# WHERE PROGRESS BECOMES PRINCIPLE

## ESG Report 2025



# WELCOME

Welcome to the Ooredoo Maldives Environment, Social, and Governance (ESG) Report 2025.

At Ooredoo Maldives, sustainability is integral to our purpose of enriching lives and enabling meaningful progress through connectivity and innovation. As a leading digital enabler in the Maldives, we recognize our responsibility to create long-term value for our customers, employees, communities, shareholders, and the environment while contributing to the nation's sustainable development journey.

This report highlights our ESG performance and achievements throughout 2025, demonstrating how we continue to embed sustainability into our strategy, operations, and decision-making. From expanding digital inclusion and empowering communities to strengthening environmental stewardship and governance practices, we remain focused on delivering positive and lasting impact for the people and communities we serve.

As a proud member of Ooredoo Group, we align our efforts with the Group's sustainability ambitions and global best practices while addressing the unique needs and priorities of the Maldives. Guided by our ESG framework and commitment to responsible business practices, we continue to advance progress across our five sustainability pillars: Protecting Our Environment, Developing Our People, Safeguarding Our Customers, Creating Ethical Economic Opportunity, and Digital Enrichment & Community Care.

The progress outlined in this report reflects the dedication of our employees, the trust of our customers, and the support of our stakeholders. Together, we are building a more connected, inclusive, resilient, and sustainable future for the Maldives.

Enriching Lives. Enabling a Digital Maldives.



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# MESSAGE BY THE CHAIRPERSON



As we close another year of meaningful progress, I am proud of how Ooredoo Maldives has continued to translate its ESG commitments into real, measurable impact - for our customers, our people, and the islands we serve.

The Maldives presents a unique context: a geographically dispersed nation acutely exposed to climate risk yet brimming with opportunity in the digital age. This reality sharpens our sense of purpose. We have made significant strides in expanding connectivity to underserved communities and advancing our infrastructure, and we will build on this foundation with continued investment in technologies that drive digital inclusion and economic opportunity across every atoll.

Our social and environmental commitments are deepening. From empowering youth to promoting responsible resource management, we recognize that sustainable business and community well-being are inseparable.

Central to all of this are our people. A diverse, skilled, and values-driven workforce is our greatest asset, and investing in their growth remains a core priority. Underpinning everything is our unwavering commitment to transparent governance and ethical conduct.

I extend my heartfelt gratitude to our Board, management, employees, and partners. I am confident that together, we will continue to create enduring value, for Ooredoo Maldives, for the communities we serve, and for the generations who will inherit the world we shape today.

**Fatima Sultan Al-Kuwari**
Chairperson
Ooredoo Maldives

# MESSAGE BY THE MANAGING DIRECTOR AND CHIEF EXECUTIVE OFFICER

Aligned with our corporate vision, we remain steadfast in our commitment to enriching the lives of our communities through technologically advanced solutions, underpinned by continued strategic investments to enhance the quality, resilience, and reach of our world-class network. During the year, we achieved significant progress in expanding digital connectivity, with 5G coverage reaching 80% of the population and SuperNet broadband extended to over 95 islands, substantially improving access to high-speed digital services across the Maldives. These advancements reinforce our role as a key enabler of inclusive, sustainable national development.

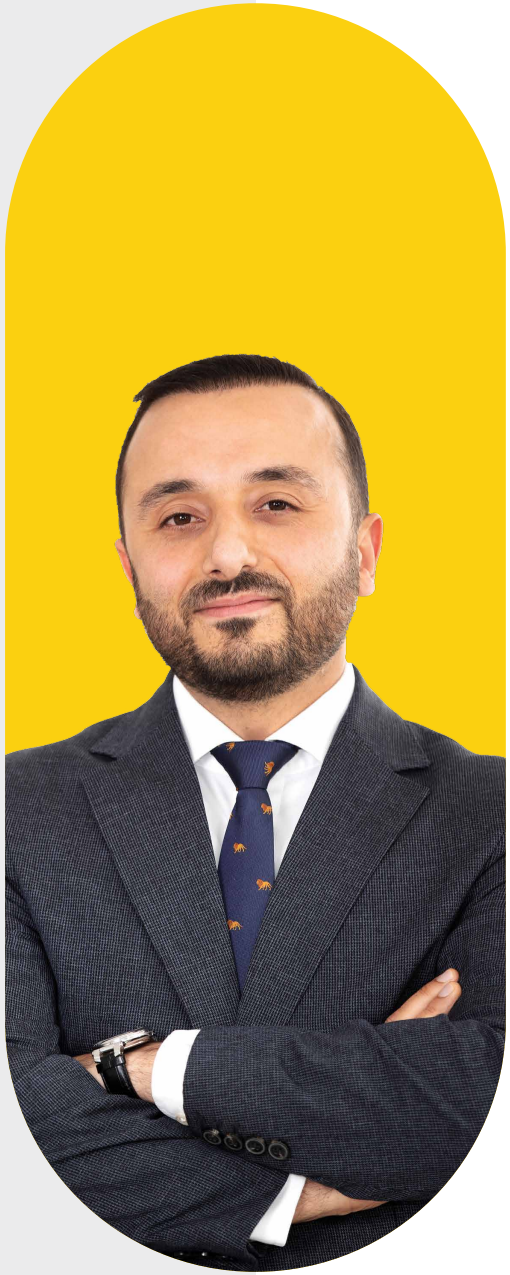
We recognize our responsibility as a leading digital service provider to contribute meaningfully to economic, social, and environmental progress. In 2025, our efforts were increasingly directed toward empowering youth and strengthening community engagement. Ooredoo Maldives supported a range of targeted initiatives, including sports development programs, hackathons, and grassroots sponsorships. These platforms were designed to cultivate innovation, encourage talent development, and promote healthier lifestyles, while enabling broader participation in the digital economy.

In parallel, we reinforced our environmental and social commitments through the implementation of water purification systems in vulnerable island communities. This initiative has enhanced access to safe drinking water, contributing to improved public health outcomes while promoting environmental awareness and responsible resource management.

These achievements reflect the dedication and collective efforts of our employees and volunteers, whose commitment and sense of purpose continue to create meaningful and lasting impact across the Maldives.

As we move forward, we remain confident in the opportunities that lie ahead for the Company's continued growth and transformation. We reaffirm our commitment to delivering long-term value through sustainable initiatives, innovative digital solutions, and superior service delivery. By leveraging emerging technologies and strengthening our customer-centric approach, we will continue to elevate network excellence, enhance customer experience, and contribute positively to the communities we serve.

**Shadi Qawasmi**
Managing Director and
Chief Executive Officer



# ABOUT US

## OUR BUSINESS

Ooredoo Maldives is a leading technology and communications company and a member of Ooredoo Group, a global telecommunications provider operating across the Middle East, North Africa, and Southeast Asia. Guided by our purpose of enriching lives through communications, we leverage technology and connectivity to empower individuals, businesses, and communities across the Maldives.

Since commencing operations in 2005, Ooredoo Maldives has played a transformative role in advancing the nation's digital future through continuous investment in world-class infrastructure, innovative digital solutions, and reliable connectivity. Today, we serve more than 537,000 customers, supporting households, businesses, and government institutions nationwide.

As a responsible corporate citizen, we remain committed to creating sustainable value through digital inclusion, environmental stewardship, community empowerment, and strong governance practices. Through our services and initiatives, we continue to contribute to the social and economic development of the Maldives while building a more connected, inclusive, and sustainable future for all.



