advancing professional capabilities.

Our commitment to national talent empowerment drives increased workforce representation, while

retention is reinforced through competitive benefits, career progression pathways, and initiatives designed to nurture and retain high-performing employees.

To retain top talent, we offer a competitive remuneration package, including attractive benefits, competitive salaries, and a flexible working approach. Our performance-based pay structures and long-term incentive schemes further encourage employee retention.

Opportunities for Professional Development

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

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

National Representation

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

In 2024, we achieved an overall nationalisation rate of 25%, with national employees occupying 22% of senior management roles. The nationalisation rate of new hires reached 63%, compared to 18% in 2023.

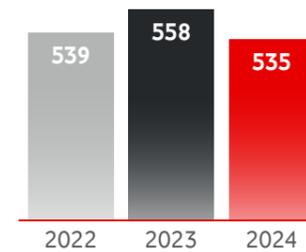
ISO 9001 Certification

Since 2020, Vodafone Qatar has maintained ISO 9001:2015 – Quality Management Systems (QMS) – Requirements certification, reinforcing our adherence to international human resources best practices. This certification, issued by the British Standards Institution (BSI), reflects our ongoing commitment to enhancing

employee satisfaction and delivering exceptional customer service. BSI's thorough audit identified no non-conformities, reinforcing our focus on meeting global standards and prioritising employee welfare and service quality.

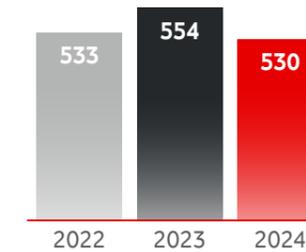
HEADCOUNT

Total Workforce
All employees (excluding trainees, students, and outsourced staff)
(Number)

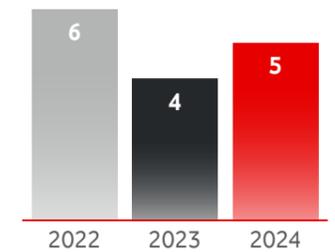


Employees by employment type

Full-time employees
(Number)

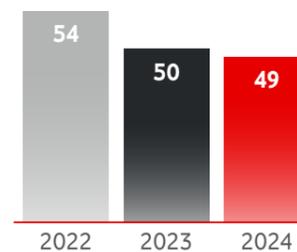


Part-time employees
(Number)

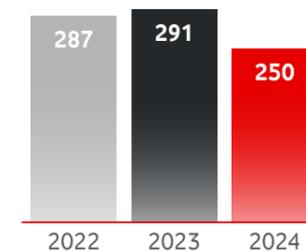


Employees by ages

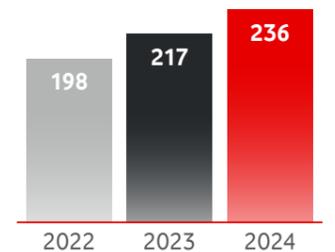
Employees by age 18-30
(Number)



Employees by age 31-40
(Number)

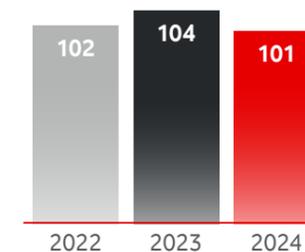


Employees by age 41+
(Number)

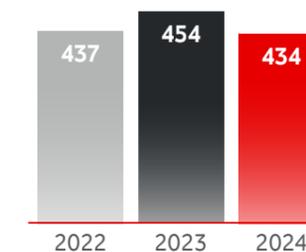


Employees by gender

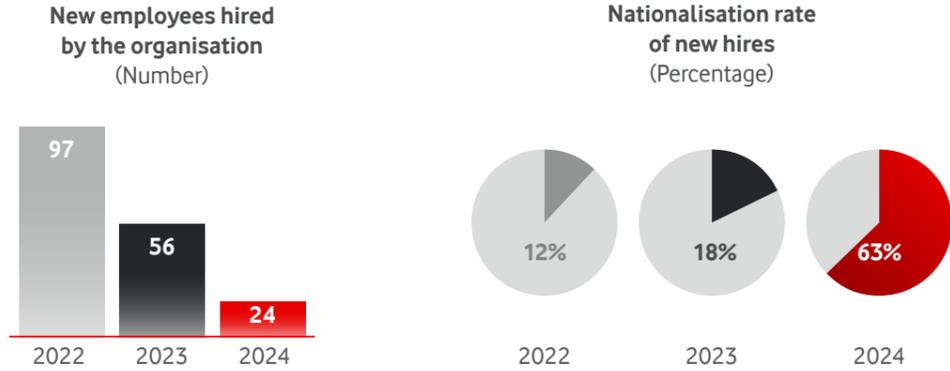
Female employees
(Number)



