

**2024**  
Sustainability  
Report



Care Beyon Now





Late Amir  
**His Highness**  
**Shaikh Isa bin Salman Al Khalifa**



**His Majesty**  
**King Hamad bin Isa**  
**Al Khalifa**

The King of  
the Kingdom of Bahrain



**His Royal Highness**  
**Prince Salman bin Hamad**  
**Al Khalifa**

The Crown Prince and Prime Minister  
of the Kingdom of Bahrain

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Andrew Kvaalseth  
Beyon CEO



# CEO Statement

**Beyon addresses its ESG commitments through a well-defined sustainability strategy which focuses on carbon reduction, digitalization, community prosperity, and transparency.**

Reflecting on our key achievements and valuable lessons of the past year, Beyon's second group sustainability report highlights many significant milestones in our journey. It also underscores our continuous efforts in accelerating innovation aimed at promoting sustainable growth for a brighter future.

As a leading technology group, Beyon is committed to supporting the creation of a sustainable future for both our partners and the global communities we serve. Rooted in one of Beyon's core values "Care Beyon Now", our sustainability mission is built on the understanding that our actions today will have a lasting impact on tomorrow.

We firmly believe that through our portfolio of connectivity and digital companies we can drive meaningful change by integrating sustainable practices, fostering technology and innovation, and empowering our stakeholders to contribute towards a more sustainable world.

Beyon addresses its ESG commitments through a well-defined sustainability strategy which focuses on carbon reduction, digitalization, community prosperity, and transparency.

In Bahrain, our commitment to achieving net-zero is aligned with the Kingdom's 2060 vision and we are proactively investing in projects, technologies and innovative solutions that will help us reach our decarbonization goals.

In support of this direction, Beyon has deployed AI robotic cleaning at its solar park which saves up to 200,000 liters of water annually and increases the solar system efficiency by 14%. Moreover, Beyon has also launched a regional first with Batelco's fully green mobile site powered entirely by renewable solar and wind energy. This sustainable solution operates independently of traditional energy, resulting in an annual reduction of 280 tons of carbon emissions and conserving 400 MWh of energy per site.

Across our international geographies, our telecommunication arms in Jordan, the Maldives, and Channel Islands, namely Umniah, Dhiraagu and Sure respectively, have also been upgrading and investing in technologies to support sustainable development and attain environmental goals in their regions. Umniah's solar farms are considered as one of the largest projects in Jordan, generating around 50% of the Company's required power. In the Maldives, 20% of Dhiraagu's total energy consumption for 2024 was sourced from solar power sources. Meanwhile, in 2024, Sure has embarked on a strategic initiative to lower its carbon footprint by installing photovoltaic (PV) arrays at various Sure Exchanges in Guernsey. Moreover, Sure has moved away from outdated heating systems to adopt heat pump technology thus effectively eliminating the use of fossil fuels for heating both office spaces and water. This change has led to a 100% reduction in fossil fuel consumption. As a result, Sure has achieved a 27% reduction in carbon emissions through investments in more efficient power and cooling systems.

In addition to key initiatives that drive a reduction in our carbon footprint, Beyon and its portfolio of companies continue to work closely with community-based organizations by engaging in initiatives that support education, provide cultural development, foster an inclusive digital culture, and promote health and wellbeing.

Throughout this report, Beyon's commitment to sustainability and reducing reliance on traditional energy sources is clearly presented with many innovative projects and proud accomplishments.

I am very thankful to our partners, vendors, community organizations and our teams across our network of operations for their contributions and dedication in supporting our sustainability vision and helping to foster a positive impact in our communities. I believe that through the successes we have attained in our sustainability journey, we are empowered to continue driving positive change for our local environments

**Andrew Kvaalseth**

CEO, Beyon

**Throughout this report, Beyon's commitment to sustainability and reducing reliance on traditional energy sources is clearly presented with many innovative projects and proud accomplishments.**



# Welcome

This 2024 Sustainability Report of Beyon Group marks our second comprehensive group-wide report, highlighting the growing significance of sustainability in our strategic and operational frameworks. Within these pages, we detail our Environmental, Social, and Governance (ESG) initiatives, achievements and accomplishments over the past year, and outline our future goals, commitments, and strategies to embed ESG best practices across our operations. This report is prepared to provide stakeholders a transparent and detailed view of our ongoing efforts in sustainability.

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## Reporting Period

This report covers our ESG performance and activities from 1st January 2024 to 31st December 2024.

