

EMPOWERING LIVES. ENRICHING THE MALDIVES.



ooredoo^o

WELCOME

We are proud to present the Ooredoo Maldives Environment, Social, and Governance (ESG) Report 2024, offering a comprehensive view of our approach to sustainability and our commitment to both national priorities and international ESG standards.

This report highlights our initiatives from 2024 on topics that are most material to Ooredoo Maldives and our stakeholders. From advancing digital inclusion and community empowerment to protecting our environment and upholding strong governance, it reflects our role in shaping a sustainable digital future for the Maldives.

As a key member of Ooredoo Group, we remain committed to enriching lives, empowering communities, to advance a resilient and sustainable future for all, staying true to our brand promise to Live Unlimited.

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MESSAGE BY THE CHAIRPERSON

In the Maldives, sustainability is not a slogan, it is a shared imperative. At Ooredoo Maldives, we have embedded it into how we design our networks, run our operations, and serve our communities. This year we are proud of the strides we have made in energy efficiency, circularity, digital inclusion, and the protection of people and data. We uphold rigorous compliance with Maldivian regulatory requirements and align our disclosures with leading global frameworks and standards, including GRI, ISSB, and the UN SDGs. As a nation on the frontlines of climate change, we will continue to partner with government, regulators, customers, and our supply chain to accelerate a just, low-carbon, and inclusive digital future for every island we serve.

Fatima Sultan Al-Kuwari

Chairperson

Ooredoo Maldives



MESSAGE BY THE MANAGING DIRECTOR & CHIEF EXECUTIVE OFFICER

Aligned with our vision, we are committed to enrich the lives of our people through technologically advanced solutions and we will continue our investments to enhance the quality of our world-class network. One of our key priorities is to contribute to the development of our communities by introducing digital and innovative solutions that drive positive economic, social, and environmental growth of the nation.

As part of strengthening our relationship with the communities, we have carried out several CSR activities and provided donations and sponsorships for the development of the communities. Some of the notable contributions include the donation of MVR 16 million to the Government of Maldives, continuation of health kit donations, digital literacy programs, cyber safety awareness sessions, sponsorships for island level initiatives and many more. These initiatives were made possible through the dedication and passion of Ooredoo Maldives volunteers, who selflessly devoted their time and efforts to create a meaningful impact.

As we embrace 2025, we are excited about the opportunities this new year holds for the Company's growth journey. We reaffirm our dedication to supporting our communities through sustainable initiatives, transformative digital solutions, superior services, and groundbreaking technologies, to further elevate the quality of our network and enhance customer journey.

Khalid Hassan M A Al-Hamadi

Managing Director and Chief Executive Officer

Ooredoo Maldives



ABOUT US

OUR BUSINESS

Ooredoo Maldives is a member of the Ooredoo Group, a leading international communications company that provides a wide range of innovative voice, data, broadband, content and enterprise services tailored to the growing needs of today's consumers and businesses. Guided by its vision of enriching people's lives and its belief that it can stimulate human growth by leveraging communications to assist people achieve their full potential, the Company has transformed the communications industry for the people of the Maldives.

Ooredoo Maldives has remained a key innovator and driver of digital transformation in the Maldives and continues to deliver on its promise by introducing world class technologies and digital solutions, connecting people to endless possibilities. As a community-focused company, we are extremely proud to have supported local and regional businesses across the industries including government institutions, individuals and private companies.

VISION

Enriching people's lives as a leading international communications company.

MISSION

To provide world class, innovative communication products and services to the people of, and visitors to the Maldives.

CORE VALUES



CARING

We make things easy for you. With us, everything is simple and transparent. We respond quickly to your requests and show concern and respect.



CONNECTING

We play an active role in our local communities, deploying our reliable, trustworthy networks to deliver relevant services that give you access to the solutions and support you need.



CHALLENGING

We love a challenge because we have an ever-youthful spirit, fueling our passion to be the best and enabling us to lead change and innovation to benefit our customers.

COMMITMENT TO THE GLOBAL GOALS

Ooredoo Maldives pledged its commitment to the United Nations Sustainable Development Goals ("Global Goals") in October 2015, which aims to eradicate extreme poverty, improve the lives of people and create an all-round healthier world for tomorrow.

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals ("SDG"s), which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.

These are ambitious targets which cannot be achieved without fully leveraging the reach and capabilities of mobile technology. Ooredoo Maldives continues its work to stimulate human growth and contribute to the sustainable development of local communities across the nation.

