

[ ENVIRONMENTAL, SOCIAL  
AND GOVERNANCE ]

# ESG REPORT 2023

We are committed in highest standards of  
Environmental, Social and Governance practices  
for achieving a sustainable future for all



# ENRICHING SUSTAINABLE DEVELOPMENT

As a community focused company and in line with our vision, we are committed in continuing our efforts to enrich the lives of the communities we operate in. One of our priority is working towards the development of our communities through the introduction of technologically advanced and innovative solutions which will lead to positive impacts on the economic, social and environmental growth of the nation.

The Company has continued its efforts in improving community engagement and assistance through various CSR activities towards achieving a Digital Maldives and improving overall welfare of the communities. Key initiatives during 2023 include Ooredoo STEM Fair, cyber safety awareness sessions, donations and many more. These initiatives have been carried out due to the dedication and passion of the Ooredoo Maldives volunteers who gladly contributed their time and efforts.

As we begin a new year, we look forward to the opportunities year 2024 will provide for the growth journey of the Company. We take this opportunity to reaffirm our commitment in assisting our communities through various initiatives and continue our investments to further improve the quality of our world class network.

**Khalid Hassan M A Al-Hamadi**  
Managing Director and Chief Executive Officer  
Ooredoo Maldives



# COMMITMENT TO ACHIEVING THE SUSTAINABLE DEVELOPMENT 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 AND COMMUNITY CARE

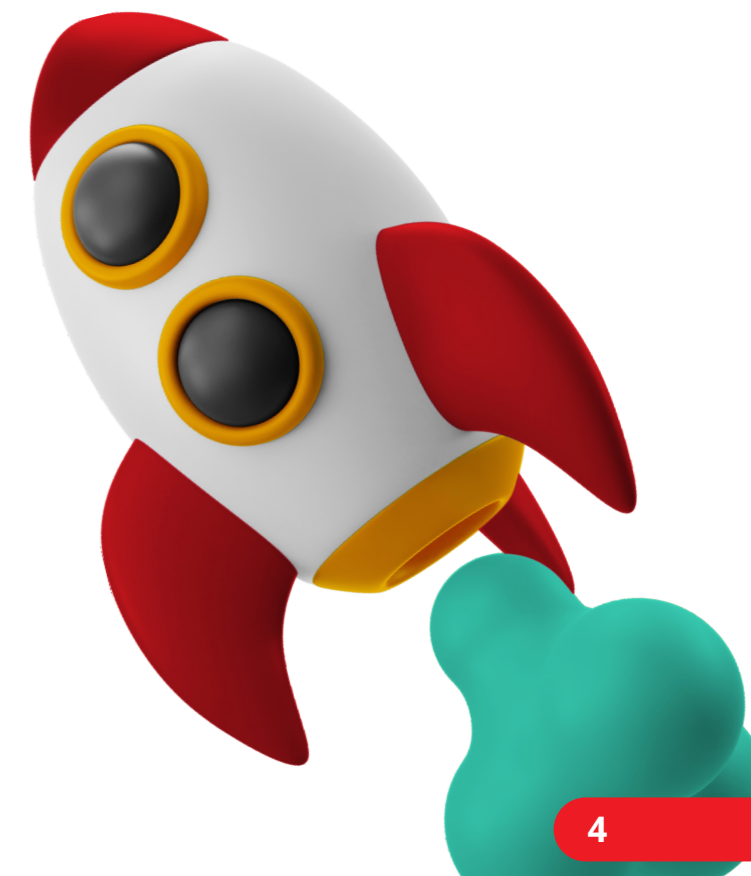
As a community focused company, Ooredoo Maldives continues to enrich the lives of the people through digital innovations and solutions. The demand for uninterrupted connectivity is particularly pronounced in the Maldives considering the geographical remoteness of the nation.

During the year, our teams have demonstrated unwavering commitment to innovation, customer satisfaction, and sustainable growth. We optimized our mobile plans based on customer requirements by diversifying the plans in terms of affordability and ease of use. In line with our vision to provide

high-quality Fixed Broadband internet services and enable more opportunities for people across the nation, we expanded our SuperNet Broadband services to 15 additional inhabited islands reaching our footprint to 73 islands - more than 63% of households in the Maldives, while our wireless broadband services cover 100% of population.