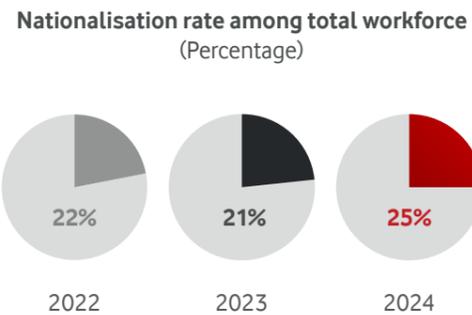
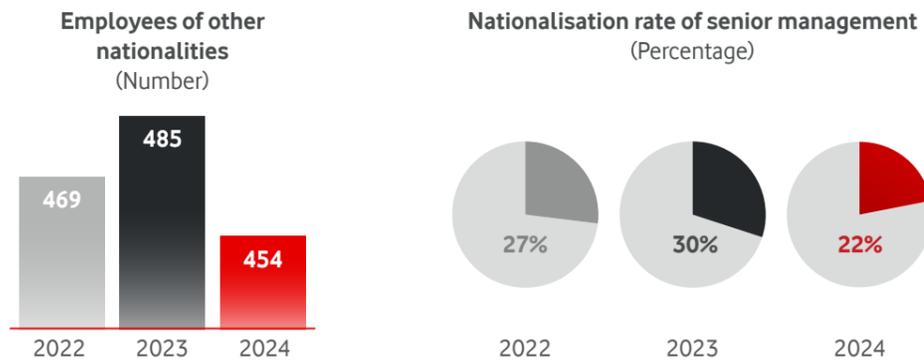
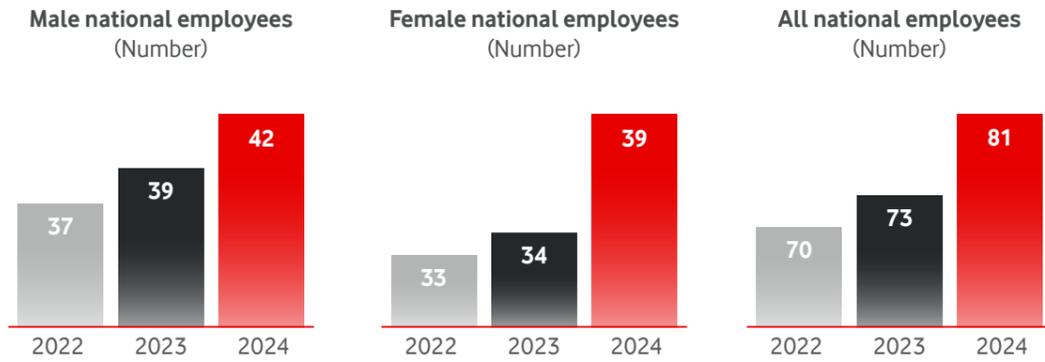
Male employees
(Number)



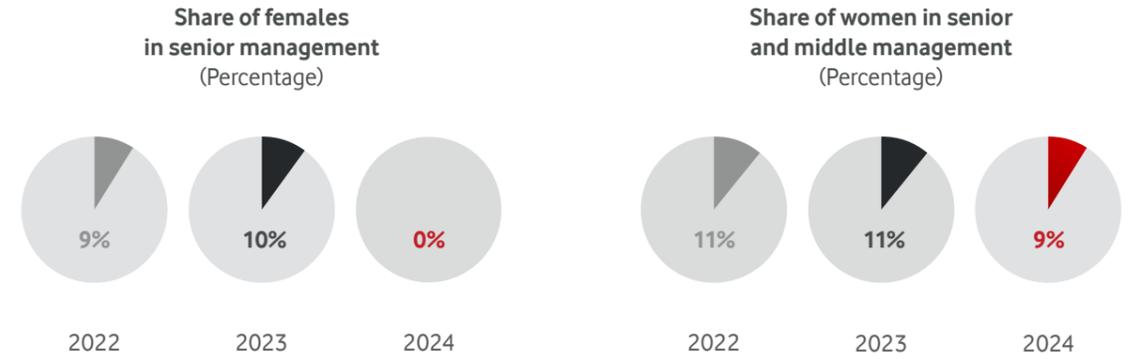
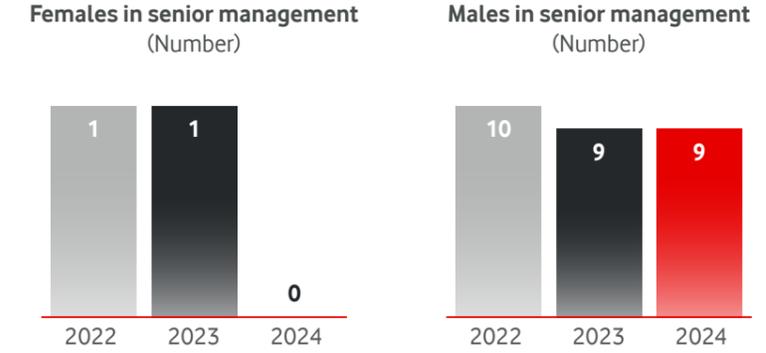
New hires