With a strong belief in the transformative power of digital, Ooredoo Maldives is strongly aware of the role that it can play in supporting the achievement of the 2030 Agenda for SDGs: focusing on good health and well-being, quality education, gender equality, innovation, reduced inequalities, sustainable cities and climate action.



DIGITAL ENRICHMENT & COMMUNITY ENGAGEMENT



STRENGTHENING DIGITAL INFRASTRUCTURE

PEACE Cable Landing – HDh. Kulhudhuffushi

In February 2024, Ooredoo Maldives achieved a major milestone by landing the PEACE Cable in HDh. Kulhudhuffushi, marking the first international cable landing outside of Greater Male' diversifying our network. This project established a direct connection from HDh. Kulhudhuffushi to Singapore and Europe. With the successful landing of the PEACE Cable, the North of Maldives will become a gateway to the East and West, open up opportunities for Hyperscalers and Managed Services, create new jobs, develop skill sets as well as provide endless opportunities that will contribute immensely to the digital economy of the Maldives.



Expanded 5G Network to 60% of the Population

Ooredoo Maldives has expanded its 5G network to cover 60% of the population, becoming the provider with the widest 5G coverage in the country. This expansion is part of our commitment to invest in digital infrastructure, enabling access to high-quality internet and technological benefits for communities across the nation. By ensuring the network is ready for the rapidly changing global digital landscape, Ooredoo Maldives supports the nation's digital transformation and strengthens connectivity for all.

Launched N. Landhoo as the first ever Ooredoo Digital Island

Ooredoo Maldives launched N. Landhoo as the first Ooredoo Digital Island, aiming to advance healthcare, education, and commerce through digital solutions. This initiative is part of the larger Digital Maldives powered by AI vision, designed to foster nationwide growth and enhance digital accessibility. The initiative has led to significant digital payment adoption, with 40% of the Council's income now received via m-Faisaa, and 65% of retail payments also cashless. Ooredoo also helped create a website to promote the island. This transformation serves as a model for other communities, showing that digital infrastructure and partnerships foster sustainable, community-driven progress.

MESSAGE BY THE CHIEF COMMERCIAL OFFICER

The success of Noonu Landhoo as the Maldives' first Digital Island exemplifies the power of collaboration, innovation, and community engagement. By introducing digital services and fostering a digital mindset, we have empowered residents to embrace a more inclusive and sustainable lifestyle. This is just the beginning, and we are committed to bringing similar transformative opportunities to communities across the Maldives.

Hussain Niyaz

Chief Commercial Officer

Ooredoo Maldives





EDUCATION, AWARENESS & DIGITAL INCLUSION

Driving Digital Skills Development with Villa College

As part of our CSR commitment to enable access to quality education, Ooredoo Maldives partnered with Villa College to provide training and internship opportunities for students and alumni. This initiative aims to equip the next generation of digital innovators with industry experience, fostering skill development and preparing them for successful careers in telecommunications. Through this collaboration, we continue to contribute to quality education and empower future leaders in the digital era.



Digital Literacy Program

Conducted digital literacy sessions in S. Feydhoo and S. Hithadhoo, empowering elderly individuals with essential digital skills to bridge the digital divide.



Rakka Cyber Safety Session

Conducted a cyber safety session in K. Gulhi, educating the community about online security and safe internet practices.



Participation in the Maldives IGF

We actively participated in the Maldives Internet Governance Forum ("IGF"), contributing to critical discussions shaping the future of internet governance and policies.

Our engagement highlighted the importance of digital inclusion, accessibility, and security, aligning with our mission to create a Digital Maldives. As part of the forum, we participated in three key sessions:

- Elderly Cyber Safety: Protecting Seniors in the Digital Age
- Empowering Women in the Digital Economy: Opportunities and Challenges
- Digital Inclusion: From Access to Empowerment

Participation in CyberSafe 2024 – NCIT

As part of CyberSafe 2024, organized by the National Centre for Information Technology ("NCIT"), we supported awareness initiatives focused on cybersecurity. Our participation included educational sessions to equip communities with knowledge and tools to navigate the digital landscape safely, fostering a culture of responsible and secure online practices.

Supported "Hafthaares" NCTC Trainings

Provided internet support as the Digital Partner for the National Counter Terrorism Centre's ("NCTC") "Hafthaares" Trainings scheduled throughout the year.