The use of mobile money platforms has revolutionized the way individuals manage their finances, significantly enhancing modern lives. Our Mobile Money platform, “m-Faisaa”, allows customers to make payments digitally through their “m-Faisaa” wallets. With key partnerships forged throughout the year, “m-Faisaa” has become a more convenient option for transactions.

In the Maldives, we integrated “eFaas”, the Maldives’ National Digital Identity platform, as a mean of customer verification. We also partnered with



Microsoft to offer Modern Workplace solutions for businesses to communicate, collaborate, and streamline operations more effectively and cost-efficiently. A partnership with M-faisaa payment is enabling easy, instant payments, while the new Go Play Market is a groundbreaking new entertainment platform for unlimited, high-quality content in stunning HD quality. Two successful online campaigns included “Hadhiya Foshi”, a gamified campaign which engaged more than 75% of our customers with the chance to win exciting gifts every day during Ramadan; and the “Molee” Back to School campaign to collect schoolbooks and essentials, providing a seamless and convenient experience for students and parents. In addition, we were pleased to support the first-ever Maldives Internet Governance Forum, opening the doors for more conversations on internet governance, connectivity and the digital future of the Maldives.

### SOCIAL VALUE CREATION

We are committed to invest in social value creation while bringing technologically advanced solutions to our communities offering every possible opportunity the digital world has to offer.

We continue to contribute and support initiatives that can bring positive change and further development to our communities. We have adopted a Corporate Social Responsibility & Donations Policy which emphasizes on integrity and ethical practices while strengthening stakeholder relationships. By adhering to these principles, we ensure to follow ethical and sustainable practices which are aligned with our vision, mission and corporate strategy.

#### ● Ooredoo STEM Fair

During the Ooredoo STEM Fair 2023, a two-day inter-school science fair, was held which provided a platform for young minds to showcase their innovative STEM projects and compete for prizes.

#### ● Donation for victims of Türkiye & Syria earthquake

To aid the victims of the devastating earthquake in Türkiye and Syria donations were accepted via “m-Faisaa”.

#### ● MOMS Aid NGO’s Ramadan Aid 2023 campaign

Ooredoo Maldives was pleased to be a part of MOMS Aid NGO’s Ramadan Aid 2023 campaign by providing 50 “Care Baskets” with basic necessities to families in need.

#### ● Community Iftar

As part of the community engagement initiatives during Ramadan, Ooredoo Maldives partnered with the Ministry of Islamic Affairs to host a community iftar every Friday at King Salman Mosque.

#### ● Cyber Safety Awareness Sessions with Women in Tech

In partnership with Women in Tech, cyber safety awareness sessions were held in the islands targeted for different audiences including students, parents and general public.

#### ● Internet Governance Forum

Ooredoo Maldives supported the first-ever Maldives Internet Governance forum, opening the doors for more conversations on internet governance, connectivity and the digital future of the Maldives.

#### ● Eid Lunch for “Fiyavathi” Children

To celebrate Eid Al-Adha, we sponsored a special Eid lunch for the children at “Fiyavathi” orphanage.

#### ● Assistance to Vaadhoo Jamaluddeen School

Ooredoo Maldives was pleased to provide aid to Vaadhoo Jamaluddeen School, GDh. Vaadhoo for development of their playground area.

#### ● Donation of tablets to “Fiyavathi”

Ooredoo Maldives partnered with “Oala” App, a children’s story book application in Dhivehi language for early readers, and donated 8 Tablets with this App subscription to “Fiyavathi” orphanage, enabling access to educational resources for students under state care.

### “OUR PEOPLE”

Our Company’s growth and success continue to be fueled by our enthusiastic and multicultural workforce. Our human resource strategy is focused on attracting the best talent while driving a performance-oriented culture. We remain committed in motivating our employees, providing an inspiring and safe working environment for them. Employee strength remains at 375 full-time employees of which representation of nationals increased from 93% to 95%, demonstrating the Company’s commitment towards the community and local talent development. Female ratio of the total work force stands at 36% with female representation at Executive Management.

### TRAINING AND DEVELOPMENT

Capability building is a key strategic pillar. In this rapidly evolving technological landscape, staying ahead requires commitment to continuous learning and growth. Our robust succession plan ensures a readily available strong talent pool for current and future roles. We continue to leverage our E-learning system, as well as enable coaching and mentoring programs to keep our team competitive. Additionally, Ooredoo Learning Academy provides scalable training programs championing the distinctive Ooredoo way of work. Leadership Development continues to be a main focus, with diverse LDP interventions conducted across all levels. Six employees have graduated in the Harvard Leadership Development Program.