### 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**

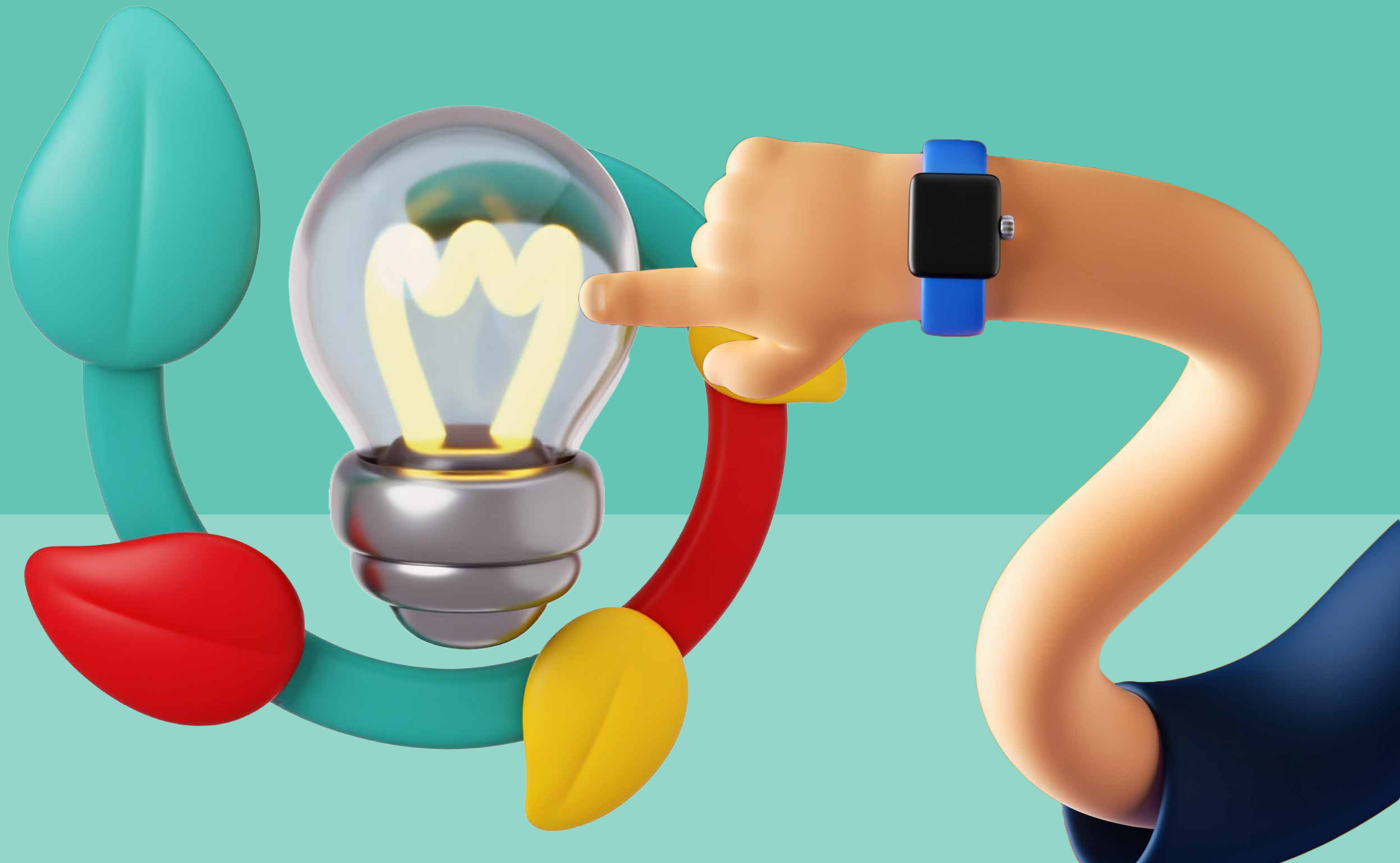
We play an active role in our local communities, deploying our reliable, trustworthy networks to deliver relevant services that give you access to the solutions and support you need.

**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.



# SUSTAINABILITY AT OOREDOO MALDIVES



At Ooredoo Maldives, sustainability is embedded in the way we operate, innovate, and create value. As a leading digital enabler, we recognize the transformative role of connectivity, innovation, and digital technologies in driving sustainable economic growth, empowering communities, and protecting the environment.

Our sustainability approach is aligned with Ooredoo Group's ESG strategy while addressing the unique priorities of the Maldives. We integrate environmental, social, and governance (ESG) principles into our business strategy, operations, and decision-making to create long-term value for our customers, employees, shareholders, communities, and the environment.

As part of our commitment to responsible business, we support the United Nations Sustainable Development Goals (SDGs) and contribute to the achievement of the 2030 Agenda for Sustainable Development. Through our networks, products, services, and community initiatives, we promote digital inclusion, foster innovation, strengthen community resilience, and support national development priorities while creating positive social, economic, and environmental impact.

Guided by our purpose of enriching lives and our brand promise to Live Unlimited, we remain focused on delivering sustainable value through five strategic ESG pillars:

### Protecting Our Environment

Minimizing our environmental footprint through responsible resource management, energy efficiency, and climate-conscious operations.



### Digital Enrichment & Community Care

Leveraging technology and partnerships to advance digital inclusion, strengthen communities, and improve quality of life across the Maldives.

### Developing Our People

Building an inclusive, diverse, and high-performing workplace that enables our people to grow and thrive.

### Safeguarding Our Customers

Delivering secure, reliable, and trusted digital services while protecting customer privacy and data.

### Creating Ethical Economic Opportunity

Upholding strong governance, ethical business practices, responsible procurement, and sustainable value creation.

Through these pillars, Ooredoo Maldives contributes to the United Nations Sustainable Development Goals, with our specific contributions outlined in the following sections.

# ESG FRAMEWORK & MATERIALITY ASSESSMENT





# ESG Framework & Materiality Assessment

Ooredoo Maldives' sustainability approach is guided by Ooredoo Group's ESG Framework and reflects our commitment to creating long-term value for our customers, employees, communities, shareholders, and the environment.

Our ESG priorities are informed by the Group's materiality assessment, which was conducted in 2023, and local stakeholder expectations, enabling us to focus on the environmental, social, and governance topics that are most relevant to our business and the communities we serve. These priorities are embedded into our strategy, operations, and decision-making processes, ensuring sustainability remains integral to how we conduct business. The materiality assessment will be reviewed and refreshed during the next reporting cycle to ensure it continues to reflect evolving stakeholder expectations, business priorities, and sustainability trends.

Aligned with international reporting standards and national development priorities, our ESG framework is structured around five key pillars: Protecting Our Environment, Developing Our People, Safeguarding Our Customers, Creating Ethical Economic Opportunity, and Digital Enrichment & Community Care. Together, these pillars guide our efforts to drive sustainable growth and create positive impact across the Maldives.

## Our ESG Framework in Action

Guided by our ESG Framework and aligned with Ooredoo Group's sustainability ambitions, we integrate environmental, social, and governance considerations into our strategy, operations, and decision-making processes. During 2025, we continued to create sustainable value across our five ESG pillars while supporting the Maldives' digital transformation journey.

## Protecting Our Environment

| Material Topic | Policies & Practices | 2025 Implementation / Outcomes |
|---|---|---|
| **Climate & Energy** | Environmental management and energy efficiency initiatives across network operations and facilities | Continued optimization of network infrastructure and operational efficiencies to support responsible energy use and Ooredoo Group's climate commitments. |
| **Resource Management** | Digital-first operations, paperless processes, e-billing and waste reduction initiatives | Continued expansion of digital customer journeys and paperless workflows, reducing resource consumption and supporting operational sustainability. |

## Developing Our People

| Material Topic | Policies & Practices | 2025 Implementation / Outcomes |
|---|---|---|
| **Talent Attraction & Retention** | Talent development, succession planning, leadership development and continuous learning | Continued investment in employee development through learning programs, leadership initiatives, coaching and mentoring. Workforce comprised 374 employees, supporting a strong local talent base. |
| **Equal Opportunities** | Diversity, inclusion and equal opportunity practices | Maintained high national workforce representation while promoting diversity and equal opportunities across the organization. |
| **Health, Safety & Wellbeing** | Employee wellbeing programs, health and safety policies and employee engagement initiatives | Continued focus on employee wellbeing through health awareness programs, workplace safety measures, employee engagement activities and comprehensive employee benefits. Recognition as Bronze Stevie® Award Winner for Employer of the Year – Telecommunications. |

## Safeguarding Our Customers

| Material Topic | Policies & Practices | 2025 Implementation / Outcomes |
|---|---|---|
| **Customer Responsibility** | Customer-centric service delivery and grievance management processes | Customer base grew to over 426,000 customers, reflecting continued trust in Ooredoo's services and commitment to customer experience excellence. |
| **Data Privacy & Security** | Information security, cybersecurity and data protection frameworks | Continued implementation of robust controls to protect customer information and maintain the security and resilience of digital services and networks. |

## Creating Ethical Economic Opportunity

| Material Topic | Policies & Practices | 2025 Implementation / Outcomes |
|---|---|---|
| **Governance & Ethics** | Corporate Governance Framework, Code of Conduct, Anti-Bribery and Anti-Corruption policies | Continued adherence to strong governance practices, ethical business conduct, accountability and transparency across all operations. |
| **Risk Management** | Enterprise Risk Management and Internal Control Frameworks | Ongoing identification, monitoring and mitigation of business risks through structured governance and oversight mechanisms. |
| **Human Rights** | Human rights commitments and labor standards | Continued adherence to fair employment practices, non-discrimination principles and internationally recognized human rights standards. |
| **Responsible Supply Chain** | Supplier governance and procurement standards | Supplier engagement guided by ethical business conduct, compliance requirements and responsible procurement practices. |
| **Economic Contribution** | Responsible business growth and national development support | Received the National Award of Recognition for Business and Economic Development, recognizing Ooredoo Maldives' contribution to the nation's economic progress. |

# Digital Enrichment & Community Care

| Material Topic | Policies & Practices | 2025 Implementation / Outcomes |
|---|---|---|
| **Digital Inclusion & Innovation** | Network investment, digital services and innovative connectivity solutions | Expanded 5G coverage to more than 80% of the Maldives, establishing the country's largest 5G network. Introduced eSIM wearable connectivity for Apple and Samsung devices, a first in the Maldives. |
| **Social Value Creation** | Community investment and social impact initiatives | Continued support for national development through community programs and digital empowerment initiatives. The Government Air Ambulance initiative received international recognition through a Silver Stevie® Award for Innovative Achievement in Corporate Social Responsibility. Ooredoo Maldives also received a Gold Stevie® Award for Leading Company in the Maldives Telecom Landscape. |



# ENRICHING LIVES

At Ooredoo Maldives, we believe connectivity is a powerful driver of opportunity, inclusion, and sustainable development. Through our digital infrastructure, innovative services, and technology solutions, we connect people, businesses, and communities across the Maldives, empowering them to thrive in an increasingly digital world.