COMMUNITY SUPPORT & SOCIAL IMPACT

Donation of vital Air Ambulance Equipment to the Government of the Maldives

In line with our commitment to improving healthcare in the Maldives, We donated specialized medical equipment worth MVR 16 million to enhance the capabilities of the national Air Ambulance service. This initiative is part of Ooredoo's Corporate Social Responsibility (CSR) program, with healthcare being one of its core pillars.



Donation of Health Kits

Continuing our initiative to support healthcare services across the Maldives, Ooredoo Maldives donated Health Kits to 24 additional islands in 2024. Each kit included vital medical equipment such as stethoscopes, digital sphygmomanometers, pulse oximeters, otoscopes, digital thermometers, and nebulizer machines, enhancing healthcare accessibility and quality for communities nationwide.

Israhvehinnai Eku Ooredoo

In 2024, we launched “Israhvehinnai Eku Ooredoo” a campaign to honor senior citizens as treasures of the nation. During Ramadan, we hosted special Iftars for elderly communities in Addu City, Kulhudhuffushi City, and Malé City, fostering intergenerational connections.

As part of the International Day for Older Persons, we partnered with Israhvehinge Naadhee as the official Digital Partner of the social center for the elderly - providing free internet to support their activities, donated books to their library, and conducted a ‘Grow with Ooredoo’ tree planting session. Additionally, we collaborated with the Meedhoo Avashu Office to host a special lunch celebrating the contributions of the elderly.

Community Iftar at King Salman Mosque

Hosted community Iftars every Friday during Ramadan, bringing together over 200 community members to break their fast.



Distribution of Iftar Packs to Migrant Workers

Partnered with Mission for Migrant Workers Maldives (“MMWM”) to distribute weekly Iftar packs to migrant workers during Ramadan.

Offered an Umrah Trip

Partnered with Qibla Hajj and Umrah Pvt Ltd to offer an all-expenses-paid Umrah trip to the grand prize winners of the “Roadha Quiz” and the “Atholhu Dhuvun” game.

Eid Celebrations with the Community

- Distribution of Eid Breakfast Packs: Distributed Iftar packs to residents of Hulhumale’ Phase 2 after the Eid prayers, spreading the spirit of togetherness during the holy month.
- Sharing “Boakibaa” Across Malé and Hulhumale’: Distributed the traditional Maldivian treat, Boakibaa, across Malé and Hulhumale’ as part of our Eid celebrations after the Eid prayers.
- Eid Lunch Packs for the Expat Community: Partnered with Mission for Migrant Workers Maldives (“MMWM”) to provide Eid lunch packs to the expat community, promoting inclusivity and joy during the festivities.

Ooredoo Masrace & Fun Run 2024

Ooredoo Maldives successfully hosted two major community engagement events in 2024: the Ooredoo Masrace and Ooredoo Fun Run. These initiatives brought together communities across the nation, celebrating both local culture and active lifestyles. The Masrace in K. Himmafushi, Lh. Naifaru, and GDh. Thinadhoo engaged fishing enthusiasts, while the Fun Run in Laamu Atoll united over 3,000 participants, featuring a fun-filled 5km run with obstacles. Both events reflect Ooredoo's commitment to fostering unity, well-being, and social engagement throughout the Maldives.



ENVIRONMENT & CONSERVATION

"Grow with Ooredoo" Initiative

- Pledged to plant 20,000 trees from August 2024 to August 2025 as part of our commitment to environmental sustainability. From 2026 to 2028, Ooredoo Maldives will continue its efforts to plant 10,000 trees each year, supporting a greener future for the Maldives. To kickstart this project, we planted 75 trees in front of Ooredoo Maldives Headquarters on our 19th Anniversary.
- Hosted a tree-planting session in GDh. Thinadhoo led by "Grow with Ooredoo" Ambassador Ramzee Hussain, promoting sustainable gardening practices.
- Held interactive sessions for students at Kaafu Atoll Education Centre in K. Thulusdhoo, encouraging sustainability and love for the environment.
- Extended the initiative to the elderly community in S. Hulhumeedhoo, focusing on backyard farming with hands-on activities like planting grapevines.
- Organized a tree-planting session in collaboration with "Israhvehinge Naadhee", promoting sustainable practices for the elderly.