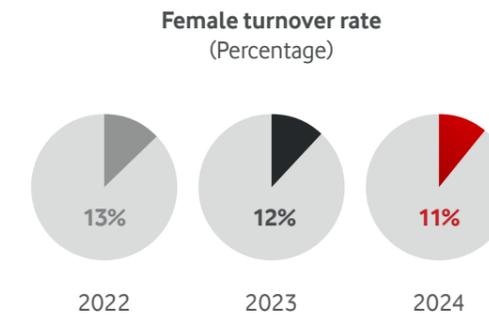
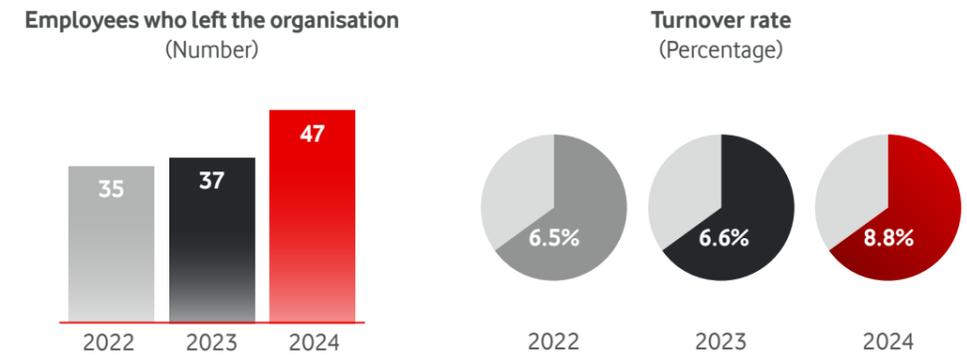
Nationalisation



Female representation in management



Employees turnover



Training and Development

We are committed to fostering the growth and development of our employees, enabling them to reach their full potential and contribute to our success. In 2024, employees completed 15,327 hours of training, averaging 29 hours per person, reflecting a 16% increase from 2023. Our programmes are designed to enhance technical skills, leadership capabilities, and personal development, aligning with both individual aspirations and organisational goals.

Headcount	2022	2023	2024
Total hours of training (#)	10,059	14,144	15,327
Average hours of training per employee (#)	19	25	29
Average hours of training per female employee (#)	25	30	29
Average hours of training per male employee (#)	17	24	29
Average hours of training per senior management employee (#)	1	4	10
Average hours of training per middle management employee (#)	15	16	23

Diverse Learning Opportunities

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

E-Learning Platforms

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

Ethics and Compliance Training

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



Fostering Leadership Excellence with Echelon Leadership Journey

Vodafone Qatar's Echelon Leadership Journey is designed to elevate leadership excellence by fostering self-awareness, emotional intelligence, and strategic thinking. This structured programme equips leaders with the skills to effectively manage themselves, their teams, and the organisation.

Through emotional intelligence (EQ) and DISC assessments – a personality tool that categorises individuals into dominance, influence, steadiness, and conscientiousness – participants gain valuable insights into their leadership style and team dynamics. One-on-one coaching sessions provide tailored guidance, supporting sustainable personal and professional growth.

Empowering Youth Through 'Learn Today, Lead Tomorrow'

Vodafone Qatar's 'Learn Today, Lead Tomorrow' programme introduces students to careers in telecommunications, covering areas like technology, HR, operations, and finance. Participants gain hands-on experience through department visits and an interactive tour of our store, offering practical insights into the industry landscape.





Employee Satisfaction

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

Performance Management

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

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

Recognising and Rewarding Excellence

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

Grievance Mechanism

We promote transparency and integrity by encouraging employees to report unethical behaviour through our Speak Up and Grievance Policy. Reports can be submitted to line managers, functional executives, or the Vodafone Qatar Speak Up Committee via email at SpeakUp.Qatar@vodafone.qa or through the dedicated hotline 77732587.

In 2024, 79 grievances were filed, up from 64 in 2023, with all cases addressed and resolved promptly.

Grievance mechanism	2022	2023	2024
Grievances filed in the reporting period (#)	46	64	79
Grievances addressed or resolved (#)	46	64	79
Rate of grievances resolved (%)	100	100	100

Equal, Diverse and Inclusive Environment

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

Our commitment to equal opportunities is reflected in our recruitment and talent development practices,

ensuring a supportive, discrimination-free environment. Gender equality remains a top priority, embedded in policies designed to promote fair pay, professional growth, and comprehensive maternity benefits for female employees.

Women make up 19% of our workforce. We continue to drive female career advancement initiatives, offering leadership training and collaborating with universities to nurture a strong pipeline of female talent.



Non-Discrimination

We are committed to maintaining an inclusive workplace where every employee is treated with dignity and respect. Our zero-tolerance policy ensures equal opportunities for all, regardless of background, gender, race, or religion.

Over the year, we have recorded no incidents of discrimination, demonstrating our commitment to fairness. Our whistle-blowing system promotes transparency, allowing employees to confidentially report concerns without fear of retaliation. In the last three years, no whistle-blowing cases, including discrimination or harassment incidents, were recorded, reflecting trust in our processes and commitment to integrity.

Parental Leave

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

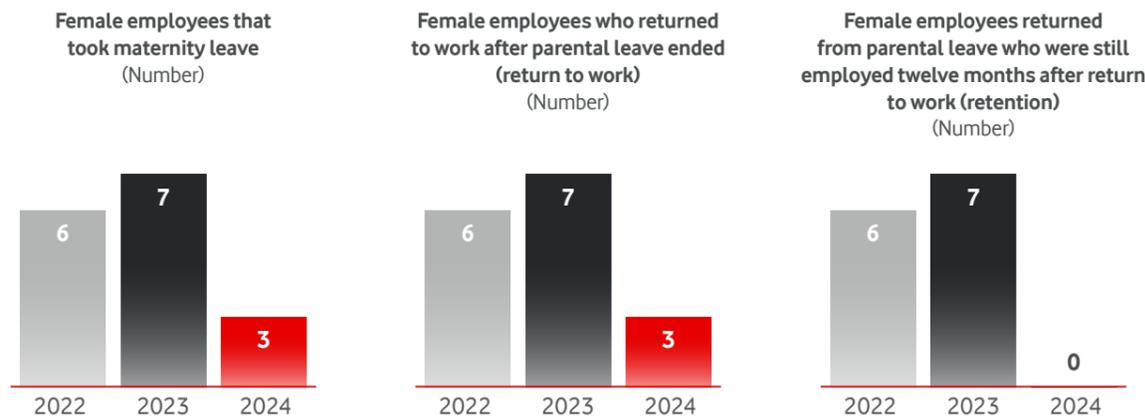
We go beyond the Qatar Labour Law by offering 60 days of fully paid maternity leave – 10 days more than legally mandated. After maternity leave, female employees are entitled to two hours off daily for childcare for up to a year. While paternity leave is not

legally required, we provide male employees with three days of fully paid leave.