By expanding access to reliable mobile and broadband services, driving digital innovation, and supporting community initiatives, we help bridge distances, enable economic growth, and improve access to education, healthcare, and essential services. Guided by our purpose of enriching lives, we remain committed to creating lasting value for our customers and contributing to a more connected, inclusive, and resilient Maldives.

**Alignment with the UN SDGs:**




Nationalization across workforce

**94%**

**USD 189,400**

Spent on community investment

## Material Topics

- Digital Enrichment & Community Engagement
- Developing Our People





# DIGITAL ENRICHMENT & COMMUNITY ENGAGEMENT



# MESSAGE BY THE CHIEF COMMERCIAL OFFICER



2025 was a year of strengthening our commitment to communities across the Maldives, creating meaningful opportunities through connection, inclusion, and collaboration. From empowering communities across islands through digital inclusion and social initiatives to supporting youth, health, and environmental efforts, we continued to use our capabilities to drive positive change. These efforts reflect our belief that technology is not only about connectivity, but about enriching lives and creating a more inclusive and sustainable future for all.

**Hussain Niyaz**
Chief Commercial Officer

# EDUCATION, AWARENESS & DIGITAL INCLUSION

## Digital Literacy Programs for the Elderly

Ooredoo Maldives delivered Digital Literacy Programs in N. Velidhoo, N. Maafaru, B. Fulhadhoo, and B. Eydhafushi to bridge the digital divide among the elderly. Participants received personalized training on smartphone use, social media, and essential digital services. The sessions were conducted in collaboration with island councils and volunteers, fostering independence and digital inclusion for senior citizens.

## 'Rakka' Road Safety Campaign (Partnership with Maldives Police Service)

Carried out 'Rakka' Road Safety Campaign across nine islands in GA. Atoll, uniting students, parents, government officials and local communities in a shared effort to promote safe driving, pedestrian awareness and responsible road use through digital content, posters, and community sessions.





# COMMUNITY WELL-BEING & SOCIAL IMPACT

**USD 189,400**
Spent on community investment

**12**
CSR initiatives

**101HRs**
Employee volunteering hours

## Donation of Equipment to Dhangethi Water Theme Park

Ooredoo Maldives donated recreational equipment to ADh. Dhangethi Water Theme Park to provide children and visitors with safe, enjoyable water activities. This initiative aims to enhance community welfare while supporting the island's tourism potential.

## Hosted Community Iftars

Weekly Community Iftars were hosted throughout Ramadan in K. Malé and Addu City, including a dedicated Iftar for the elderly at Israhvehinge Naadhee. These gatherings aim to strengthen social bonds and foster community unity during the holy month.







## Distribution of Iftar Packs to Migrant Workers

In partnership with the Mission for Migrant Workers Maldives (MMWM), Ooredoo distributed Iftar packs to migrant communities, supporting their well-being and promoting inclusivity during Ramadan.

## Eid Celebrations with the Community

To mark Eid al-Fitr, Eid breakfast packs and gifts were distributed across all regions in Maldives, contributing to festive joy and creating meaningful connections within communities nationwide.



## Ooredoo Kids Football Camp

Conducted in partnership with Maziya Sports Club, the football camp in S. Hulhumeedhoo provided ETFA youth players with skill-building activities and mentorship to support their personal and athletic development.

## Volunteer Visit to Children at Local Orphanages

To commemorate World Kindness Day, Ooredoo staff volunteers visited children at the Fiyavathi and Kudakudhinge Hiyaa orphanages, spending quality time and creating joyful experiences. The visit featured the distribution of personalized gift packs and an engaging live magic show. This initiative aims to foster a positive and inclusive environment for the young residents and strengthen Ooredoo's culture of compassion and volunteerism by encouraging employees to actively contribute to community well-being.

## Donation of Health Kits

As part of our ongoing efforts to support healthcare services across the Maldives, Ooredoo Maldives distributed essential health kits to community health centres in B. Fulhadhoo, K. Huraa, and HA. Dhidhdhoo. Each kit included vital medical tools such as stethoscopes, digital thermometers, nebulizers, and other diagnostic equipment, helping frontline caregivers deliver more effective and timely care.




## Supported “Shamil 2025” Exhibition

Provided internet and event support as the Digital Partner for the “Shamil 2025” exhibition organized by the Ministry of Social and Family Development. The initiative provided a platform for senior citizens and persons with disabilities to showcase and sell their creative products, reaffirming our commitment to empower vulnerable communities and celebrating diverse talents.



## Water Access Initiative

Installed water purification systems at L. Maabaidhoo Mosque, improving access to safe drinking water and supporting community health and wellbeing at a local level.

# ENVIRONMENTAL & CONSERVATION

## “Grow with Ooredoo” Tree Planting Initiative

Tree planting sessions were held across S. Hithadhoo, S. Feydhoo, S. Hulhumeedhoo, N. Velidhoo, and HDh. Kulhudhuffushi to foster green spaces and promote sustainable gardening practices for the community. The initiative reflects Ooredoo’s commitment to sustainability and climate resilience.







# DEVELOPING OUR PEOPLE

**33.7%**
Female representation

% of employees under 30yrs
**increased by 12%**

# MESSAGE BY THE DIRECTOR HUMAN RESOURCES

At Ooredoo Maldives, we recognize that long-term value creation is intrinsically linked to responsible business practices and our ability to deliver positive outcomes for our people, communities, and the environment. ESG principles are deeply embedded across our organizational culture, informing our decision-making, operational practices, and stakeholder engagement.

We remain committed to fostering a diverse, equitable, and inclusive workplace. Strengthening female representation across all levels of the organization, including Executive Management, continues to be a key priority. We believe that gender diversity enhances leadership effectiveness, drives innovation, and supports more balanced decision-making. During the year, we continued to advance initiatives aimed at creating opportunities for women, supporting their progression into senior leadership and executive roles.

In 2025, we maintained a strong focus on employee development, wellbeing, and engagement. A total of 17,769 training hours were completed, underscoring our continued commitment to building capabilities and fostering a culture of continuous learning across the organization. Our people development initiatives are designed to enhance technical expertise, strengthen leadership competencies, and support future readiness.

Beyond the organization, we extend these development programs to the wider community as part of our CSR efforts, contributing to broader skills development and sustainable growth.

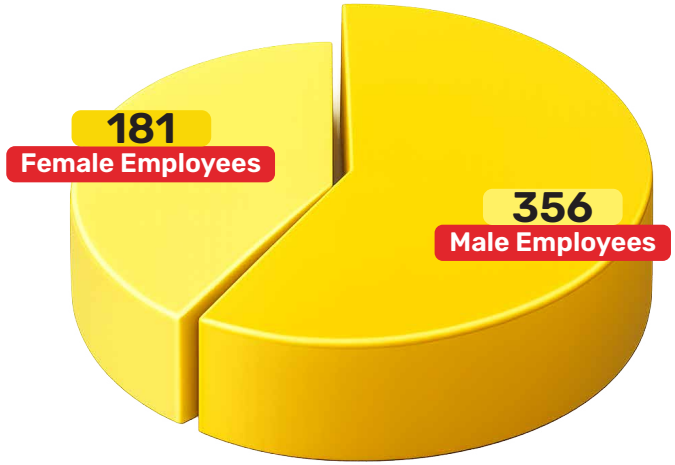
Our nationalization strategy remains a cornerstone of our workforce approach. Maldivian nationals represent 95% of our workforce, with significant representation across managerial and leadership positions. This reflects our sustained commitment to developing local talent, building national capacity, and contributing to the socio-economic development of the Maldives

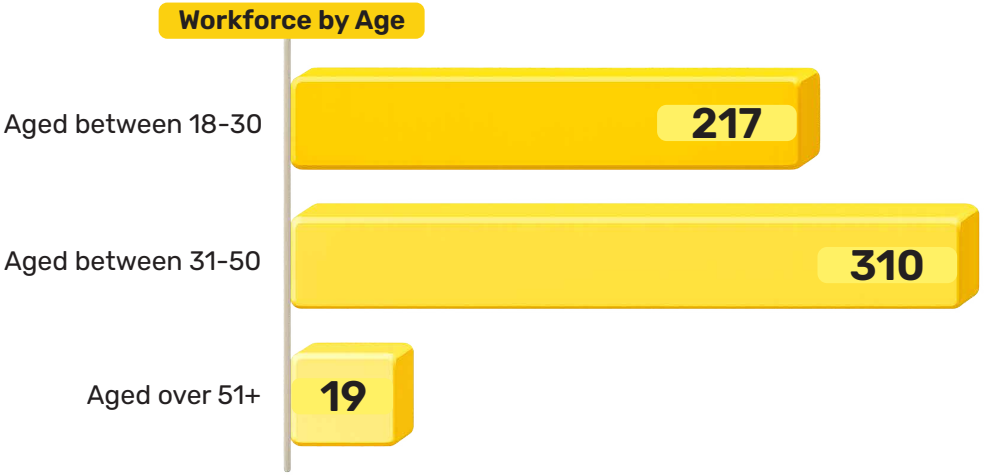
Employee wellbeing continued to be a priority throughout the year. Our flagship initiative, “RUN! BRIGADE, RUN!”, was successfully implemented as a year-long engagement program promoting physical health, team cohesion, and overall wellbeing. Through structured monthly running targets across teams, the initiative encouraged sustainable healthy habits, strengthened peer engagement, and reinforced a culture of health and fitness.