### 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 in the high end globally.

### DIGITAL HR AND 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 accolades. Ooredoo Maldives won awards for Best Place to Work (medium) and Best Innovative HR Practices at South Asian Business Excellence Awards 2023.

### ENVIRONMENTAL SUSTAINABILITY

One of our priorities is to optimize the use of both our financial and human resources, ensuring sustainability. As such we focus on conserving and finding creative solutions for less usage of energy, water land and other resources.

Our new Headquarters which is located in K. Hulhumale’, features state-of-the-art facilities and

cutting-edge technology, providing a comfortable and safe work environment for our employees that facilitates productivity, technological advancements and growth. The modern design building consists of high-performance office spaces, and modern amenities. The building entails a number of environmental sustainability features and cutting-edge technology, including:

- Solar panels on the roof top
- Heat-soaked laminated tempered glass to reduce heat transmission and save power consumption
- Fresh air-cooling system that reduces air conditioning and provides a healthier environment
- Smart cooling controls and blind systems
- Motion sensors and LED lighting
- Rainwater harvesting for use in WC flushing
- Wash basins and WCs are sensor-based to reduce water wastage

*“The new Ooredoo Maldives Headquarters represents our journey of progress, our partnership with the Maldivian people, and our unwavering commitment to move forward, creating a brighter, more connected future.”*

**Managing Director & CEO of Ooredoo Maldives**  
Khalid Al Hamadi.



# THE TEN PRINCIPLES OF THE UNITED NATIONS GLOBAL COMPACT

## HUMAN RIGHTS

### Principle 1

Business should support and respect the protection of internationally proclaimed human rights.

### Principle 2

Business should ensure that they are not complicit in human rights abuses.

## LABOUR

### Principle 3

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

### Principle 4

The elimination of all forms of forced and compulsory labour.

### Principle 5

The effective abolition of child labour.

### Principle 6

The elimination of discrimination in respect of employment and occupation.

## ENVIRONMENT

### Principle 7

Business should support a precautionary approach to environmental challenges.

### Principle 8

Business should undertake initiatives to promote greater environmental responsibility.

### Principle 9

Business should encourage the development and diffusion of environmentally friendly technologies.

## ANTI CORRUPTION

### Principle 10

Business should work against corruption in all its forms, including extortion and bribery.

## United Nations Global Compact

# HUMAN RIGHTS PRINCIPLES

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## HEALTH & SAFETY

Ooredoo Maldives greatly prioritizes the health and safety of its employees. As such, the Company ensures health and safety measures are met through strong policies that guide the team to appropriate actions and promptly report incidents that are likely to result health and safety concerns. Employees are provided with personal protective equipment and safety work instructions for all hazardous activities.

In 2023, the Company carried out trainings to prepare employees for emergency situations including, maritime training for employees within the islands to carry out their day to day business operations. The training covered employee safety and understanding of regulations at sea. Furthermore, to enable employees to identify the potential causes of a fire hazard, and empower employees to carry out first response appropriately, annual fire and safety trainings were conducted to all employees. Fire evacuation planning for all facilities are shared with all employees and fire drills were carried out throughout the year to increase awareness and familiarity of the process.

The new Ooredoo Maldives Headquarters is a modern design building which provides a safe and healthy working environment for all our employees. The building consists of high-performance office spaces, and modern amenities such as entertainment areas, meeting rooms, a special area for kids, a gym facility, and more.

## FAIR TREATMENT & WORKPLACE WITHOUT HARASSMENT

To ensure fair treatment for all, clear policies and procedures are implemented and shared with all employees with respect to assigning of work, remuneration, career development and all employee related matters.