Advancing Marine Conservation Through Technology

In partnership with Nature Count and Stream Ocean, Ooredoo Maldives deployed a series of underwater cameras to monitor coral reef restoration performance in Villingili and Fulhadhoo. This initiative harnesses digital innovation to support marine research, enabling continuous observation of reef health and contributing valuable data for conservation efforts. By combining technology with environmental stewardship, we aim to protect the Maldives' rich marine biodiversity for future generations.

2024 Lhaviyani Turtle Festival

Collaborated with Atoll Marine Centre as the Digital Partner to promote marine conservation and awareness.



Viluntheri 20 – Resilient 20

Partnered with the National Disaster Management Authority (“NDMA”) as the Digital Partner for Viluntheri 20 – Resilient 20 – an art exhibition commemorating Unity Day and the 20th Anniversary of the 2004 Tsunami.

DEVELOPING OUR PEOPLE



MESSAGE BY THE HUMAN RESOURCES DIRECTOR

At Ooredoo Maldives, we believe our success is deeply connected to operating responsibly and making a positive impact on our people, communities, and the environment. ESG is not a separate agenda for us; it is embedded in the way we do business every day.

This year, we have further strengthened our commitment by investing in employee development and wellbeing, reducing our environmental footprint, and fostering inclusive partnerships within the community. Maldivian nationals now represent 95% of our workforce, with 78% representation in Senior Management, and women holding key roles within Executive and Top Management.

These efforts reflect our belief that sustainable growth comes from creating long-term value for all stakeholders.

As we move forward, we will continue to integrate ESG principles into every aspect of our strategy, to build a resilient, inclusive, and responsible organization for the future.

Fazna Mansoor

Human Resources Director
Ooredoo Maldives



DEVELOPING OUR PEOPLE

Our Company's growth and success are driven by our dynamic and multicultural workforce. Our human resource strategy prioritizes attracting top talent while fostering a performance-driven culture. We are dedicated to inspiring and motivating our employees by providing a safe and engaging work environment. Employee strength increased from 375 to 384 full-time employees, of which representation of nationals remained at 95%, demonstrating the Company's commitment towards the community and local talent development. Female ratio of the total work force stands at 33% with female representation at Executive Management.

Training & Development

Capability building remains a key strategic pillar for the Company. In today's rapidly evolving technological landscape, staying ahead demands a strong commitment to continuous learning and growth. Our comprehensive succession plan ensures a robust talent pipeline for both current and future roles. We actively utilize our e-learning system, along with coaching and mentoring programs, to keep our team competitive and future-ready.

The Ooredoo Learning Academy offers scalable training programs that embody the unique Ooredoo way of work. Leadership development remains a core focus, with diverse Leadership Development Program ("LDP") interventions conducted across all organizational levels.

Employee Wellbeing & Engagement

We believe employee wellbeing and engagement is paramount to the success of the business. We continue to achieve Ooredoo Health Index score at the top decile year on year, benchmarked at the high end globally.





Digital HR & Our Way of Work

Upgrading our already existing digital way of work continues by leveraging new technology into our people management processes. People processes such as performance management, learning and development, rewards and recognition continues to remain benchmarked against those of international peers and leading multi-nationals. Automation and analytics are integrated into the fabric of everyday business. We remain steadfast in our belief that the agile way of work is a mindset and that working in small groups wherein any task can be ideated, executed and monitored in a quick and efficient manner. We continue to work in Small Business Units ("SBU") to drive the key business imperatives successfully and efficiently.

Our people practices have won us regional and international accolades, including "Most Innovative Companies" award from the World Innovation Congress, "Small Markets Telco of the Year" at the prestigious Twimbit Telecom Awards, the Bronze Stevie "Employer of the Year - Telecommunications" awarded by the Stevie Awards for Great Employer, "Best Place to Work Award" and the "Best Innovative HR Practice Award" at the South Asian Business Excellence Awards 2024.

UNITED NATIONS GLOBAL COMPACT



UNITED NATIONS GLOBAL COMPACT

Human Rights Principles (Principles 1 & 2)

Focus Area	Policies & Practices	Implementation/Outcomes
Health & Safety	Policies ensure employee safety, PPE provision, safety work instructions	<ul style="list-style-type: none"> • Fire & Safety Training • Evacuation drills & updated plans • Influenza awareness & vaccination • Ergonomics awareness sessions
Fair Treatment & Anti-Harassment	Zero tolerance for harassment, fair treatment policies, transparency in remuneration, career growth, work assignments	Complaints handled seriously with no retaliation, policies shared with all employees
Medical Insurance & Retirement Benefits	Comprehensive medical insurance (employees + immediate family), Maldives Retirement Pension Scheme	Provided after probation, consistently since 2005