Through these combined efforts, Ooredoo Maldives continues to cultivate a high-performing, inclusive, and resilient workforce that is well-positioned to support our long-term strategic ambitions.



**Fazna Mansoor**
Human Resources Director




Our people are at the heart of Ooredoo Maldives' success. We are committed to fostering an inclusive, engaging, and high-performing workplace that empowers employees to grow, collaborate, and contribute meaningfully to the Company's objectives.

We continue to invest in attracting, developing, and retaining local talent while promoting diversity and equal opportunities across the organization. By creating a safe and supportive work environment, we enable our people to reach their full potential and contribute to the sustainable growth and success of Ooredoo Maldives.



# TRAINING AND DEVELOPMENT

Developing our people remains a strategic priority at Ooredoo Maldives. As the telecommunications and digital landscape continues to evolve, we are committed to equipping our employees with the skills and capabilities needed to succeed in a dynamic environment.

Through continuous learning opportunities, leadership development programs, coaching, mentoring, and succession planning initiatives, we support employee growth and career progression while building a future-ready workforce. Aligned with Ooredoo Group's commitment to inspiring growth journeys, we continue to invest in our people to drive innovation, performance, and long-term success.

**Total number of training hours** 17,769Hrs

**Total hours of H&S training** 654Hrs

# EMPLOYEE WELLBEING & ENGAGEMENT

At Ooredoo Maldives, employee wellbeing and engagement remain fundamental to our success. We are committed to fostering a positive, inclusive, and supportive work environment where employees feel valued, empowered, and connected to our purpose.

Through a range of wellbeing, engagement, and recognition initiatives, we continue to promote a healthy workplace culture that supports both personal and professional growth. Our strong employee engagement results reflect our ongoing commitment to creating an exceptional employee experience and maintaining a high-performing workforce.



# DIGITAL HR AND OUR WAY OF WORK

At Ooredoo Maldives, we continue to strengthen our digital way of work by leveraging technology, automation, and data-driven insights across our people management processes. Through agile ways of working and cross-functional collaboration, we empower teams to innovate, make decisions faster, and deliver value more effectively.

Our commitment to innovation, employee experience, and organizational excellence was recognized through several prestigious international awards in 2025, including the Gold Stevie® Award for Leading Company in the Maldives Telecom Landscape, the Silver Stevie® Award for Innovative Achievement in Corporate Social Responsibility – Air Ambulance, the Bronze Stevie® Award for Employer of the Year – Telecommunications, and the Telco of the Year – Small Markets award at the Twimbit Telecom Awards 2025. These achievements reflect our continued focus on building a future-ready organization and driving sustainable growth.



# PROTECTING OUR ENVIRONMENT

**Alignment with the UN SDGs:**




**2,000L**

**Rainwater Harvested at HQ**

to reduce reliance on external water sources

## Material Topics

- Climate & Energy
- Resource Management
- Climate Governance and Future Direction



# MESSAGE FROM THE CHIEF TECHNOLOGY OFFICER



Ooredoo Maldives is focused on building reliable and efficient, sustainable network which is helping in sustainable development of the Maldivian Islands. We are focusing on the use of more and more of renewable energy for operating our networks. We take special care on protection of environment while constructing our infrastructure. We focus on development of communities by enabling various tools for use in the field of education, healthcare and entertainment.

In 2025, we continued to strengthen our digital infrastructure with 5G coverage reaching over 80% of the Maldives and broadband services extending to more than 95 islands. Sustainability is enshrined into our network operations. It is part of how we design, build, and maintain resilient infrastructure. Our priority is to deliver high-quality connectivity while continuously improving the efficiency and environmental performance of our operations

**M. S. Tanwar**
Chief Technology Officer

As part of Ooredoo Maldives' corporate social responsibility efforts and its continued commitment to the United Nations Sustainable Development Goals ("SDGs"), particularly Climate Action, the Company remains focused on reducing its environmental impact while supporting a more resilient and sustainable digital future for the Maldives.

In 2025, Ooredoo Maldives continued to align its environmental initiatives with the wider Ooredoo Group sustainability strategy. This includes stronger focus on energy efficiency, renewable energy integration, emissions measurement, responsible resource management, and the use of digital and AI-enabled solutions to improve operational efficiency.

# CLIMATE & ENERGY

## Integration of Green Practices

Green practices continue to be embedded across Ooredoo Maldives' internal and external operations. The Company continues to promote digital-first ways of working, including e-bills, digital customer journeys, paperless processes, and automation of manual workflows. These initiatives support lower paper consumption, reduced operational waste, and improved service efficiency.

The Company also continues to apply energy-conscious practices across its offices and facilities, including the use of eco-friendly lighting, efficient appliances, and improved operational controls. These measures support Ooredoo Group's wider target to reduce energy consumption per unit of data transmitted by 10% by 2029.



## Sustainable Headquarters

Ooredoo Maldives' Headquarters continues to reflect the Company's commitment to sustainable and efficient building operations. The building includes several environmental and safety features, including:

- A unitized curtain wall with heat-soaked laminated tempered glass and low-emission coatings to reduce heat transmission and improve energy efficiency.
- Fresh air supply systems, lighting management systems, solar panels, and rainwater harvesting systems to conserve resources and reduce operating costs.
- Fire-rated doors, fire-rated glass, and automated fire safety systems to ensure a safe and resilient working environment.

These features continue to support responsible resource use, employee safety, and lower environmental impact in the Company's administrative operations.




## Solar Energy Deployment

Renewable energy remains a key pillar of Ooredoo Maldives' environmental strategy. In line with Ooredoo Group's focus on renewable energy integration, Ooredoo Maldives continues to use solar energy within its network operations.

A solar project launched in 2023 is currently powering 10 cell sites in the Maldives, helping reduce reliance on grid electricity and diesel-based energy sources. This is particularly important in the Maldivian island context, where network operations are geographically dispersed and energy logistics are more challenging.

By expanding renewable energy use, Ooredoo Maldives is contributing to lower emissions, improved network resilience, and more sustainable telecom infrastructure across the country.

## Power Optimization Initiatives

Energy efficiency remains a major focus area for Ooredoo Maldives. As data usage and network demand continue to grow, the Company is working to manage energy consumption through operational optimization and efficient technology deployment.

In 2025, Ooredoo Maldives continued to support energy-efficient operations through network optimization, site-level efficiency improvements, LED retrofitting, and installation of energy-efficient appliances. These measures help maintain stable energy consumption while supporting the growth of digital services.

The Company's approach is aligned with Ooredoo Group's wider commitment to reduce energy intensity, measured as energy consumption per gigabyte of data transmitted.

## Radio Access Network Power Savings

Ooredoo Maldives continues to enhance energy efficiency across its Radio Access Network ("RAN"). Energy-saving features across the network support lower power consumption while maintaining service quality and customer experience.

These measures include intelligent network optimization, energy-efficient RAN enhancements, and operational improvements that allow the network to manage demand more efficiently. As 4G and 5G usage continues to grow, such initiatives are important to ensure that faster and wider connectivity is delivered with a lower environmental footprint.

## Hybrid and Battery Efficiency Initiatives

Ooredoo Maldives continues to improve the efficiency and resilience of its network sites through hybrid energy models and battery optimization. In line with Group-level environmental priorities, the Company is strengthening its use of lithium-ion battery solutions and efficient power systems to reduce dependence on traditional fuel-based backup arrangements.

These initiatives are especially relevant in the Maldives, where island-based network operations require reliable power solutions, careful logistics planning, and resilient infrastructure. Hybrid and efficient battery solutions help reduce fuel use, improve operational reliability, and support lower emissions over time.

## Emissions Management

Ooredoo Maldives continues to support Ooredoo Group's broader climate strategy by improving emissions measurement and management. In 2025, Ooredoo Group commenced Scope 3 emissions calculation across all operating companies, marking an important step toward more complete climate reporting.

This means Ooredoo Maldives is now aligned with the Group's broader approach to measuring emissions beyond direct operations and purchased electricity. This supports better understanding of value chain emissions and enables more informed planning for future reduction initiatives.

# RESOURCE MANAGEMENT

## Reduction of Single-Use Plastics

Since 2018, Ooredoo Maldives has eliminated the use of single-use plastic water bottles across its premises. This initiative remains an important part of the Company's commitment to responsible consumption and waste reduction.

The Company continues to promote awareness among employees and stakeholders on reducing avoidable waste and adopting more sustainable day-to-day practices.

## Digital Transformation for a Paperless Office

Ooredoo Maldives continues to strengthen its "Go Green" initiative through digital transformation. By automating manual processes and expanding digital platforms, the Company has significantly reduced the need for paper-based workflows and printing.