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## Report Boundary

The scope of this report includes Beyon Group and its subsidiaries: Batelco by Beyon, Beyon Money, Beyon Solutions, Beyon Connect, Beyon Cyber, Dhiraagu, Sure Group, and Umniah.

Numerical data covers Beyon Group unless stated otherwise.

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## Reporting Guidelines

This report has been developed in alignment with the Bahrain Bourse ESG Reporting Guidance, with reference to the GRI Standards, the United Nations Sustainable Development Goals (UN SDGs) and the Bahrain Vision 2030.

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## Feedback

Beyon welcomes any feedback or inquiries related to this report via:

Website: <https://beyon.com/>

Email: [corporatecomms@beyon.com](mailto:corporatecomms@beyon.com)  
[Lulwa.Almerbati@Beyon.com](mailto:Lulwa.Almerbati@Beyon.com)

Instagram: <https://www.instagram.com/beyongroup/>

LinkedIn: <https://www.linkedin.com/company/beyon-bh/>



# Beyon: Live the Difference

**Beyon is a global technology group born in the Kingdom of Bahrain to reach out to the region and beyond. We bring technology closer to people and businesses with best-in-class connectivity and digital solutions.**

Founded in 2022 and headquartered in Manama, Bahrain, Beyon is the parent company of Batelco by Beyon, Beyon Cyber, Beyon Connect, Beyon Solutions, Beyon Money and Beyon Money Business which all operate in Bahrain – as well as Dhiraagu in the Maldives, Sure in the Channel Islands, and Umniah in Jordan.

## Our Strategy

We are focused on creating an international thriving and diverse digital growth portfolio that spans across a variety of sectors including financial services, ICT solutions & cybersecurity, gov-tech, ed-tech, and much more.

At the same time, we will continue to invest in our telco connectivity businesses to connect the world, provide innovative solutions to our customers and offer the best-in-class customer experiences. With these priorities – digital growth and connectivity – we are proud to contribute to Bahrain's Vision 2030.

## Our Purpose

Accelerate the digital future for better lives and prosperity.

## Our Values

- Think beyon limits
- Deliver beyon excellence
- Care beyon now

# Awards and Recognition

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## Beyon

### Won Three MEA Business Technology Achievement Awards

- ESG Excellence Achievement Award for Beyon's numerous sustainability milestones
- Groundbreaking Products & Services Achievement Award for Batelco's innovative Contact-less Fingerprint technology
- Exceptional Products & Services Achievement Award for Batelco's fixed Broadband services

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## Beyon Money

- Recognised by Deloitte as a Rising Star in the Region
- Won 'Best Mobile Payments App' Award at MEA Finance Awards

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## Beyon Cyber

- Won Fastest Growing Cyber Security Company in Middle East (Deloitte) for 2nd consecutive year
- Among top 3 SOC's in MENA (MSSP 250)

## Dhiraagu

- Uptime Tier IV TCDD (Tier Certified Design Document) for Hulhumale Data Centre
- Awarded 'Maldives' Fastest Mobile Network by Ookla® in the Speedtest® Awards for Q1-Q4 2023 for the third consecutive year
- Received Maldives' Broadband Telecom Company of the Year at the Asian Telecom Awards 2024
- Won the 2024 Pipeline Innovation Award for 'Innovation in Digital Transformation' for Dhiraagu Digital CRM Transformation with Etiya
- Won Gold for Leadership in Diversity at the 2024 Women in Management Awards
- Awarded a token of appreciation by the Maldives Olympic Committee
- Received a Token of Appreciation from the Maldivian Red Crescent at its 15th Anniversary Special event
- Awarded a Token of Appreciation at the Visit Maldives Pro 2024 by Maldives Bodyboarding Association

## Umniah

- Won the Best CSR Initiatives Award from International Business Magazine for 2024
- Best Workplace certification from Great Place to Work®

## Associations and Memberships:

- GCC ESG ICT and Telecommunications Companies Alliance
- Sustainability Innovation Hub
- GSMA member

# Approach to Sustainability

**Our sustainability efforts are governed by clear strategic goals and are regularly evaluated against KPIs to track progress and identify areas for improvement.**

Under the banner of 'Care Beyon Now' – one of Beyon's guiding principles – Beyon recognises the importance of the economic, social, environmental aspects of running a business, and how they affect the performance of the company. As a relatively young organisation, we are still navigating our sustainability journey, facing challenges in harmonising diverse stages of sustainability engagement across different parts of the group. This diversity presents opportunities for developing a consistent and holistic approach that aligns with national and international sustainability ambitions such as Bahrain Vision 2030, Bahrain 2060 Net-Zero Vision and the UN SDGs.