Labour Principles (Principles 3–6)

Focus Area	Policies & Practices	Implementation/Outcomes
Equal Opportunity	No discrimination (race, religion, gender, disability, etc.)	Recruitment, development, training, promotions are fair and transparent
Gender Diversity	Participation across all levels encouraged	Recruitment of female candidates, training & mentorship for career growth
Labour Rights Compliance	Compliance with Maldives Employment Act	Elimination of forced labour, child labour, and workplace discrimination

Environment Principles (Principles 7–9)

Focus Area	Policies & Practices	Implementation/Outcomes
Green Practices	Integration of sustainability in operations	<ul style="list-style-type: none"> E-billing, eco-lighting Paperless office & digital workflows
Sustainable HQ	Eco-friendly infrastructure	<ul style="list-style-type: none"> Low-emission glass, solar panels Rainwater harvesting, lighting management systems
Plastic Reduction	No single-use plastic since 2018	Eliminated plastic bottles in all premises

Anti-Corruption Principles (Principle 10)

Focus Area	Policies & Practices	Implementation/Outcomes
Suppliers	Integrity, avoid conflicts of interest, Supplier Code of Conduct	Decisions based on quality, price, performance, suitability
Conflict of Interest	Employees must avoid conflicting business interests	Mandatory disclosure of external interests
Whistleblowing	Policy established, published on website	Confidential reporting, managed by Internal Audit
Internal Controls	Audits, Disciplinary Committee for fraud/corruption	Independent investigations, prevention measures
Anti-Money Laundering	AML Policy for “m-Faisaa” in line with Central Bank	Early detection & reporting of suspicious activity
Insider Trading Prevention	Policy for restricted persons, insider list maintained	Board & employees briefed on obligations and penalties
Related Party Transactions	Disclosure requirements for Directors & employees	Reported to ARC & Board regularly

Corporate Governance

Focus Area	Policies & Practices	Implementation/Outcomes
Governance Framework	Corporate Governance Manual	Compliance with Companies Act, Securities Act, CMDA Code, Listing Rules
Internal Controls & Risk Management	ICOFR Framework, ERM Function	Financial data accuracy, risk mitigation, safeguarding assets
Code of Conduct & Ethics	Clear behavioural standards	Promotes transparency, professionalism, stakeholder trust
Shareholder Communication	Transparent disclosures & IR website	Annual & quarterly reports, AGM documentation, dedicated IR team

Customer Safeguarding

Focus Area	Policies & Practices	Implementation/Outcomes
Grievance Mechanism	Call center, email, social media, OECs, whistleblowing form	Customer complaints confidentially handled
Whistleblowing for Customers	Published on website, open to external stakeholders	Investigated by Chief Audit Executive

PROTECTING OUR ENVIRONMENT



IMPLEMENTATION OF GREEN PRACTICES

As part of Ooredoo Maldives' corporate social responsibility efforts and its commitment to the United Nations Sustainable Development Goals ("SDGs"), particularly Climate Action, the Company prioritizes green practices to protect the planet and reduce its carbon footprint.

Integration of Green Practices

To reduce the Company's carbon footprint, green initiatives are embedded within all internal and external operations, including the adoption of e-bills, installation of eco-friendly lighting in offices, and more.

Sustainable Headquarters

The new Ooredoo Maldives Headquarters features several environmental sustainability measures, including:

- A unitized curtain wall with heat-soaked laminated tempered glass and low-emission coatings to reduce heat transmission and save.
- Systems for fresh air supply, lighting management, solar panels, and rainwater harvesting to conserve resources and minimize costs.
- Fire-rated doors, fire-rated glass, and an automated fire safety system to ensure maximum safety for occupants.

Reduction of Single-Use Plastics

Since 2018, the Company has eliminated the use of single-use plastic water bottles across all premises.

Digital Transformation of a Paperless Office

Through complete digital transformation, Ooredoo Maldives has automated manual processes, significantly reducing the need for paper and printing within the workplace. This "Go Green" initiative stands as a major milestone in the Company's sustainability journey.