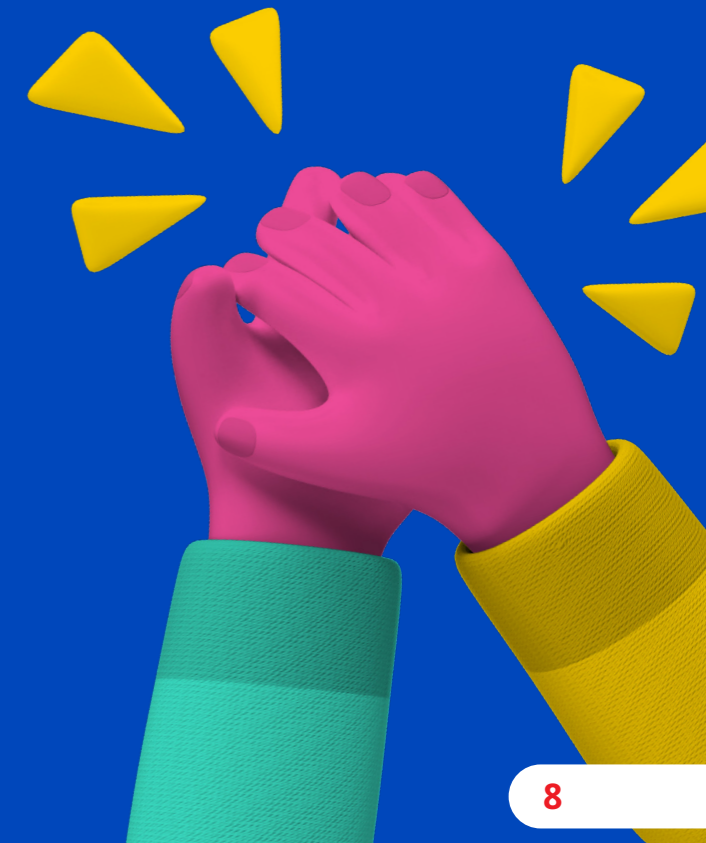
Ooredoo Maldives strongly condemns harassment within the work environment and has implemented a zero-tolerance policy prohibiting any form of harassment within the work environment. The Company also guarantees that there will not be any retribution against an employee that lodges such a complaint.

## MEDICAL INSURANCE & RETIREMENT BENEFITS

Since its establishment in 2005, Ooredoo Maldives has continued to provide medical insurance to all team members. Under the Company's medical insurance scheme, all employees who have successfully completed the probation period are provided with medical care including their immediate family members.

## IMPLEMENTATION

- Along with the employee contract, the Company policies and procedures are shared with all employees, which is further explained in detail during the orientation program for new joiners.
- Annual First Aid Trainings, Maritime Trainings and Fire and Safety Trainings are conducted for relevant employees.
- All employees are given medical insurance and registered under the Maldives Retirement Pension Scheme.



United Nations Global Compact

# LABOUR PRINCIPLES

**Principle 3**

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

**Principle 4**

The elimination of all forms of forced and compulsory labour.

**Principle 5**

The effective abolition of child labour.

**Principle 6**

The elimination of discrimination in respect of employment and occupation.

**EQUAL OPPORTUNITY TO ALL**

Applicants and employees of Ooredoo Maldives are provided with equal opportunities in employment, development and trainings, as well as career advancements without any discrimination, regardless of race, colour, marital status, parental status, ancestry, source of income, religion, gender, age, national origin or disability. The Maldives is a signatory to the United Declaration of Human Rights, and Ooredoo Maldives complies with all local laws and regulations, and respects the culture and values within all aspects of our operations.

**IMPLEMENTATION**

- Ooredoo Maldives adheres to the Maldives Employment Act to guarantee the elimination of forced and

compulsory labor, the effective abolition of child labor and the elimination of discrimination, in respect of employment and occupation.

- As a company that values the benefits of gender diversity, Ooredoo Maldives strives to increase equal opportunities and participation across all functions and job levels. In line with Ooredoo Group's Gender Diversity Program, Ooredoo Maldives encourages female entrants for relevant postings during the recruitment stage and enables opportunities through trainings and mentorships for career growth and more.

United Nations Global Compact

# ENVIRONMENT PRINCIPLES

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**IMPLEMENTATION**

Under Ooredoo Maldives' corporate social responsibility efforts and its commitment towards achieving the United Nations Sustainable Development Goals, Climate Action is one of the key focus areas. We continue to implement green practices within our business activities and ensure we play our part to protect the planet.

- To reduce the Company's carbon footprint, Green practices have been incorporated within all internal and external operations. This includes e-bills,

installation of eco-friendly lighting within the office, and more.

- The new Ooredoo Maldives Headquarters entails a number of environmental sustainability features, including a unitized curtain wall with Heat-soaked laminated tempered glass and low emission coatings to reduce heat transmission and save power consumption. Additionally, the building features a fresh air supply system, lighting management system, solar panels, and rainwater harvesting to save water costs. Moreover, the usage of fire rated doors, fire rated

glass and automated fire safety system ensures the maximum safety of the people utilizing the building.