Recognising these challenges, Beyon has undertaken a comprehensive materiality assessment to identify and prioritise the top sustainability topics critical to our stakeholders such as business governance and ethics, customer privacy and data security, digital innovation, business continuity and enterprise risk management, and economic performance. This assessment shapes our strategic focus and guides us towards a more consolidated and forward-looking approach. We look forward to sharing more about our progress and strategic initiatives in future reports.



The Beyon Sustainability Committee represents: Batelco by Beyon, Beyon Money, Beyon Cyber, Beyon Connect and Beyon Solutions.

## ESG Governance

Beyon is integrating ESG principles into its business model. This marks a significant opportunity to elevate economic value, protect the environment, and champion social development across various key focus areas.

Our ESG reporting and sustainability practices are overseen by our Chief Communications & Sustainability Officer (CCS), who is supported by a well-established Sustainability Committee and operates under a Sustainability Charter. The committee comprises team members from different parts of the organisation, each with defined and clear responsibilities and accountabilities for sustainability projects and investments. These include exploring and developing innovative solutions, such as digitalised processes, renewable energy sourcing, and increased use of robotics to increase efficiency, reduce waste and emissions, and encourage the transition to a circular economy.

Senior Executives, led by the CCS play a pivotal role in managing ESG impacts. The CCS chairs the Sustainability Committee, which includes permanent members from key divisions such as Communications & Sustainability, Technology & Network, Human Resources, Procurement & Logistics, and representatives from Beyon's international entities. This committee is tasked with developing the annual sustainability plan, setting ESG initiatives and projects, prioritising material topics, and monitoring progress against clearly defined KPIs. Regular updates and oversight are provided to the Board of Directors, ensuring alignment with Beyon's strategic goals and governance framework.

At the individual business level, sustainability is managed through reporting lines to the Sustainability Committee, ensuring that each business unit aligns with Beyon's overall sustainability vision. This alignment is facilitated by proactive collaboration across all companies within Beyon, which are encouraged to engage with the Sustainability Committee in shaping and executing sustainability projects.

Responsibilities are further cascaded across the organisation to ensure comprehensive implementation of ESG commitments. The Sustainability Committee collaborates with SPOCs (Single Points of Contact) from various divisions and international subsidiaries to align on shared initiatives and integrate ESG principles into day-to-day operations. Employees at all levels are provided with clear guidelines, training, and resources to support the implementation of ESG initiatives, ensuring that sustainability objectives are embedded into operational policies, procedures, and business relationships.

The Board of Directors also plays a crucial role in defining the company's sustainability direction. All sustainability decisions and procedures are consistently assessed to ensure Beyon's positive contribution to sustainability. Our sustainability efforts are governed by clear strategic goals and are regularly evaluated against KPIs to track progress and identify areas for improvement. The CCS presents to the Board Remuneration, Nomination, Donation & Corporate Governance Committee a review and approval of our ESG policy every two years. This ESG policy is shared internally with team members and relevant stakeholders.

We maintain transparency with investors, shareholders, and other stakeholders regarding our ESG initiatives, achievements, and objectives. Engagement includes regular ESG reporting, and updates on ESG programmes and initiatives on our website. For our internal stakeholders, we hold training programmes, webinars, and workshops in collaboration with external partners. The Sustainability Committee also actively seeks input from stakeholders throughout its communication processes, ensuring that our approach to sustainability is collaborative and informed by a broad range of perspectives.