Solar Energy Deployment

Ooredoo Maldives has steadily expanded its use of renewable energy, with solar integration becoming a central pillar of its environmental strategy. By 2024, the company had installed 8,040 GJ of renewable energy capacity, an increase of nearly 91% compared to 2022. Solar-powered sites reduce reliance on fossil fuels, avoid carbon emissions, and demonstrate how telecom infrastructure can transition towards clean energy sources while ensuring uninterrupted nationwide connectivity.

Power Optimisation Initiatives

Energy efficiency has been pursued through rigorous optimisation across operations. Direct consumption from fossil fuels stood at 48,877 GJ in 2024, while indirect consumption via electricity increased to 100,062 GJ. While demand has grown, efficiency features—such as site-level optimisation and hybrid power models—are helping to stabilise consumption patterns. These measures translate into both lower operating costs and reduced environmental intensity, underscoring a balanced approach between network growth and sustainability.

Radio Access Network (RAN) Power Savings

In late 2023, Ooredoo Maldives introduced advanced power-saving features across its 3G, 4G, and 5G RAN sites. These included dynamic cell shutdown, carrier power-off, and intelligent symbol-level power saving. The outcome was impressive: a 6% average drop in consumption across RAN elements, equivalent to saving 1,000 kWh per day. In 5G, the reduction was even greater—17% power savings—demonstrating how smart networks can deliver faster services with a lighter environmental footprint.

Hybrid Site Conversions

A major milestone in 2024 was the conversion of 20 sites to hybrid models, reducing dependence on traditional diesel-powered systems. This shift enables greater flexibility and resilience, especially for island-based sites that face logistical challenges in fuel supply. Hybridisation blends renewable energy with efficient grid usage, further cutting greenhouse gas emissions and improving long-term sustainability of the network footprint.

Emissions Management

Ooredoo Maldives continues to track and report its carbon emissions as part of ESG commitments. In 2024, Scope 1 emissions (direct) were 3,300 tCO₂e, while Scope 2 emissions (indirect electricity use) totalled 21,902 tCO₂e. The rise in Scope 2 highlights the urgency of renewable energy and optimisation initiatives. By actively pursuing solar, hybrid sites, and power-saving measures, the company is positioning itself to bend the emissions curve downwards in coming years.

Water Resource Management

For the first time in 2024, Ooredoo Maldives measured its water footprint, reporting 5,475 cubic metres of total consumption. This equates to 10.5 cubic metres per employee. Monitoring water use is a significant step forward, as it enables the business to integrate water stewardship into sustainability plans. In a country as climate-vulnerable as the Maldives, responsible water usage is not just a corporate duty but a critical contribution to national resilience.

PERFORMANCE INDICATORS



Digital Enrichment	Unit	2022	2023	2024
No. of Mobile Customers	Number	334,877	345,617	404,000
No. of Wireline Subscribers	Number	36,005	37,135	47,602
No. of Broadband Subscribers	Number	15,968	9,072	47,602
Share of Digital Invoice Payment from Total Payments	Percentage	91.30	92.60	92.20
Digitally Offered Products Out of All Products	Percentage	N/A	69.7	69.5
Percent of Digitally Acquired Customer	Percentage	6	8	20
Radio Access Network Sites Evolution	Number	726	748	786

Community Care	Unit	2023	2024
Total Value of Community Investments		471,152	2,181,994
No. of CSR Projects	Number	62	103
Community Investments as a Percentage of Pretax Profit	Percentage	1	1
Operations with significant actual or potential negative impacts on local communities	Number	N/A	N/A
Number of Volunteers	Number	25	30
Revenues	USD	124,805,255	135,979,248
Operating Costs	USD	63,239,872	65,659,922
Employee Wage & Benefits	USD	15,359,587	15,045,071
Payments to Providers of Capital	USD	14,601,367	21,339,754
Payments to the Government	USD	12,971,228	14,066,510

Developing Our People	Unit	2022	2023	2024
Total number of employees (excluding trainees, students, and outsourced staff)	Number	489	517	523
Full-time employees	Number	367	380	382
Female full-time employees	Number	96	102	100
Male full-time employees	Number	271	278	282
Part-time employees	Number	122	137	141
Female part-time employees	Number	67	75	72
Male part-time employees	Number	55	62	69
Workers who are not employees	Number	0	0	0
Senior Management	Number	36	46	45
Male employees in senior management	Number	30	37	32
Female employees in senior management	Number	6	9	13
Middle Management	Number	86	90	97
Female employees in middle management	Number	26	26	26
Male employees in middle management	Number	60	64	71
New employee hires (males)	Number	60	51	41
New employee hires (females)	Number	48	46	71