- Since 2018, Ooredoo Maldives has eliminated the usage of single use plastic water bottles within the Company premises.

- As part of the Company's efforts to "Go Green", Ooredoo Maldives has eliminated the need for paper use and printing within the workplace through complete digital transformation of all internal processes. The automation of manual processes is one of the major "Go Green" successful initiatives that started within the Company.

United Nations Global Compact

# ANTI-CORRUPTION PRINCIPLES

**Principle 10**

Business should work against corruption in all its forms, including extortion and bribery.

Ooredoo Maldives has policies in place to eliminate corruption inclusive of:

**SUPPLIERS**

Employees must uphold honesty and integrity at all times while interacting with suppliers or vendors. Factors such as quality, price, performance, suitability and reliability must be considered based on the Company's interest when making decisions to purchase products and services. Employees who are required to engage in dealings with regard to purchasing of assets, items and equipment's or obtaining services from suppliers, vendors and service providers must avoid conflict of interest or appearance of any conflict of interest.

**CONFLICT OF INTEREST**

The Company policies requires employees to avoid any situation that creates a conflict of interest between the employee's own interest and that of the Company. To avoid conflict of interest, as per the policies implemented, employees are not allowed to practice any business or trade, which is in conflict with their duties, or with the Company's interest or which may cause the employee to have direct or indirect interest in any contracts or works related to the Company's activities or to which the Company is a party. All employees shall ensure that their activities during and after office hours do not conflict with their duties or with the Company's interest. In a case where any activity or situation creates a conflict of interest, the employee is obliged to inform the Management. All employees must declare their business interests that may or may not create any conflict of interest.

**IMPLEMENTATION**

- Employment agreement clearly states HR policies and are communicated to and signed by all employees. Policies are further explained in detail during the onboarding process and induction program carried out for new hires.

- As a prevention measure of corruption and bribery, internal audits are conducted.
- To carry out nonbiased investigations of fraud, bribery or corruption, a Disciplinary Committee has been assembled.

**MEASUREMENT OF OUTCOMES FOR IMPLEMENTED PROCEDURES**

- To ensure the receipt, analysis and processing of reports of violation of laws, regulations, policies, decisions, instructions, code of conduct or ethics of the Company, a Whistleblowing Policy is established within the Company and an Extract of the Policy is published on our website for the information and reference of other stakeholders as well. In addition to the problems that occur in the system of internal control, maintaining the confidentiality of the Company's information and fraud attempts, this includes any errors that could have a negative impact on the Company, Ooredoo Group, employees, customers, investors, Shareholders or others in general.
- Internal Audit Department of Ooredoo Maldives controls the whistleblower reporting whereby information related to the whistle blower and reported issues are kept confidential. The Whistleblowing Form is made available on the website for those who wish to raise concerns.
- The Whistleblowing Policy, empowers employees to report any concerns, wrongdoings or fraud.
- Employees can instantly report concerns to Human Resources through a Digital Feedback Mechanism via the Company Intranet.

# INTERNAL CONTROLS AND RISK MANAGEMENT

The Company's policies, processes, guidelines and controls is regularly reviewed by the Management, Board Committees and Board to ensure required effective controls are established within the Company for efficient business operations while protecting the interest of all stakeholders and assets of the Company.

To ensure compliance with laws and regulations, risks mitigation, safeguarding of assets and accuracy and reliability of financial reporting, Ooredoo Maldives has established necessary financial internal control as part of the corporate governance framework. During 2019, Ooredoo Maldives adopted the Internal Control Over Financial Reporting ("ICOFR") Framework which is based on international best practices, and ensures the following:-

- The actions of the Board of Directors, Management and employees are in compliance with the established policies, standards, procedures and all relevant laws and regulations;
- The strategic and business objectives, plans and programs are achieved;
- The Company's financial data and information published internally and externally are accurate, reliable and timely;

- The Company's assets and resources, including people, systems and data/information bases are adequately protected;
- The exposure to loss which relate to the various operations have been identified and evaluated; and
- Practical controlling processes have been established that require and encourage the Board of Directors, Management and employees to carry out their duties and responsibilities in an efficient and effective manner.