Additionally, female employees can take parental leave following the birth or adoption of a child, alongside other leave entitlements. Our flexible approach accommodates diverse family needs, fostering a supportive and inclusive workplace.

Parental leave	2022	2023*	2024**
Female employees that took maternity leave (#)	6	7	3
Female employees who returned to work after parental leave ended (return to work) (#)	6	7	3
Female employees returned from parental leave who were still employed twelve months after return to work (retention) (#)	6	7	0
Return to work rate (%)	100	100	100
Retention rate (%)	100	100	100

*2 out of 7 female employees who took parental leave in 2023 returned to work in 2024 due to the timing of parental leave.
 ** 12-month period has not lapsed for any of the 3 female employees, but all are still employed at the reporting date.



Human Rights

At Vodafone Qatar, we uphold the rights and dignity of every individual across our operations. We adhere to international human rights standards, including the UN Guiding Principles on Business and Human Rights and the Universal Declaration of Human Rights, while aligning with the Constitution of Qatar and local labour laws.

We are committed to prohibiting discrimination and promoting fairness, equality, and safe working conditions. We actively prevent forced labour, human trafficking, and corruption within our operations

and ensure compliance through reporting, audits, and training.

To reinforce our commitment, we integrate human rights considerations into business decisions and operational processes. Employees at all levels receive regular training to identify and mitigate risks, fostering a culture of accountability and respect. Our grievance channels and Speak Up platform provide confidential avenues for employees and stakeholders to report concerns without fear of retaliation. In the last three years, zero human rights complaints were recorded.



Human Rights Training

We conducted Human Rights Training to align employees with fundamental principles and strengthen our commitment to ethical practices. Through two in-class sessions, employees gained valuable insights into workplace human rights issues, improving their ability to identify and address concerns. 45 employees attended this session in 2024.

Healthy and Safe Workplace

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

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

Proactive Risk Management

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

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

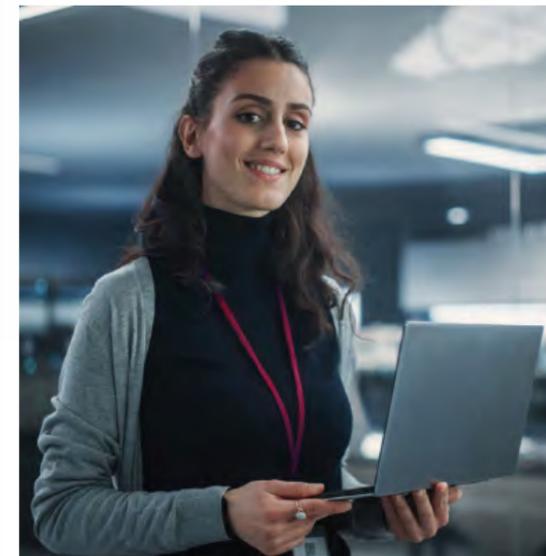
Risk Identified	Control in Place
Fire risk	Isolated smoking rooms, enforced housekeeping, no personal power extensions, maintenance by authorised personnel, regular safety inspections, fire control equipment, trained fire wardens, and preventive maintenance in line with local civil defence rules. 
Site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



Emergency Preparedness

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

In 2024, we recorded zero fatalities and incidents, underscoring our unwavering commitment to safety. Ongoing training and initiatives enhance employee awareness and engagement. To maintain this record, we aim to increase first responders and train 10% more emergency personnel annually.



Enhancing Workplace Safety with IoT

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

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

Health and Safety Training

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

In 2024, Vodafone Qatar's health and safety team delivered three tailored health and wellness programmes, addressing employee health concerns and seasonal conditions. Each year, a comprehensive event calendar is planned to manage seasonal challenges and adapt to emerging health needs as they arise.

In 2024, employees completed 663 hours of health and safety training, averaging 1.2 hours per employee.

Health and Safety training	2022	2023	2024
Total hours of H&S training provided to employees (#)	616	858	663
Average hours of H&S training per year per employee (#)	1.1	1.5	1.2
Average hours of H&S training per employee for nationals (#)	0.2	0.9	1.2

Community Development

At Vodafone Qatar, we are dedicated to enhancing the communities in which we operate through targeted investments. Our community initiatives focus on three core pillars—sport, innovation, and sustainability—forming part of our broader Corporate Social

Responsibility (CSR) strategy. This strategy is driven by our key principles: Digital Life, Inclusion for All, and Protection of the Planet. All community development efforts are aligned with this strategy and comply with Vodafone Qatar's Code of Conduct.