This approach not only reduces environmental impact, but also improves speed, transparency, and convenience for employees and customers. It supports Ooredoo's wider ambition to use digital innovation as a tool for sustainable business growth.



## Operational Logistics and Fuel Efficiency

Due to the dispersed island geography of the Maldives, Ooredoo Maldives' operations require regular transport and logistics support for network maintenance and service delivery. In 2025, the Company continued to manage this challenge through better planning, trip combining, and use of local transport networks where possible.

These measures help reduce unnecessary travel, limit fuel consumption, and improve operational efficiency while maintaining reliable services across the islands.

## Water Resource Management

Ooredoo Maldives continues to recognize the importance of responsible water use, particularly in the context of the Maldives' climate vulnerability. The Company's existing water management practices, including rainwater harvesting at its Headquarters, support resource conservation and responsible facility management.

Following the measurement of its water footprint in 2024, Ooredoo Maldives will continue to strengthen monitoring and management of water consumption. This will help the Company integrate water stewardship more effectively into its sustainability planning and reporting.

# CLIMATE GOVERNANCE AND FUTURE DIRECTION

In 2025, Ooredoo Group strengthened its sustainability governance through the implementation of a Group-wide ESG Policy and ESG Charter. Ooredoo Maldives continues to align with this direction by embedding climate and environmental considerations into operational planning and decision-making.

The Company's environmental priorities for the coming period include improving energy efficiency, expanding renewable energy where feasible, strengthening emissions measurement, improving resource management, and continuing to use digital innovation to reduce environmental impact.

Through these efforts, Ooredoo Maldives remains committed to supporting a low-carbon, resilient, and digitally enabled future for the Maldives.





# RESPONSIBLE GOVERNANCE

**Alignment with the UN SDGs:**




**100%**
compliance with Code of Conduct

**Zero**
Data Breaches involving personal data were recorded in 2025

**21%**
of total procurement spending was directed towards local suppliers

## Material Topics

- Creating Ethical Economic Opportunity
- Safeguarding our Customers



# CREATING ETHICAL ECONOMIC OPPORTUNITY

Ooredoo Maldives is committed to promoting transparency, accountability, and sound corporate practices to safeguard the rights of all stakeholders. In line with this commitment, the Company has adopted a Corporate Governance Manual that provides clear guidelines for effective governance and the protection of stakeholder interests. The Board of Directors and Management are committed to ensuring compliance with the laws and regulations of the Maldives, while adhering to the highest standards of ethical conduct and corporate governance to foster trust and integrity across the Company.

## Board of Directors

The Board of Directors is entrusted with the governance, oversight, and strategic management of the Company, providing institutional leadership and guidance to ensure that the Company operates in the best interests of its stakeholders and remains on a sustainable growth path. The Board performs its roles and responsibilities in accordance with the Board Charter and is committed to executing its duties in line with the Company's policies, governance frameworks, and regulatory requirements, thereby driving the achievement of the Company's strategic goals and objectives.

Key responsibilities of the Board include defining the Company's vision and strategic objectives, providing oversight of financial and operational performance, ensuring compliance with applicable laws, regulations, and internal policies, and promoting high standards of ethical conduct and corporate governance. The Board also ensures that Management's technical expertise and recommendations are incorporated into decision-making and possesses the authority to delegate operational responsibilities to Management, including the development of budgets, operational plans, and reports, which are reviewed and approved by the Board.

## Committees of the Board

Ooredoo Maldives has established the following 2 committees.

**(1)** the Audit and Risk Management Committee ("ARC"); and

**(2)** the Nomination and Remuneration Committee ("NRC").

The Board of Directors has approved written charters for both the Audit and Risk Management Committee ("ARC") and the Nomination and Remuneration Committee ("NRC"), which set out their responsibilities, objectives, governance framework, and operational guidelines. The Committees carry out their functions in compliance with these charters, under the direction of the Board, with a focus on promoting stakeholder interests and sound corporate governance.



## Internal Audit

The Company has established an independent Internal Audit function that reports directly to the Audit and Risk Management Committee (“ARC”). This function operates in accordance with the Internal Audit Charter and executes its responsibilities under the approved Annual Internal Audit Plan.

In fulfilling its mandate, Internal Audit provides objective assurance and advisory support to the ARC, thereby reinforcing the Company’s compliance with the applicable regulatory framework, internal processes, and governance guidelines. Beyond compliance, Internal Audit plays a critical role in evaluating and managing risks, ensuring that the Company remains aligned with its strategic objectives while upholding sound governance practices.

Internal Audit ensures its contribution to transparency, accountability, and the ongoing enhancement of the Company’s control environment.

## External Audit

The re-appointment of KPMG Maldives as the Company’s External Auditor for the financial year 2025 was approved by the Shareholders at the Annual General Meeting (“AGM”) held on 9th March 2025. This decision followed a structured evaluation of the firm’s performance in conducting the 2024 year-end audit.

The ARC reviewed the performance assessment and recommended the re-appointment, which was subsequently endorsed by the Board of Directors and submitted for Shareholders’ approval. This process reflects the Company’s commitment to rigorous oversight, transparency, and adherence to best governance practices in the appointment of the Company’s External Auditor.

## Internal Controls and Risk Management

The Management, Board Committees, and Board of Directors regularly review the Company's policies, processes, guidelines, and controls to ensure that effective mechanisms are in place for efficient business operations, while safeguarding the interests of all stakeholders and protecting the Company's assets.

As part of the Company's corporate governance framework, Ooredoo Maldives has established robust financial internal controls designed to ensure compliance with applicable laws and regulations, mitigate risks, safeguard assets, and maintain the accuracy and reliability of financial reporting. In 2019, the Company adopted the Internal Control Over Financial Reporting ("ICOFR") Framework, aligned with international best practices, which ensures that:

- The actions of the Board of Directors, Management, and employees comply with established policies, standards, procedures, and all relevant laws and regulations.
- Strategic and business objectives, plans, and programs are achieved effectively.
- Financial data and information published internally and externally are accurate, reliable and timely.
- The Company's assets and resources—including people, systems, and information—are adequately protected.
- Operational exposures to loss are identified, evaluated, and mitigated.
- Practical control processes are established, encouraging the Board, Management, and employees to discharge their responsibilities efficiently and effectively.

In addition, the Company has established an independent Enterprise Risk Management ("ERM") function, mandated to continuously monitor, assess, and report on enterprise-wide risks. The ERM function reports directly to the Managing Director & Chief Executive Officer, ensuring independence and accountability. Potential risks and corresponding mitigation plans are identified and regularly reviewed by the ARC and the Board of Directors.

The Board of Directors and ARC provide oversight and guidance to Management on the adequacy and effectiveness of internal control systems, while also offering recommendations to strengthen the Company's risk management practices.

## Code of Conduct and Ethics

The Company has implemented a Code of Conduct and Ethics to uphold transparency, integrity, professionalism, and ethical standards throughout the organization. This Code directs the employees to distinguish between what is "tolerated", "prohibited", "correct" and "incorrect" regarding everyday behavior. It outlines expected conduct within the workplace, during official business travel, and outside working hours when an employee represents the Company in any capacity.

As a responsible corporate entity, the Company is committed to promoting best practices and acting as a good corporate citizen. This Code ensures that ethical principles guide all business activities, with due regard to the interests of stakeholders, including shareholders, customers, suppliers, and employees.



## Anti-Corruption

Safeguarding the interests of all stakeholders and ensuring ethical decision-making are key priorities of the Company. As such, the Company ensures that robust processes are in place to promote honesty and integrity in all dealings 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-Bribery

Ooredoo Maldives maintains a zero-tolerance approach to bribery and corruption across all areas of its operations. The Company is committed to conducting business ethically, transparently, and in compliance with applicable laws, regulations, and internal governance standards. Employees and relevant stakeholders are expected to uphold principles of integrity through adherence to the Code of Conduct and Ethics, responsible decision-making, and controls designed to prevent bribery, conflicts of interest, and improper payments. Ooredoo Maldives also promotes awareness and accountability through policies, training, and reporting mechanisms that support an ethical business culture.

## Gender Diversity and Compliance

Ooredoo Maldives is committed to upholding high standards of corporate governance and ensures full compliance with the CG Code of CMDA, as well as all applicable laws and regulations of the Maldives. The Company continuously seeks to strengthen its governance framework by adopting recognized best practices. As part of this commitment, Ooredoo Maldives actively promotes gender diversity and inclusion across all levels of the organization, including the Board of Directors, senior management, and the wider workforce.

Ooredoo Maldives is pleased to inform the Shareholders that currently three (3) out of eight (8) Directors are women, representing 37.5% of women representation on the Board of Directors, and that the Company is in material compliance with the requirements of the applicable laws and regulations of the Maldives while adhering to the CG Code of CMDA.

Ooredoo Maldives was among the first GSMA operator members to endorse the Connected Women Commitment, which promotes greater inclusion of women across the mobile industry, from consumers and employees to leadership. The Company is committed to delivering positive socio-economic impact for women and strengthening the mobile ecosystem in the Maldives. As a partner of the GSMA Connected Women Program, Ooredoo Maldives actively contributes to advancing the female digital economy.