An independent Enterprise Risk Management ("ERM") function is established within the Company to ensure that risks are continuously monitored, assessed and reported. The ERM function is responsible for managing the Enterprise Risks of the Company and reports directly to the Managing Director & Chief Executive Officer. Additionally, the Company identifies the potential risks along with the mitigation plans, and the ARC and the Board of Directors regularly review the Enterprise Risk Management Reports of the Company.

The Board of Directors and ARC advises the Management on the adequacy and efficiency of internal control systems and provides recommendations on the risk management of the Company as well.

# CODE OF CONDUCT AND ETHICS

The Company has adopted a Code of Conduct and Ethics for ensuring transparency, integrity, professionalism and ethical conduct within the Company. This Code directs the employees to distinguish between what is "tolerated", "prohibited", "correct" and "incorrect" regarding everyday behaviour. It provides rules governing the appropriate conduct and behaviour within the Company during and outside working hours (if employee is representing the Company in any capacity) and during official business travels.

As a responsible company, one of our priority is promoting best practices and remaining a good corporate citizen. This Code directs the Company to follows ethical practices while working in the best interest of all stakeholders including Shareholders, customers, suppliers and employees.



# ANTI-CORRUPTION

Safeguarding the interest of all stakeholders and remaining ethical in decision making is one of our priority. Through the processes we ensure honesty and integrity is practiced while dealing with suppliers and vendors.

The policies and guidelines of the Company prohibits employees from participating in any trade or business activity which conflicts with their role in the Company. For protecting the interests of the Company and stakeholders, on behalf of Ooredoo Maldives, Ooredoo Group signs a "Supplier's Code of Conduct" with regular suppliers and vendors. In the

event of reports on fraud, corruption and bribery, a Disciplinary Committee is formed to investigate the case independently without any influence or bias.

As part of our efforts in being a leader in ethical conduct, we became a signatory to the United Nations Global Compact ("UNGC") in 2012. Additionally, have implemented and followed strict internal policies towards anti-corruption which is one of the 4 pillars of UNGC.

# ANTI-MONEY LAUNDERING

The Company has adopted an Anti-Money Laundering Policy with the aim to assist relevant banks and other financial institutions that are working with the Company to implement "m-Faisaa" to adhere to laws, regulations and guidelines from the Central Bank and other statutory requirements on Anti-Money Laundering and combating terrorist financing according to the agreement with the

relevant banks. This Policy also ensures that feasible Anti-Money Laundering controls are in place for early and effective identification, detection, prevention and reporting of money laundering, terrorism financing and potential financial crimes.

# PREVENTION OF INSIDER TRADING

A "Policy on Prevention of Insider Trading" is adopted by the Company to prevent insider trading and ensure compliance with the requirements of the "Policy on Prohibition of Dealing in Securities by Connected Persons with Access to Unpublished Information" issued by the CMDA. This Policy applies to the Board of Directors, all employees, consultants, contractors of the Company and all Restricted Persons,

Pursuant to the Policy, a Restricted Persons list is developed and updated regularly by the Company including persons who have access to unpublished price sensitive information of the

Company including the Board of Directors, the Company Secretary, persons undertaking the secretarial functions of the Board and Committees (ARC and NRC), employees undertaking financial matters, consultants and contractors with access or potential access to price sensitive information of the Company. The persons included on the list have been notified and provided with information about the prohibited periods for share trading, procedure and process for obtaining approval for trading and penalty or fine for not following the terms of the Policy.

# RELATED PARTIES TRANSACTIONS

The Company has established a "Related Parties Transactions Policy" which applies to the Board of Directors, Management and to all the employees of Ooredoo Maldives. This Policy is developed with the aim of governing and reporting related party transactions, to ensure protection of the interests of all the parties involved.

The Policy has been communicated with the Board of Directors and all employees with instructions to notify the Corporate Governance Single Point of Contact ("Corporate Governance SPOC") by disclosing any relevant transaction. The disclosure is thereafter, required by the Board and employees at the time of an appointment, annually and whenever there is a change in the disclosure so made, about all persons and legal entities in which there is an interest whether directly or indirectly. The disclosures made to the Corporate Governance SPOC are submitted to the ARC and the Board for their information or approval as required.

The following disclosures were made and submitted to the ARC and the Board of Directors:

- Ms. Dheena Hussain, Board Director & Company Secretary:
  - Partner at SHC Law & Tax 1188 LLP - SHC Law & Tax 1188 LLP was the External Legal Counsel for Ooredoo Maldives in 2023.