CSR Strategy



Community Development	2022	2023	2024
Total value of community investments (QR)	25,003,442	8,382,000	5,949,938
Local community development programmes (#)	30	21	15

Vodafone for All Programme

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

We are committed to inclusivity by offering discounts to individuals with disabilities and retired citizens, with eligible customers receiving 50% off Vodafone

Qatar plans and 10% off select handsets with accessibility features.

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

Aljawhara Programme

The Aljawhara programme empowers Qatari women by equipping them with the skills needed to start their own businesses and generate income the promotion of Vodafone services within their communities. Beyond commercial goals, the programme serves as a vital social outreach initiative, engaging a segment of

society traditionally less accessible due to cultural norms. By fostering community support and enhancing access to technology, Aljawhara enables women to integrate into society, contribute to the local economy, and pursue personal and professional growth. In 2024, two Qatari women participated in the programme.

Part-Time Employment Programme

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

This initiative not only enhances students' employability but also strengthens Vodafone Qatar's reputation as an employer of choice. By fostering trust and collaboration, the programme creates lasting connections with local talent while supporting Qatar's broader vision for youth empowerment and development. In 2024, two female participants joined the programme.

Donations, Sponsorships, and Partnerships

In 2024, we continued our commitment to community engagement through strategic donations, sponsorships, and partnerships. For the sixth consecutive year, we supported Qatar University's student activities by sponsoring their annual Students Clubs & Organisation Forum. We also partnered with Qatar University to deliver key initiatives including the 2024 AI Innovation Program, AI Week, and TEDx events, fostering innovation and engaging students across all faculties.

During Ramadan 2024, we strengthened connections with our social media audience through a religious engagement competition led by our Brand Ambassador, Mohammed Saadoun Al Kuwari, awarding premium Umrah packages to three winners.

Towards the end of the year, we collaborated with Hamad Bin Khalifa University (HBKU) and key Qatari entities to deliver a Cyber Security Competition endorsed by the National Cyber Security Agency

(NCSA). This initiative raised awareness about cyber risks, including fraud, identity theft, and cyber-attacks, empowering students and youth with essential knowledge.

In 2024, we held a Community Blood Donation Event in partnership with Msheireb Properties and Hamad Medical Corporation. The event aimed to promote public health and encourage community involvement in a meaningful cause.

As Platinum Sponsor of the Qatar Red Crescent's Disaster Management Training Camp, we reinforced our commitment to disaster preparedness and response. This partnership enhances national disaster management capabilities and promotes community safety and resilience, contributing to a safer and more prepared society.

Academic Partnerships

We continue to foster long-standing partnerships with leading academic institutions, driving knowledge-sharing, innovation, and professional growth:

Developing Future Talent with UDST

- Through a Memorandum of Understanding (MoU) with the University of Doha for Science and Technology (UDST), we support training programmes, internships, and capstone projects. As a Programme Advisory Committee member, we facilitate site visits and employment opportunities for Qatari graduates while also exploring research and commercial projects in telecommunications.

Promoting Digital Inclusion for Visually Impaired Students

- At UDST's Career Fair, we extended our 'Vodafone for All' initiative by donating braille smartwatches and providing Vodafone Unlimited plans to students at the Al Noor Institute for the Blind, ensuring greater accessibility to digital resources.

Bridging the Digital Divide with Education Above All (EAA)

- In partnership with Education Above All (EAA), we provide internet access to over 2,000 disadvantaged students at Al Salam School, ensuring uninterrupted learning. During COVID-19, we supplied Mi-Fi devices, a commitment that continues through annual renewals to support equitable education.

Fostering Sustainability and Innovation with Qatar University

- Through a sustainability competition at Qatar University's College of Business and Economics, we challenge students to integrate sustainability into business strategies, nurturing future leaders in digital innovation and sustainable development.



04

Safeguarding the Planet

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

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

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

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



Energy Consumption and GHG emissions

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

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

In 2024, we achieved a notable reduction in overall energy consumption and GHG emissions compared to 2023. Direct energy use from diesel fuel decreased by approximately 13% to 8,859,530 litres, reversing the upward trend seen in 2023. Similarly, indirect energy consumption from electricity fell by nearly 10% to 38,980,679 kWh, reflecting enhanced efficiency measures and a growing shift towards renewable energy integration.

These reductions had a direct impact on emissions. Scope 1 emissions from diesel consumption dropped by 13% to 23,389 tCO eq, while Scope 2 emissions from electricity usage declined by 10% to 20,995 tCO eq. As a result, total GHG emissions (Scope 1 and 2) decreased by 12% to 44,384 tCO eq, aligning with our commitment to reducing our carbon footprint.

Energy intensity also showed significant improvement. Energy use per QR million in revenue fell from 167 GJ in 2023 to 143 GJ in 2024, while GHG emissions intensity declined from 16.1 tCO eq to 13.9 tCO eq per QR million revenue.

Energy Consumption	2022	2023	2024
Direct energy use from fuel (diesel) (gigajoule)	331,693	363,488	316,423
Indirect energy use (electricity) gigajoule)	137,103	155,774	140,330
Total energy use (gigajoule)	468,796	519,262	456,754
Energy intensity (GJ/ QR million revenue)	153	167	143
Energy intensity (GJ/Employee)	870	931	854
Direct GHG emissions – Scope 1* (tCO ² eq)	24,518	26,868	23,389
Indirect GHG emissions – Scope 2** (tCO ² eq)	20,512	23,306	20,995
Total GHG emissions – Scope 1 & 2 (tCO ² eq)	45,030	50,174	44,384
GHG emissions intensity (tCO ² eq / QR million revenue)	14.7	16.1	13.9

* Based on diesel consumption only.