## Prevention of Insider Trading

The Company has adopted a Policy on Prevention of Insider Trading to prevent insider trading and to 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 Capital Market Development Authority (CMDA). This Policy applies to the Board of Directors, all employees, consultants, contractors of the Company, and all other Restricted Persons.

Pursuant to the Policy, a Restricted Persons list is maintained 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.

According to the Maldives Securities Act (Law No.: 2/2006) and Policy on Prohibition of Insider Trading, the Restricted Persons information including the requests and approvals for trading requests of persons is carried out through the “Restricted Persons Management System” (“RPMS”); the portal established by the Capital Market Development Authority of Maldives (“CMDA”).

## Related Parties Transactions

A “Related Parties Transactions Policy” is established by the Company which is applicable to the Board of Directors, Management, and all employees of Ooredoo Maldives. This Policy has been developed to govern and report related party transactions, ensuring transparency and protecting the interests of all 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 disclosures are required from the Board and employees at the time of an appointment, annually and whenever there is a change in the disclosure 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 information or approval, as applicable.

## Whistleblower Policy and Procedures

The Company is committed to the highest standards of transparency, integrity, compliance, and accountability.

In line with this commitment, the Company has established a comprehensive Whistleblowing Policy and Procedures to provide stakeholders with a secure and reliable channel to report, in good faith, any activity that contravenes laws, regulations, policies, decisions, or the Company's Code of Conduct and Ethics.

This Policy serves as a vital mechanism to address issues within the internal control environment, safeguard the confidentiality of Company information, and prevent fraud or misconduct. It also ensures that any errors or irregularities with potential negative impact on the Company, the Ooredoo Group, employees, customers, investors, Shareholders, or other stakeholders are promptly identified and addressed. An extract of the Policy is publicly available on the Company's website for stakeholder reference.

To facilitate reporting, a Whistleblowing Form is accessible online, enabling stakeholders to raise concerns regarding suspected misconduct, unethical behavior, or breaches of law and regulation. In addition, both internal and external stakeholders, including vendors and suppliers, may submit reports anonymously via the Whistleblower email, postal mail, or the Chief Audit Executive ("CAE") telephone line.

All reported cases are handled with strict confidentiality and investigated under the oversight of the CAE, reinforcing the Company's commitment to ethical conduct, stakeholder protection, and robust governance practices.

## Shareholder Communication

While striving to act in the best interests of our shareholders and investors, the Company remains committed to promoting their active participation and engagement by providing accurate, transparent, and timely information.

To facilitate effective communication with shareholders and ensure the timely dissemination of relevant information, the Company has implemented various communication mechanisms in compliance with applicable regulatory requirements. The Company's website serves as a comprehensive source of information, providing details on the Company's business operations, Board of Directors, Board Committees, Management team, and General Meetings.

In addition, annual reports, quarterly financial reports, and other key disclosures are regularly published on the Investor Relations page of our website in accordance with regulatory standards.

All General Meetings of the Company are convened following the issuance of prior notice and the publication of relevant documentation, including the Notice and Agenda, Financial Statements, Directors' Report, minutes of previous General Meetings, and any other pertinent materials.

Shareholders are duly informed of the matters to be considered at these meetings. Where additional clarification is required, the Board of Directors, Management, and External Auditors are available during the meetings to address shareholders' questions and concerns.

Furthermore, our contact details are made available on our website to facilitate effective communication. The Investor Relations function is responsible for managing shareholder and stakeholder inquiries and ensures that all queries are addressed in a timely and appropriate manner.

## Mechanism to Raise Concerns

We have established multiple mechanisms to enable stakeholders, including Shareholders, customers, employees, and suppliers to conveniently reach us and raise their concerns. These mechanisms are designed to assure stakeholders that their concerns will be addressed confidentially and without bias or undue influence.

Safeguarding the interests of our customers remains a top priority. In line with this commitment, the Customer Grievance Policy provides multiple channels for lodging complaints, including through our call center, email, postal mail, social media platforms such as Facebook and Twitter, our online chat service, or by visiting any of our OECs.

Additionally, a Whistleblowing form is made available on our website to allow individuals to report suspected misconduct, unethical behavior, or breaches of applicable laws and regulations. All reports are handled confidentially and are thoroughly investigated under the oversight of the Chief Internal Audit. For stakeholder reference, the Whistleblowing Policy is also published on the Company's website.

# SAFEGUARDING OUR CUSTOMERS

At Ooredoo Maldives, the privacy, security, and trust of our customers are at the heart of how we operate. As a leading telecommunications and digital service provider in a geographically dispersed island nation, we handle significant volumes of personal and business data while delivering essential mobile, internet, fixed broadband, and digital services across the Maldives.

## Cybersecurity Architecture & Risk Management

Ooredoo Maldives takes a proactive and layered approach to cybersecurity. Security-by-Design principles are applied from the design stage to ensure privacy, security, and resilience requirements are assessed before new systems, services, or digital initiatives go live, and internal policies are aligned with the ISO 27001:2022 standard.

This helps prevent vulnerabilities early and supports the secure delivery of essential telecommunications and digital services across the Maldives.



## Data Governance

Ooredoo Maldives is at an advanced stage of establishing a defined data governance scope and committee to oversee data governance practices across the organization.

**Security Training & Awareness**

In the Ooredoo Maldives, a minimum of four data privacy and information security training sessions is delivered annually to all employees through the KnowBe4 Security Awareness platform.

# PERFORMANCE DATA



| | UNIT | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| **Digital Enrichment** | | | | |
| **Telecommunication network usage and subscriptions** | | | | |
| Number of broadband subscribers | Number | 11,391* | 10,636* | 10,613 |
| **R&D and digital products** | | | | |
| Annual R&D budget as a percentage of total revenue | Percentage | 0 | 0 | 0 |
| Share of digital invoice payments from total payments | Percentage | 93 | 92 | 87 |
| Digitally offered products out of all products | Percentage | 69.70 | 69.50 | 100 |
| Percent of digitally acquired customer | Percentage | 8 | 20 | 35 |
| **Community Care** | | | | |
| Local communities | | | | |
| Amount of community investment | USD 000' | 471.1 | 2,181.9 | 189.4 |
| Total amount invested in the community as a percentage of revenues | Percentage | 0.35 | 1.52 | 0.13 |
| Number of CSR projects | Number | 86 | 103 | 12 |
| Total number of employees who volunteered | Number | 30 | 30 | 53 |
| Total number of employee volunteering hours | Hours | 30 | 30 | 101 |
| Number of volunteering days | Days | n/a | n/a | n/a |
| **Direct economic value generated and distributed** | | | | |
| Revenues | USD 000' | 135,979 | 142,858 | 143,697 |
| Operating costs | USD 000' | 65,660 | 71,182 | 67,732 |
| Total employee wages and benefits | USD 000' | 15,045 | 16,337 | 16,884 |
| Payments to providers of capital | USD 000' | 21,340 | 30,839 | 32,876 |
| Amount of payments to the government | USD 000' | 14,067 | 15,736 | 19,138 |

| | UNIT | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| **Developing our People** | | | | |
| **Workforce overview** | | | | |
| Total number of employees (excluding workers who are not employees) | Number | 519* | 525* | 537 |
| Total number of full-time employees | Number | 380 | 384* | 374 |
| Female full-time employees | Number | 102 | 100 | 102 |
| Male full-time employees | Number | 278 | 284* | 272 |
| Total number of part-time employees | Number | 139 | 141 | 163 |
| Female part-time employees | Number | 75 | 73* | 79 |
| Male part-time employees | Number | 64* | 68* | 84 |
| Workers who are not employees | Number | 0 | 0 | 0 |
| Female workers who are not employees | Number | 0 | 0 | 0 |
| Male workers who are not employees | Number | 0 | 0 | 0 |
| Number of employees with disabilities | Number | 0 | 0 | 0 |
| **Workforce by age** | | | | |
| Employees aged between 18–30 years | Number | 166 | 176 | 217 |
| Employees aged between 31–50 years | Number | 325 | 321 | 301 |
| Employees aged over 51+ years | Number | 28 | 28 | 19 |
| Percentage of employees under the age of 30 (%) | Number | 44 | 46 | 58 |
| **Employment by category** | | | | |
| Total number of senior managers | Number | 46 | 56* | 60 |
| Female senior managers | Number | 9 | 14* | 15 |
| Male senior managers | Number | 37 | 42* | 45 |
| Total number of middle managers | Number | 94 | 104* | 119 |
| Female middle managers | Number | 26 | 26 | 33 |
| Male middle managers | Number | 68 | 78 | 86 |
| Total number of staff | Number | 379 | 365 | 385 |
| Female staff | Number | 143 | 133 | 133 |
| Male staff | Number | 236 | 232 | 225 |