# WHISTLEBLOWER POLICY AND PROCEDURES

The Company is committed to high standards of transparency, integrity, compliance and accountability. As such, the Company has established a "Whistleblowing Policy and Procedures" with the aim to provide means through which the stakeholders could, in good faith, report any activity that violates laws, regulations, policies, decisions, instructions of the Company's Code of Conduct and Ethics. Additionally, this Policy acts as a mechanism to deal with issues that occur in the system of internal control, maintain confidentiality of company information and fraud attempts, including any errors that could have a

negative impact on the Company, Ooredoo Group, employees, customers, investors, Shareholders or others in general. An extract of the Policy is made available on our website for the information and attention of our stakeholders.

A Whistleblowing form is made available on our website, through which any suspected misconduct or unethical behaviour, or breach of law or regulation can be brought to the attention of the Company. These reported cases are handled and investigated confidentially by our Head of Internal Audit.



# PERFORMANCE INDICATORS

## Digital Enrichment

	Unit	2021	2022	2023
Number of mobile Customers	Number	327,368	334,877	345,617
Number of wireline subscribers	Number	26,216	36,005	37,135
Number of broadband subscribers	Number	14,450	15,968	9,072
Share of digital invoice payment from total payments	Percentage	89.80	91.30	92.60
Digitally offered products out of all products	Percentage	n/a	n/a	69.7
Percent of digitally acquired customer	Percentage	4	6	8
Radio Access Network Sites Evolution	Number	619	726	748

## Community Care

	Unit	2021	2022	2023
Total value of community investments	MVR	3,476,670	7,265,161	7,265,161
Number of CSR projects	Number	47	62	86
Community investments as a percentage of pretax profit	Percentage	0.8	1	1.0
Operations with significant actual or potential negative impacts on local communities	Number	n/a	n/a	n/a
Number of volunteers	Number	20	25	30
Revenues	MVR (000')	1,787,085	1,924,497	2,096,800
Operating Costs	MVR (000')	984,965	975,159	1,012,476
Employee wages and benefits	MVR (000')	205,442	236,845	231,995
Payments to providers of capital	MVR (000')	313,977	225,153	329,059
Payments to the government	MVR (000')	194,954	200,016	216,906

## Developing our People

	Unit	2021	2022	2023
Total number of employees (excluding trainees, students, and outsourced staff)	Number	473	489	517
Full-time employees	Number	365	367	380
Female full-time employees	Number	149	165	195
Male full-time employees	Number	216	202	185
Part-time employees	Number	108	122	137
Female part-time employees	Number	55	67	75
Male part-time employees	Number	53	55	62
Workers who are not employees	Number	0	0	0
Senior management	Number	42	36	46
Male employees in senior management	Number	36	30	37
Female employees in senior management	Number	6	6	9
Middle Management	Number	63	86	90

## Developing our People

	Unit	2021	2022	2023
Female employees in middle management	Number	18	26	26
Male employees in middle management	Number	45	60	64
New employee hires (males)	Number	67	60	51
New employee hires (females)	Number	41	48	46
Total number of new employees who joined the organization	Number	108	108	97
Parental leave (males)	Number	3	6	9
Parental leave (females)	Number	11	6	14
Total Parental leaves	Number	14	12	23
Number of employees returned to work after Parental leave (males)	Number	3	6	8
Number of employees returned to work after Parental leave (females)	Number	11	6	15
Total Number of employees returned to work after Parental leave	Number	14	12	23
Workforce by age 18-30	Number	215	219	233
Workforce by age 31-40	Number	194	193	199
Workforce by age 41+	Number	64	77	85
Number of full-time national employees	Number	337	341	359
Female national employee	Number	94	96	102
Male national employees	Number	243	245	257
National full-time employees in senior management	Number	17	18	28
Nationalization rate of senior management	Percentage	47	47	58
Nationalization rate among total workforce	Percentage	92	94	95
Number of employees of other nationalities	Number	30	23	21
Number of female employees	Number	149	165	195
Female employment rate (%)	Percentage	32	34	38
Females in senior management	Number	6	6	9
Turnover rate	Percentage	7.8	6.0	5.3
Total number of employees who left the organization	Number	26	22	29
Total training provided for females	Hours	4,392	3,550	7,671
Total training provided for males	Hours	5,805	4,212	6,770
Total training provided for total workforce	Hours	10,197	7,762	14,441
Total training provided for senior management	Hours	877	2,124	949
Total training provided for middle management	Hours	441	2,429	2,459
Average hours of training per employee	Hours	22	21	28
Average hours of training per female employee	Hours	22	15	28
Average hours of training per male employee	Hours	22	16	27
Average hours of training per senior management employee	Hours	21	59	20
Average hours of training per middle management employee	Hours	7	28	27
Percentage of employees receiving regular performance and career development reviews	Percentage	100	100	100
Percentage of female employees	Percentage	32	34	38
Percentage of male employees	Percentage	46	41	36
Percentage of senior management employees	Percentage	9	7	9
Percentage of middle management employees	Percentage	13	18	17
Total number of employees that the organization's anti-corruption policies have been communicated to	Number	473	489	517
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	20	26	28
Percentage of employee engagement	Percentage	89	93	94
Number of grievances filed in the reporting period	Number	1	0	0