** Based on electricity consumption only.



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



95% of our DG-powered sites and hybrid-compatible sites achieved hybrid active status

Hybrid Power Innovations

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

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

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

Between 2022 and 2024, 282 sites transitioned to hybrid fuel models, including 128 in 2024. Additionally, 95% of our DG-powered and hybrid-compatible sites achieved hybrid active status. This underscores our commitment to sustainability, innovation, and continuous improvement, positioning us as a leader in building a resilient, low-carbon future.

Additionally, average fuel consumption across all sites decreased by 10%. We also deployed Power Cubes to harness energy from renewable sources, thereby contributing to a greener ecosystem.

Sustainable Infrastructure

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

We are actively rolling out Rapid Deployment Monopoles (RDMs) as durable, reusable alternatives to traditional towers, effectively reducing environmental impact. Additionally, Cells on Wheels (COWs) have

been replaced with RDMs, effectively mitigating risks associated with temporary structures.

Between 2022 and 2024, 73 COWs were successfully converted to RDMs, with 25 conversions completed in 2024. These efforts underscore our commitment to building a resilient and sustainable telecom infrastructure while aligning with our broader environmental goals.

Sites Converted	2022	2023	2024
Sites converted to commercial power	55	104	75
Sites converted to hybrid model	107	47	128
Sites converted from COWs to RDM	22	26	25

Solar-Powered Sites

Vodafone Qatar is driving renewable energy adoption by transitioning telecom sites to solar power, addressing grid limitations in remote areas and reducing diesel dependency. In 2024, 100 sites were selected for solar implementation, based on grid availability, solar exposure, and site requirements. Solar systems have been deployed in 71 sites, with 63 fully integrated and actively producing solar energy, representing a 4.5% conversion rate of total sites.

Our solar systems achieved over 100% efficiency and an 80% average performance rate, solidifying our position as a leader in smart energy solutions and contributing to national sustainability efforts.



Optimising Site Energisation



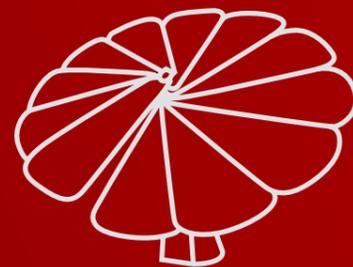
We aim to reduce reliance on diesel generators by accelerating grid connections for telecom sites in underserved areas. Through weekly monitoring of grid power availability, we identify and act on opportunities to transition sites to the grid, ensuring optimal energy use while minimising environmental impact.

In 2024, over 20% of diesel-powered sites were successfully energised, demonstrating our commitment to enhancing operational efficiency and environmental responsibility across Qatar.

Smart Flower Project

We plan to launch the region's first telecom site powered by the Smart Flower solar initiative by 2025, showcasing our commitment to renewable energy adoption. This initiative enhances community connectivity while advancing environmental responsibility, aligning with Qatar's vision for a greener future.

The Smart Flower maximises energy efficiency with a zero-carbon footprint. Its innovative design serves primarily as an awareness-raising tool, promoting renewable energy adoption and inspiring younger generations to embrace sustainable solutions.



GSAS Certification

In December 2024, our headquarters' office in Lusail was awarded for Global Sustainability Assessment System - Design & Build (GSAS-D&B) certification, with the official certificate received in January 2025. This achievement reinforces our commitment to sustainability and aligns our facilities with international standards, ensuring responsible designed, construction, and operation.

The GSAS-D&B framework enhances sustainability in buildings and infrastructure by reducing environmental footprints and creating healthier, more efficient workplaces. These efforts benefit both our organisation and the wider community.

As the first telecom company to secure GSAS certification for internal office fit-outs, we set a benchmark in sustainable design and operations. This milestone strengthens our reputation, attracting like-minded partners, and embeds GSAS principles into future projects, ensuring sustainability remains central to our core operations.



Effective Use of Resources

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

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

Waste Management

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

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

In 2024, we significantly reduced technology scrap by 23% to 1,208 m³ while increasing the share of recyclable materials to 99.7%, up from 56% in 2023.

Material scrap (sites/hazardous)	2022	2023	2024
Yearly technology scrap (m ³)	1,540	1,574	1,208
Share of recyclable materials (%)	55%	56%	99.7%