| | UNIT | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| **New hires and turnover** | | | | |
| Total number of employees that joined the company | Number | 103* | 86* | 80 |
| New employee hires (males) | Number | 47* | 35* | 40 |
| New employee hires (females) | Number | 56* | 51* | 40 |
| Hires under 30 years old | Number | 64 | 56 | 58 |
| Hires between 30–50 years | Number | 37 | 25 | 21 |
| Hires over 50 years old | Number | 2 | 5 | 1 |
| Total number of employees that left the company | Number | 55 | 74 | 68 |
| Turnover rate | Percentage | 14.5 | 19.3* | 18 |
| **Parental leave** | | | | |
| Total number of employees that took parental leave | Number | 22 | 18 | 8 |
| Females that took parental leave | Number | 14 | 9 | 5 |
| Males that took paternal leave | Number | 8 | 9 | 3 |
| Females that returned to work after parental leave | Number | 14 | 9 | 5 |
| Males that returned to work after parental leave | Number | 8 | 9 | 3 |
| Total number of employees that returned to work after parental leave | Number | 22 | 18 | 8 |
| Return to work rate | Percentage | 100 | 100 | 100 |
| **Nationalization** | | | | |
| Total number of national employees | Number | 486* | 495* | 505 |
| National female employees | Number | 177 | 173 | 181 |
| National male employees | Number | 309 | 322 | 324 |
| National full-time employees in senior management | Number | | | |
| Number of employees of other nationalities | Number | 21 | 18 | 32 |
| Nationalization across the workforce | Percentage | 95 | 95 | 94 |
| Senior management nationalization rate | Percentage | 58 | 78 | 76 |

| | UNIT | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| **Female representation** | | | | |
| Number of female employees | Number | 178 | 173 | 181 |
| Female employment rate | Percentage | 34.3 | 33 | 33.7 |
| Females in senior management | Number | 9 | 14 | 15 |
| **Training and development** | | | | |
| Total number of training hours provided for full-time employees | Hours | 14,441 | 17,964 | 17,769 |
| Total number of training hours for females | Hours | 7,671 | 5,917 | 3,726 |
| Total number of training hours for males | Hours | 6,770 | 12,047 | 14,044 |
| Total number of training hours for senior management and above | Hours | 949 | 1,622 | 4,061 |
| Total number of training hours for middle management | Hours | 2,459 | 3,875 | 5,296 |
| Total number of training hours for staff | Hours | 11,033 | 12,467 | 8,412 |
| Average hours of training per full-time employee | Hours | 38 | 47 | 48 |
| Average hours of training per female employee | Hours | 75 | 59 | 37 |
| Average hours of training per male employee | Hours | 24 | 43 | 52 |
| Average hours of training per senior management employee | Hours | 21 | 36 | 83 |
| Average hours of training per middle management employee | Hours | 27 | 40 | 45 |
| Average hours of training per staff employee | Hours | 28 | 34 | 21 |
| Privacy training sessions offered to employees | Number | 4 | 4 | 5 |
| **Performance Review** | | | | |
| Percentage of employees receiving regular performance and career development reviews | Percentage | 100 | 100 | 100 |
| Total number of employees who received regular performance and career development reviews | Number | 519 | 525 | 537 |

| | UNIT | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| Percentage of female employees who received performance reviews | Percentage | 100 | 100 | 100 |
| Percentage of male employees who received performance reviews | Percentage | 100 | 100 | 100 |
| Percentage of senior management employees who received performance reviews | Percentage | 100 | 100 | 100 |
| Percentage of middle management employees who received performance reviews | Percentage | 100 | 100 | 100 |
| Number of senior management employees who received performance reviews | Number | 46 | 45 | 49 |
| Number of middle management employees who received performance reviews | Number | 90 | 97 | 119 |
| **Ratio of the basic salary and remuneration of women to men** | | | | |
| Total employee wages and benefits | USD 000' | 2,812.39 | 3723.62 | 3850.46 |
| Ratio of basic salary of women to men | Percentage | 35.48 | 33.87 | 35.08 |
| Ratio of remuneration of women to men | Percentage | 33.6 | 26.61 | 30.47 |
| Percentage of employee engagement | Percentage | 100 | 100 | 100 |
| Senior management | Percentage | 32 | 30 | 33 |
| Middle management | Percentage | 23 | 24 | 25 |
| Staff | Percentage | 44 | 47 | 41 |
| Total | Percentage | 100 | 100 | 100 |
| **Discrimination** | | | | |
| Incidents of discrimination reported | Number | 0 | 0 | 0 |
| Incidents of discrimination reviewed | Number | 0 | 0 | 0 |
| Incidents of discrimination resolved | Number | 0 | 0 | 0 |
| **Grievances** | | | | |
| 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 |

| | UNIT | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| **Health and safety** | | | | |
| Fatalities as a result of work-related injury | Number | 0 | 0 | 0 |
| Work-related fatalities | Number | 0 | 0 | 0 |
| High-consequence work-related injuries (excluding fatalities) | Number | 0 | 0 | 0 |
| Recordable work-related injuries | Number | 0 | 0 | 0 |
| Total hours of H&S training provided to employees | Number | 57 | 1,524 | 654 |
| Average hours of H&S training per year per employee | Number | 0.15 | 2.91 | 1.3 |
| Total cost of HSE training | USD | 7,827 | 7,467 | 5,768 |
| Fatalities rate as a result of work-related injury | Percentage | 0 | 0 | 0 |
| Rate of work-related fatalities | Percentage | 0 | 0 | 0 |
| Rate of high-consequence work-related injuries (excluding fatalities) | Percentage | 0 | 0 | 0 |
| Recordable work-related injuries rate | Percentage | 0 | 0 | 0 |
| Injury events relative to total workforce time | Percentage | 0 | 0 | 0 |
| Cases of recordable work-related ill health | Number | 0 | 0 | 0 |
| Total number of hours worked by all employees | Hours | 774,320 | 748,720 | 1,116,960 |
| Number of hours worked for workers who are not employees | Hours | n/a* | n/a* | n/a |
| Workforce represented in joint management-worker H&S committee | Percentage | n/a | n/a | n/a |
| Percentage of employees covered by an occupational health and safety management system that has been audited or certified by an external party | Percentage | 100 | 100 | 100 |
| Percentage of employees covered by an occupational health and safety management | Percentage | 100 | 100 | 100 |
| Percentage of employees covered by an occupational health and safety management system that has been internally audited | Percentage | 100 | 100 | 100 |

| | UNIT | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| **Collective bargaining** | | | | |
| Percentage of total employees covered by collective bargaining agreements | Percentage | 0 | 0 | 0 |
| **Emissions & Energy** | | | | |
| Direct energy consumption (Fuels, Petrol and Diesel) | Liters | 456,200 | 852,904 | 777,220 |
| Indirect energy consumption (Electricity consumption) | kWh | 25,980,763 | 30,028,047 | 10,351,612*** |
| **Direct GHG emissions (Scope 1)** | tCO2e | 3,677 | 2,132 | 1,920 |
| Scope 1: Fuel – Diesel | Litres | n/a | 392,904 | 308,898 |
| Scope 1: Fuel – Petrol | Litres | 456,200 | 460,000** | 468,322 |
| Scope 1: Fugitives gases | Kg | n/a | n/a | 0.95 |
| Scope 1: Fuels | Kg CO2e | n/a | n/a | 1,918,325 |
| Scope 1: Fugitives gases | Kg CO2e | n/a | n/a | 2,143 |
| **Indirect GHG emissions (Scope 2) – Location based** | tonnes CO2e | n/a | n/a | 4,765*** |
| **Indirect GHG emissions (Scope 2) – Market based** | tonnes CO2e | 20,425 | 21,902 | 4,761*** |
| Scope 2: Electricity | kWh | 25,980,763 | 30,028,047 | 10,360,022*** |
| Scope 2: Electricity (Renewable) | kWh | n/a | n/a | 8,410**** |
| Scope 2: Electricity (Location based) | Kg CO2e | n/a | n/a | 4,764,678 |
| Scope 2: Electricity (Market based) | Kg CO2e | n/a | n/a | 4,760,810 |
| **Indirect GHG emissions (Scope 3) - Location based** | tonnes CO2e | n/a | n/a | 17,125 |
| **Indirect GHG emissions (Scope 3) - Market based** | tonnes CO2e | n/a | n/a | 17,124 |
| Scope 3: Purchases Good & services | Kg CO2e | n/a | n/a | 3,639,255 |
| Scope 3: Purchases Good & services (Water) | Kg CO2e | n/a | n/a | 1,511 |
| Scope 3: Capital Goods | Kg CO2e | n/a | n/a | 10,187,723 |
| Scope 3: Fuel and Energy related activities (Electricity) – Location Based | Kg CO2e | n/a | n/a | 1,132,874 |
| Scope 3: Fuel and Energy related activities (Electricity) – Market Based | Kg CO2e | n/a | n/a | 1,131,955 |
| Scope 3: Fuel and Energy related activities (Fuels) | Kg CO2e | n/a | n/a | 476,883 |