## Developing our People

	Unit	2021	2022	2023
Number of these grievance addressed or resolved	Number	1	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	693,154	719,320	774,320
Work hours (contractors)	Hours	181,944	239,120	270,299
Heat stress events	Number	0	0	0
Number of workers covered by an occupational health and safety management system	Number	365	367	380
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	365	367	380
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	365	367	380
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	Percentage	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	Percentage	0	0	0
Employee high consequence work related injury (excluding fatality)	Number	0	0	0
Employee high consequence work related injury rate (excluding fatality)	Percentage	0	0	0
Contractor high consequence work related injury (excluding fatality)	Number	0	0	0
Contractor high consequence work related injury rate (excluding fatality)	Percentage	0	0	0
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)	Percentage	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)	Percentage	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	212	344	57
Average hours of H&S training per year per employee	Hours	1	4	0.15
Average hours of H&S training per employee for nationals	Hours	0.4	4	0.16
Total cost of HSE training	MVR	25,628	29,067	2,159

## Climate Change and Energy

	Unit	2021	2022	2023
Energy intensity	GJ/ workforce	272	281	296
Direct energy consumption (natural gas, diesel, purge gas and off gases used as fuel)	GJ	43,505	48,581	51,010
Indirect energy consumption (electricity)	GJ	84,925	89,020	93,530
Amount of renewable energy generated	GJ	4,205	4,205	5,887
Renewable Energy Intensity	GJ/ workforce	8.9	8.6	11.4
Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives	GJ	0	0	0
Direct GHG emissions (Scope1)	tCO2e	2,935	3,277	3,677

## Climate Change and Energy

	Unit	2021	2022	2023
Indirect GHG emissions (Scope 2)	tCO2e	18,589	19,485	20,425
Total GHG emissions	tCO2e	21,524	22,762	24,102
GHG emissions intensity	tCO2e / workforce	45.5	46.55	46.6
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	0
Amount of reduction in energy consumption achieved as a direct result of conservation and efficiency initiatives	GJ	0	0	0

## Ethical Economic Opportunity

	Unit	2021	2022	2023
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	4
Female members of the Board of Directors	Number	4	4	4
Percentage of Board seats occupied by women	Percentage	50	50	50
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	32	48	28
Average number of training hours delivered to board members	Hours	4	6	3.5
Total number of governance body members that received training on anti-corruption	Number	0	0	0
Average number of governance body members that received training on anti-corruption	Number	0	0	0
Percentage of business units assessed for risks related to corruption	Percentage	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
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	8.0	8.0	8.0
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	2021	2022	2023
Customer satisfaction results	Percentage	81	82	84
Customer complaints received through communication channels	Number	25,267	29,048	29,238
Percentage of customer complaints that were answered	Percentage	100	100	100
Percentage of customer complaints that were solved	Percentage	100	99	99.76
Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0

## Safeguarding Customers

	Unit	2021	2022	2023
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	2	4.0
Attempted cyberattacks	Number	n/a	n/a	30,000
Actual cyber breaches	Number	n/a	n/a	0
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 organisation	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	2021	2022	2023
Percentage of spending on local suppliers	Percentage	21	24	26.48
Percentage of local suppliers	Percentage	77	73	67.48
Percentage of new suppliers that were screened using social criteria	Percentage	n/a	25	27
Number of suppliers that are subject to social audits	Number	n/a	15	20
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	n/a	3	7
Number of suppliers that are subject to environmental audits	Number	n/a	12	20
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