## Our Materiality Assessment

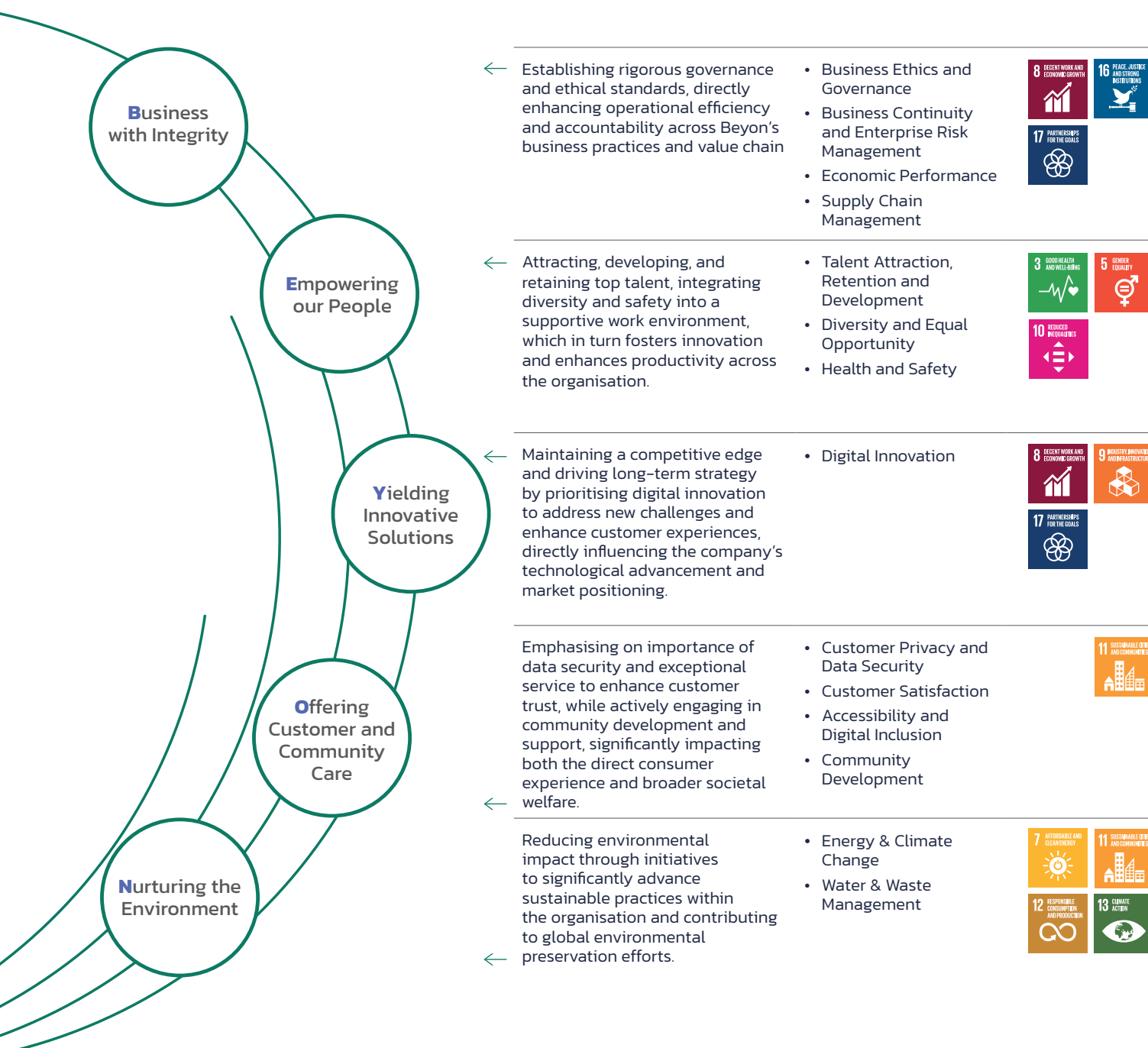
In 2023, our materiality assessment was conducted through a desk-based review to prioritise the key impacts of our business on the economy, environment, and society. This process identified 14 material topics critical to Beyon and our stakeholders



## Our Sustainability Framework

Our sustainability framework encompasses five focus areas, each serving as a foundational element in generating shared value for both Beyon and our stakeholders. Our approach contributes positively to key national and international objectives, including the Bahrain Vision 2030 and the UN SDGs.

At Beyon we focus on and operate under the following ethos:



## Alignment with the UN SDGs

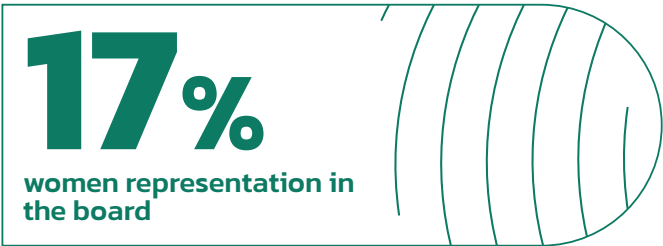
Since their creation in 2017, the United Nations Sustainable Development Goals (UN SDGs) have acted as a collective global call to action to achieve a more just society through social, economic, and environmental sustainability.

At Beyon, we have a responsibility through our own actions to contribute to the achievement of the UN SDGs that are within our sphere of influence. As summarised below – and within each chapter of this report – we are progressively aligning our business practices to these goals and actively contributing to their fulfilment.