Developing Our People	Unit	2022	2023	2024
Total number of new employees who joined the organization	Number	108	97	65
Parental leave (males)	Number	6	8	9
Parental leave (females)	Number	6	14	9
Total parental leaves	Number	12	23	18
Number of employees returned to work after parental leave (males)	Number	6	8	9
Number of employees returned to work after parental leave (females)	Number	6	15	9
Total number of employees returned to work after parental leave	Number	12	23	18
Workforce by age 18-30	Number	219	233	220
Workforce by age 31-40	Number	193	199	207
Workforce by age 41+	Number	77	85	96
Number of full-time national employees	Number	341	359	364
Female national employees	Number	96	102	100
Male national employees	Number	245	257	264
National full-time employees in senior management	Number	18	28	35
Nationalization rate of senior management	Percentage	47	58	78
Nationalization rate among total workforce	Percentage	94	95	95
Number of employees of other nationalities	Number	23	21	18

Developing Our People	Unit	2022	2023	2024
Number of female employees	Number	96	102	100
Female employment rate (%)	Percentage	34	38	33
Females in senior management	Number	6	9	13
Turnover rate	Percentage	6.0	5.3	4.6
Total number of employees who left the organization	Hours	22	29	24
Total training provided for females	Hours	3,550	7,671	5,917
Total training provided for males	Hours	4,212	6,770	12,047
Total training provided for total workforce	Hours	7,762	14,441	17,965
Total training provided for senior management	Hours	2,124	949	1,622
Total training provided for middle management	Hours	2,429	2,459	3,875
Average hours of training per employee	Hours	15.87	27.93	34.28
Average hours of training per female employee	Hours	21.78	43.34	34.40
Average hours of training per male employee	Hours	12.92	19.91	34.22
Average hours of training per senior management employee	Hours	26.10	49.49	81.10
Average hours of training per middle management employee	Hours	30.90	41.19	51.67
Percentage of employees receiving regular performance and career development reviews	Percentage	100	100	100

Developing Our People	Unit	2022	2023	2024
Percentage of female employees	Percentage	34	38	33
Percentage of male employees	Percentage	41	36	67
Percentage of senior management employees	Percentage	7	9	39
Percentage of middle management employees	Percentage	18	17	27
Total number of employees that the organization's anti-corruption policies have been communicated to	Number	489	517	524
Percentage of employees that the organization's anti-corruption policies have been communicated to	Percentage	100	100	100
Ratio of basic salary of women to men	Percentage	26	28	27
Percentage of employee engagement	Percentage	93	94	96
Number of grievances filed in the reporting period	Number	0	0	0
Number of these grievance addressed or resolved	Number	0	0	0
Number of grievances filed prior to the reporting period that were resolved during the reporting period	Number	0	0	0
Work hours (employees)	Hours	719,320	774,320	748,720
Work hours (contractors)	Hours	239,120	270,299	276,360
Heat stress events	Number	0	0	0
Number of workers covered by an occupational health and safety management system	Number	367	380	382

Developing Our People	Unit	2022	2023	2024
Total workers covered by the health and safety management system	Percentage	100	100	100
Workers covered by the health and safety management system that has been internally audited	Number	367	380	382
Total workers covered by the health and safety management system that has been internally audited	Percentage	100	100	100
Workers covered by the health and safety management system that has been audited or certified by an external party	Number	367	380	382
Total workers covered by the health and safety management system that has been audited or certified by an external party	Percentage	100	100	100
Employee fatalities as a result of work-related injury	Number	0	0	0
Employee fatalities rate as a result of work-related injury	Number	0	0	0
Contractor fatalities as a result of work-related injury	Number	0	0	0
Contractor fatalities rate as a result of work-related injury	Number	0	0	0
Employee high consequence work related injury (excluding fatality)	Number	0	0	0
Employee high consequence work related injury rate (excluding fatality)	Number	0	0	0
Contractor high consequence work related injury (excluding fatality)	Number	0	0	0
Contractor high consequence work related injury rate (excluding fatality)	Number	0	0	0