Optimising Waste Collection with Vodafone IoT

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

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

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

Water Management

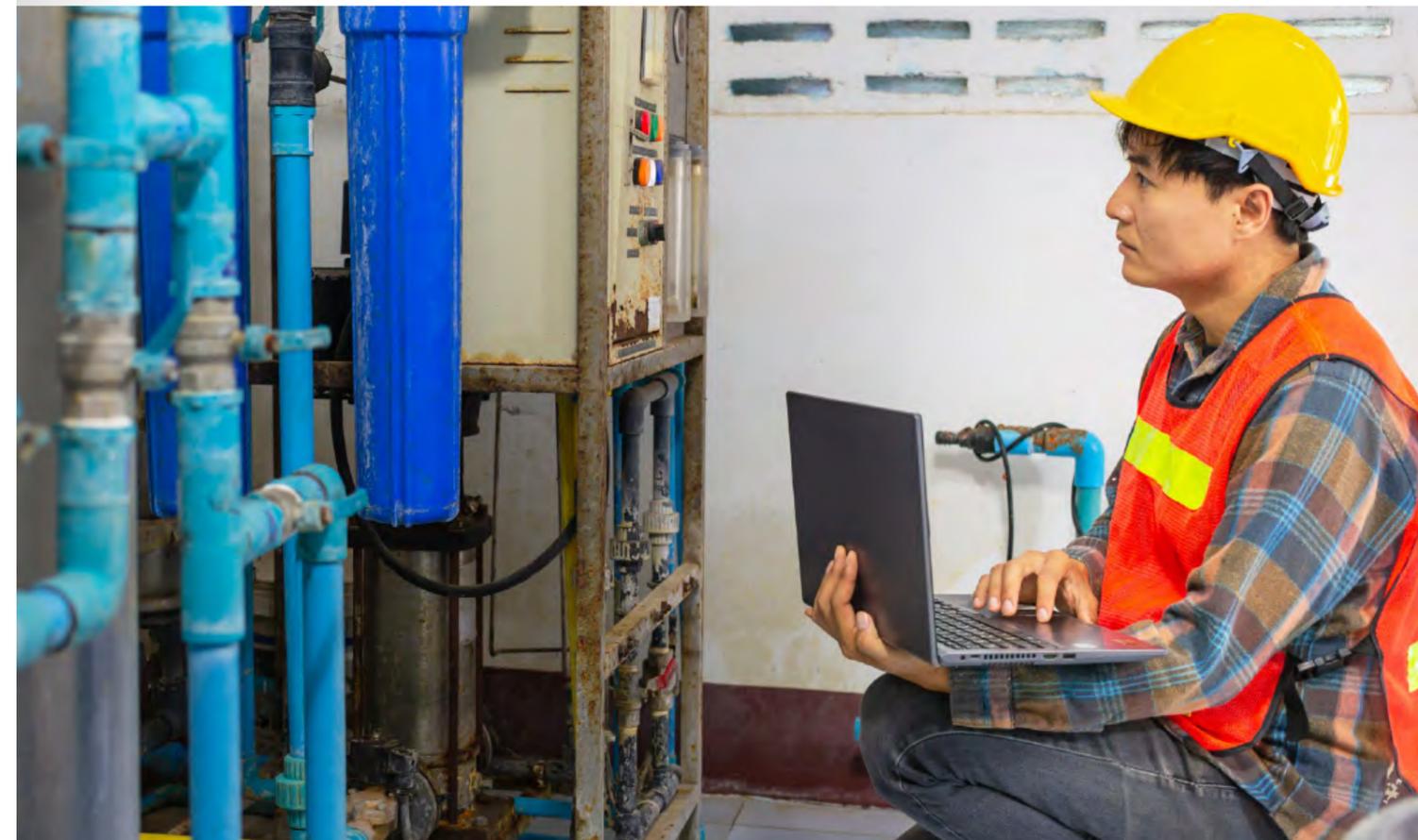
We prioritise efficient water use by adopting conservation technologies and fostering responsibility across operations. This includes installing low-flow fixtures, preventing leaks through regular maintenance, and running awareness programmes to engage employees in sustainable practices.

We monitor faucet consumption across facilities, identifying areas for reduction. Adjusting aerators in washrooms and ablution rooms has resulted in 50% reduction in water usage. Additionally, lowering flush

tank levels from 9 to 6 litres achieved an additional 30% saving in toilet water consumption. In 2024, Vodafone Qatar's total water consumption was recorded at 8,200 m³.

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

Water Consumption	2022	2023	2024
Water consumption (m ³)	9,500	8,070	8,200



Responsible Supply Chain

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

By fostering strong and transparent partnerships, we promote accountability and drive meaningful improvements across our supply chain.

Supply Chain Governance

Embedding ethical business practices into our supply chain is central to our operations. We adhere to all relevant regulations and Vodafone’s internal policies, including our Code of Conduct. Our suppliers are also required to adhere to the principles outlined in our Ethical Code of Purchasing Policy ensuring alignment with our ethical standards throughout the value chain.

During supplier onboarding, we conduct thorough assessments to verify compliance, overseen by our Corporate Security and Cyber Security & IT teams. Supplier selection prioritises transparency and fairness. Using our enterprise software system, we document and monitor every stage, ensuring equal opportunity for prospective suppliers. This digital evaluation process

allows us to objectively select partners who align with our values of integrity and sustainability.

To maintain high performance, we carry out annual supplier requalification, assessing environmental practices, workforce conditions, and ethical standards. This holistic review involves input from both our supply chain and operational teams, fostering continuous improvement.

We also track supplier performance using comprehensive scorecards to identify growth opportunities and reward exceptional performance. Our 100% requalification rate reflects our commitment to upholding rigorous standards.

Local Suppliers

We value fostering strong relationships with local suppliers as part of our broader commitment community development and the economic ambitions of Qatar Vision 2030. Our partnerships extend beyond procurement – they are built on mutual respect, collaboration, and shared growth, contributing to sustainable local economic development.