| | UNIT | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| Scope 3: Waste generated in operations (Waste) | Kg CO2e | n/a | n/a | 4,587 |
| Scope 3: Waste generated in operations (Water) | Kg CO2e | n/a | n/a | 1,349 |
| Scope 3: Business travel | Kg CO2e | n/a | n/a | 361,176 |
| Scope 3: Employee Commuting | Kg CO2e | n/a | n/a | 55,848 |
| Scope 3: Use of sold products | Kg CO2e | n/a | n/a | 1,263,286 |
| Scope 3: End of life treatment of sold products | Kg CO2e | n/a | n/a | 37 |
| **Total GHG emissions (Location Based)** | tonnes CO2e | n/a | n/a | 23,810 |
| **Total GHG emissions (Market Based)** | tonnes CO2e | 24,102 | 25,202 | 23,805 |
| GHG emissions intensity (Location Based) | tonnes CO2e/total employees | n/a | n/a | 44.3 |
| GHG emissions intensity (Market Based) | tonnes CO2e/total employees | 46.6 | 48.0 | 44.3 |
| **Climate Change and Energy** | | | | |
| Sites converted to commercial power | Number | 0 | 0 | 0 |
| Sites converted to hybrid model | Number | 0 | 20 | 0 |
| Number of sites converted from COWs to RDM | Number | 0 | 0 | 0 |
| **Carbon Credits** | | | | |
| Total volume of carbon credits cancelled outside the value chain | Number | 0 | 0 | 0 |
| Planned volume of carbon credits to be cancelled outside the value chain | Percentage | 0 | 0 | 0 |
| **Resource efficiency in product design** | | | | |
| Reductions in energy requirements of sold products and services achieved during the reporting period, in joules or multiples | Number | 0 | 0 | 0 |
| **Resource Management** | | | | |
| Percentage of offices ISO 14001 certified | Percentage | n/a | n/a | n/a |
| **Product end-of-life management** | | | | |
| Materials recovered through take back programs | Tonnes | n/a | n/a | n/a |

| | UNIT | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| Percentage of recovered materials that were reused | Percentage | n/a | n/a | n/a |
| Percentage of recovered materials that were landfilled | Percentage | n/a | n/a | n/a |
| Percentage of recovered materials that were recycled | Percentage | n/a | n/a | n/a |
| **Water** | | | | |
| Water supplied | Litres | n/a | 5,475,000 | 7,896,000***** |
| Water discharged | Litres | n/a | 5,475,000 | 7,896,000 |
| Water supplied intensity | m3/total employees | n/a | 10.5 | 14.7 |
| **Waste** | | | | |
| Total waste generated | Kg | 214,060 | n/a | 8.983 |
| Total waste generated – Batteries | Kg | n/a | n/a | 115 |
| Total waste generated – Household residual waste | Kg | n/a | n/a | 5,493 |
| Total waste generated – WEEE mixed | Kg | n/a | n/a | 190 |
| Total waste generated – Paper and board - mixed | Kg | n/a | n/a | 1,579 |
| Total waste generated – Plastic | Kg | n/a | n/a | 1,606 |
| **Ethical Economic Opportunity** | | | | |
| **Board of directors** | | | | |
| 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 |
| Independent Board members | Number | 5 | 5 | 6 |
| Non-independent Board members | Number | 3 | 3 | 2 |
| Percentage of independent Board member | Percentage | 63 | 63 | 75 |
| Total number of training hours delivered to board members | Hours | 28 | 32 | 32 |

| | UNIT | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| Number of sustainability/ESG training hours provided to the Board of Directors | Hours | n/a | n/a | 4 |
| **Prevention of corruption** | | | | |
| Total number of operations assessed for risks related to corruption | Number | 0 | 0 | 0 |
| Percentage of operations assessed for risks related to corruption | Percentage | 0 | 0 | 0 |
| Total number of confirmed incidents of corruption | Number | 0 | 0 | 0 |
| Convictions for violation of anti-corruption and anti-bribery laws | Number | 0 | 0 | 0 |
| Total number of confirmed incidents of corruption in which employees were dismissed or disciplined for corruption | Number | 0 | 0 | 0 |
| Total number of confirmed incidents of corruption 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 received training on anti-corruption | Number | 0 | 0 | 0 |
| Total number of training on anti-corruption given to senior management and above | Number | 0 | 0 | 0 |
| Total number of employees that received training on anti-corruption | Number | 0 | 0 | 0 |
| **Business ethics and conduct** | | | | |
| Total number of governance body members that the organization's anti-corruption policies have been communicated to | Number | 8 | 8 | 8 |
| Percentage of employees that the organization's anti-corruption policies have been communicated to | Percentage | 100 | 100 | 100 |
| Total number of critical concerns that were communicated to the highest governance body during the reporting period | Number | n/a | n/a | n/a |
| **Data privacy** | | | | |
| Users/customers whose information is used for secondary purposes | Number | 0 | 0 | 0 |
| Number of attempted cyberattacks | Number | 30000 | 5 | 0 |

| | UNIT | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| Number of actual cyberattacks | Number | 0 | 5 | 0 |
| Number of data breaches | Number | 0 | 0 | 0 |
| **Annual total compensation ratio** | | | | |
| Ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees (excluding the highest-paid individual) | Percentage | n/a | n/a | n/a |
| The ratio of the percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees | Percentage | n/a | n/a | n/a |
| **Competitive behavior & open internet** | | | | |
| Average actual sustained download speed in megabits per second of non-associated content | Mbps | n/a | n/a | n/a |
| Average actual sustained download speed in megabits per second of owned and commercially-associated content | Mbps | n/a | n/a | n/a |
| **Compliance with laws and regulations** | | | | |
| Number of significant instances of non-compliance where non-monetary sanctions were incurred | Number | 0 | 0 | 0 |
| Number of significant instances of non-compliance where monetary sanctions and fines were incurred | Number | 0 | 0 | 0 |
| Monetary value of fines for instances of non-compliance with laws and regulations in previous reporting periods | USD 000' | 0 | 0 | 0 |
| Monetary value of fines for instances of non-compliance with laws and regulations in the current reporting period | USD 000' | 0 | 0 | 0 |
| Monetary losses as a result of legal proceedings associated with anti-competitive behavior | USD 000' | 0 | 0 | 0 |
| Number of legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of antitrust and monopoly legislation in which the organization has been identified as a participant | Number | 0 | 0 | 0 |

| | UNIT | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| **Safeguarding Customers** | | | | |
| **Customer satisfaction** | | | | |
| Customer satisfaction results | Percentage | 84 | 83 | 88 |
| Percentage of customers actively responding to the survey | Percentage | 53 | 51 | 55 |
| Customer complaints received through communication channels | Number | 29,238 | 30,024 | 26,517 |
| Percentage of customer complaints that were answered | Percentage | 100 | 100 | 100 |
| Resolved issues that were raised through the complaint channel | Percentage | 99.76 | 100 | 100 |
| Complaints received from outside parties and substantiated by the organization | Number | 0 | 0 | 0 |
| Complaints from regulatory bodies | Number | 0 | 0 | 0 |
| Total number of identified leaks, thefts or 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 |
| **Customer interruptions and service downtime** | | | | |
| System average interruption frequency | Number | n/a | n/a | 0 |
| System average interruption duration | Number | n/a | n/a | n/a |
| Customer average interruption duration | Number | n/a | n/a | n/a |
| **Responsible marketing** | | | | |
| Percentage of significant product or service categories covered by and assessed for compliance with such procedures | Percentage | 0 | 0 | 0 |
| **Cybersecurity and data breaches** | | | | |
| Data breaches involving personally identifiable information (PII) | Number | 0 | 0 | 0 |
| Users affected | Number | 0 | 0 | 0 |
| Account holders affected by data breaches | Number | 0 | 0 | 0 |
| **Law enforcement requests** | | | | |
| Number of law enforcement requests of user information and customer information | Number | n/a | n/a | n/a |

| | UNIT | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| Number of customers/users whose information was requested | Number | n/a | n/a | n/a |
| **Supply Chain** | | | | |
| Total number of suppliers engaged | Number | 2,590 | 2,642 | 2,853 |
| Total number of local suppliers engaged | Number | 1,962 | 1,942 | 2,069 |
| Total procurement spending | USD 000' | 46,769 | 37,715 | 46,700 |
| Procurement spending on local suppliers | USD 000' | 15,369 | 8,556 | 9,694 |
| Percentage of spending on local suppliers | Percentage | 33 | 2 | 21 |
| Percentage of local suppliers | Percentage | 76 | 74 | 73 |
| Number of suppliers identified as having significant actual and potential negative environmental impacts | Number | 0 | 0 | 0 |
| Number of suppliers identified as having significant actual and potential negative social impacts | Number | 0 | 0 | 0 |
| Number of suppliers with which relationships were terminated as a result of audit | Number | 0 | 0 | 0 |
| Percentage of suppliers that were screened using social criteria | Percentage | 27 | 24 | 15 |
| Percentage of suppliers that were screened using environmental criteria | Percentage | 7 | 12 | 12 |

** Figures have been restated to reflect enhancements in reporting methodology and expanded data boundaries, improving overall accuracy and completeness*

***In 2024, petrol was double counted and reported in operations. For 2025, petrol is reported only under vehicles and there is no material stationary petrol consumption. Scope 1 direct emissions for 2024 were updated accordingly.*

****In 2025, figure is based on actual electricity bills collected and verified. Lower figures mainly reflect improved data accuracy versus prior reporting*

*****The renewable electricity for Ooredoo Maldives in previous years had validation issues from manual data collection*

******In 2025 increase in water consumption is mainly due to better capture of water invoices across all locations, improving completeness and accuracy*


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