Developing Our People	Unit	2022	2023	2024
Employee work related injury (excluding fatality and high consequence work)	Number	0	0	0
Employee work related injury rate (excluding fatality and high consequence work)	Number	0	0	0
Contractor work related injury (excluding fatality and high consequence work)	Number	0	0	0
Contractor work related injury rate (excluding fatality and high consequence work)	Number	0	0	0
Fatalities as a result of work-related ill health	Number	0	0	0
Cases of recordable work-related ill health	Number	0	0	0
Total hours of H&S training provided to employees	Hours	344	57	1,524
Average hours of H&S training per year per employee	Hours	4	0.15	2.91
Average hours of H&S training per employee for nationals	Hours	4	0.16	4.19
Total cost of HSE training	USD	1,885	140	7,467

Climate Change & Energy	Unit	2022	2023	2024
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	GJ	48,581	51,010	48,877
Indirect energy consumption (electricity)	GJ	89,020	93,530	100,062
Amount of renewable energy generated	GJ	4,205	5,887	8,040
Direct GHG emissions (Scope1)	tCO2e	3,277	3,677	3,300
Indirect GHG emissions (Scope 2)	tCO2e	19,485	20,425	21,902
Total GHG emissions	tCO2e	22,762	24,102	25,202
GHG emissions intensity	tCO2e/workforce	46.5	46.6	48.2
Sites converted to commercial power	Number	0	0	0
Sites converted to hybrid model	Number	0	0	0
Number of sites converted from COWs to RDM	Number	0	0	20
Amount of reduction in energy consumption achieved as a direct result of conservation and efficiency initiatives	Number	0	0	0

Resource Management	Unit	2022	2023	2024
Total water consumption	m ³	N/A	N/A	5,475*
Water consumption intensity	m ³ /total employees	N/A	N/A	10.5

Ethical Economic Opportunity	Unit	2022	2023	2024
Chairman's independence	Y/N	Yes	Yes	Yes
Total number of Board members	Number	8	8	8
Male members of the Board of Directors	Number	4	4	5
Female members of the Board of Directors	Number	4	4	3
Percentage of Board seats occupied by women	Percentage	50	50	38
Percentage of Board independence	Percentage	63	63	63
Total number of non-independent members	Number	3	3	3
Total number for training hours delivered to Board members	Hours	48	28	32
Average number of training hours delivered to Board members	Hours	6	3.5	4
Total number of governance body members that received training on anti-corruption	Number	0	0	8
Average number of governance body members that received training on anti-corruption	Number	0	0	1
Percentage of business units assessed for risks related to corruption	Number	0	0	0
Total number of confirmed incidents of corruption	Number	0	0	0
Total number of confirmed incidents in which employees were dismissed or disciplined for corruption	Number	0	0	0

Ethical Economic Opportunity	Unit	2022	2023	2024
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	Number	0	0	0
Total number of governance body members that the organization's anti-corruption policies and procedures have been communicated to	Number	8	8	8
Percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to	Percentage	100	100	100
Total number of governance body members that have received training on anti- corruption, broken down by region	Number	0	0	0
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	Number	0	0	0

Safeguarding Customers	Unit	2022	2023	2024
Customer satisfaction results	Percentage	82	84	83
Customer complaints received through communication channels	Number	29,048	29,238	30,024
Percentage of customer complaints that were answered	Percentage	100	100	100
Percentage of customer complaints that were solved	Percentage	99	99.76	100
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0
Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	Number	0	0	0
Privacy training sessions offered to employees	Number	2	4	4
Attempted cyberattacks	Number	N/A	30,000	5
Actual cyber breaches	Number	N/A	0	5
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0
Number of customers affected	Number	0	0	0
Complaints received from outside parties and substantiated by the organization	Number	0	0	0
Complaints from regulatory bodies	Number	0	0	0
Number of customers whose information is used for secondary purposes	Number	0	0	0

Supply Chain	Unit	2022	2023	2024
Percentage of spending on local suppliers	Percentage	24	26	22
Percentage of local suppliers	Percentage	73	67	71
Percentage of new suppliers that were screened using social criteria	Percentage	25	27	24
Number of suppliers that are subject to social audits	Number	15	20	24
Number of suppliers identified as having significant actual and potential negative social impacts	Number	0	0	0
Suppliers with which relationships were terminated as a result of audit	Number	0	0	0
Percentage of new suppliers that were screened using environmental criteria	Percentage	3	7	12
Number of suppliers that are subject to environmental audits	Number	12	20	24
Number of suppliers identified as having significant actual and potential negative environmental impacts	Number	0	0	0
Suppliers with which relationships were terminated as a result of audit	Number	0	0	0

*Figures restated due to improvements in reporting methodology for greater accuracy.



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