In 2024, we increased our spending on locally based contractors and suppliers to 61% of total procurement, up from 58% in 2023, reinforcing our commitment to

supporting the local economy. While the proportion of locally based suppliers remained stable at 63%, the rise in spending reflects a stronger focus on local partnerships and supply chain sustainability, underscoring our commitment to supporting Qatar’s sustainable development. Through our supplier engagement, we aim to build a resilient supply chain while maintain high standards of sustainability and operational excellence.



Local procurement	2022	2023	2024
Share of spending on locally based contractors and suppliers of total spending (%)	58	58	61
Ratio of procurement spending allocated to local vs. international suppliers	1.4	1.4	1.5
Share of locally based suppliers of total number of suppliers (%)	63	64	63
Suppliers engaged (#)	379	342	344
Local suppliers engaged (#)	240	219	216



06

Appendix

GRI

Content Index

Statement of use	Vodafone Qatar has reported in accordance with the GRI Standards for the period 1st January 2024 to 31st December 2024.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	None

GRI Standard/ other source	Disclosure	Location/ Direct Answer	Omission	
			Reason	Explanation
General Disclosure				
GRI 2: General Disclosures 2021	2-1 Organizational details	4	A grey cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available	
	2-2 Entities included in the organization's sustainability reporting	4		
	2-3 Reporting period, frequency and contact point	1		
	2-4 Restatements of information	No restatements have been made		
	2-5 External assurance	External assurance was not obtained for this report		
	2-6 Activities, value chain and other business relationships	3, 66-67		
	2-7 Employees	40-44		
	2-8 Workers who are not employees	40-44		
	2-9 Governance structure and composition	33-37		
	2-10 Nomination and selection of the highest governance body	33-37		
	2-11 Chair of the highest governance body	33		
	2-12 Role of the highest governance body in overseeing the management of impacts	12		

GRI 2: General Disclosures 2021	2-13 Delegation of responsibility for managing impacts	12		
	2-14 Role of the highest governance body in sustainability reporting	12		
	2-15 Conflicts of interest	36		
	2-16 Communication of critical concerns	46		
	2-17 Collective knowledge of the highest governance body	Annual Report		
	2-18 Evaluation of the performance of the highest governance body	Not Available	Information unavailable/incomplete	Company's policy
	2-19 Remuneration policies	33		
	2-20 Process to determine remuneration	33		
	2-21 Annual total compensation ratio	Not Available	Confidentiality constraints	Company's policy
	2-22 Statement on sustainable development strategy	8-9		
	2-23 Policy commitments	Not Available	Information unavailable/incomplete	Not yet formalized
	2-24 Embedding policy commitments	Not Available	Information unavailable/incomplete	Not yet formalized
	2-25 Processes to remediate negative impacts	46		
	2-26 Mechanisms for seeking advice and raising concerns	46		
	2-27 Compliance with laws and regulations	35		
2-28 Membership associations	4			
2-29 Approach to stakeholder engagement	13			
2-30 Collective bargaining agreements	Not Applicable	Legal prohibitions	Prohibited in Qatar	

Material Topics

GRI 3: Material Topics 2021	3-1 Process to determine material topics	14-15	A grey cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.
	3-2 List of material topics	14-15	

World class infrastructure investments

GRI 3: Material Topics 2021	3-3 Management of material topics	31-32
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	32

Responsible supply chain		
GRI 3: Material Topics 2021	3-3 Management of material topics	66
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	67
Governance and business integrity		
GRI 3: Material Topics 2021	3-3 Management of material topics	36
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	36
Energy consumption and GHG emissions		
GRI 3: Material Topics 2021	3-3 Management of material topics	58
GRI 302: Energy 2016	302-1 Energy consumption within the organization	59
	302-3 Energy intensity	59
	302-4 Reduction of energy 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
Effective use of resources		
GRI 3: Material Topics 2021	3-3 Management of material topics	64
GRI 303: Water and Effluents 2018	303-5 Water consumption	65
GRI 306: Waste 2020	306-3 Waste generated	64
	306-4 Waste diverted from disposal	64
Talent management		
GRI 3: Material Topics 2021	3-3 Management of material topics	40
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	42-43

GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	44
	404-2 Programs for upgrading employee skills and transition assistance programs	44-45
GRI 404: Training and Education 2016	404-3 Percentage of employees receiving regular performance and career development reviews	46
Equal, diverse and inclusive environment		
GRI 3: Material Topics 2021	3-3 Management of material topics	40
GRI 401: Employment 2016	401-3 Parental leave	48
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	33, 41
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	47
Healthy and safe workplace		
GRI 3: Material Topics 2021	3-3 Management of material topics	50-51
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	50-51
	403-2 Hazard identification, risk assessment, and incident investigation	50-51
	403-3 Occupational health services	50-51
	403-4 Worker participation, consultation, and communication on occupational health and safety	50-51
	403-5 Worker training on occupational health and safety	52
Human rights		
GRI 3: Material Topics 2021	3-3 Management of material topics	49
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	49
Community development		
GRI 3: Material Topics 2021	3-3 Management of material topics	52

Community development

GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	53-55
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Data protection and cyber security

GRI 3: Material Topics 2021	3-3 Management of material topics	28
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	30

We also report on topics that are not covered by the GRI standards

Digital innovation for all

GRI 3: Material Topics 2021	3-3 Management of material topics	20-22
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Advanced customer experience

GRI 3: Material Topics 2021	3-3 Management of material topics	22-25
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Risk management

GRI 3: Material Topics 2021	3-3 Management of material topics	50-51
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Together we can

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