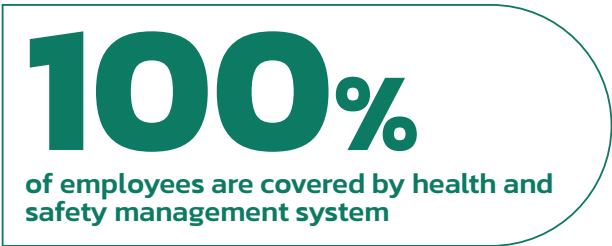
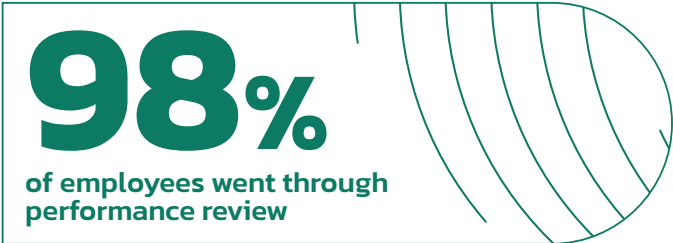
| UN SDGs                                                                                                                              | Highlight of Beyon's contribution/ alignment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <b>3</b> GOOD HEALTH AND WELL-BEING                | <b>Good Health and Well-being</b> <ul style="list-style-type: none"> <li>Emergency evacuation drills are conducted as per the approved annual emergency drills plan to ensure employees are well-prepared to respond to potential emergencies.</li> <li>Launch of the USafety app, designed to improve hazard reporting, task management, and pre-work safety checks through real-time monitoring.</li> <li>Flexible working hours promote a healthier work-life balance, allowing employees to manage personal commitments while maintaining productivity and job satisfaction.</li> <li>The 'Centraal' staff centre offers the community and team members access to high-class gym &amp; sports facilities.</li> </ul> |
|  <b>5</b> GENDER EQUALITY                          | <b>Gender Equality</b> <ul style="list-style-type: none"> <li>Providing equal opportunities for all our employees and ensuring that discrimination has no place in our operations.</li> <li>Disciplinary measures to be taken against any team member's action that goes against the company's code of business conduct, policies, rules and regulations, or general company guiding policies. Regularly engage with our employees to ensure their voice is heard.</li> </ul>                                                                                                                                                                                                                                            |
|  <b>8</b> DECENT WORK AND ECONOMIC GROWTH         | <b>Decent Work and Economic Growth</b> <ul style="list-style-type: none"> <li>Comprehensive training offering includes soft skills development, technical skill enhancement, and professional certification programmes.</li> <li>A clear progression plan outlines transparent career pathways and development opportunities.</li> <li>Annual performance-based salary adjustments recognise and reward individual contributions, fostering a culture of excellence.</li> </ul>                                                                                                                                                                                                                                          |
|  <b>9</b> INDUSTRY INNOVATION AND INFRASTRUCTURE  | <b>Industry, Innovation and Infrastructure</b> <p>Significant investments in digital infrastructure like cloud services, eKYC systems, and comprehensive e-commerce solutions have been made to support digital transformation across various sectors.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|  <b>10</b> REDUCED INEQUALITIES                   | <b>Reduced Inequalities</b> <p>Initiatives such as providing affordable digital tools and enhancing digital literacy in underserved communities are key focuses to ensure digital services are accessible to all.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|  <b>12</b> RESPONSIBLE CONSUMPTION AND PRODUCTION | <b>Sustainable Cities and Communities</b> <p>Investment in infrastructure that supports sustainable cities, including expanding broadband access to all areas and developing digital platforms that enhance civic engagement.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|  <b>11</b> SUSTAINABLE CITIES AND COMMUNITIES     | <b>Responsible Consumption and Production</b> <p>Implement initiatives that focuses on proper recycling of materials and waste aimed at promoting sustainable behaviours.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|  <b>13</b> CLIMATE ACTION                         | <b>Climate Action</b> <ul style="list-style-type: none"> <li>Development of renewable energy sources such as solar parks and initiatives to reduce carbon emissions across operations.</li> <li>Implementation of energy-efficient practices and technologies across facilities and operations.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                               |
|  <b>16</b> PEACE, JUSTICE AND STRONG INSTITUTIONS | <b>Peace, Justice and Strong Institutions</b> <p>Strong focus on corporate governance, internal audits, and compliance to ensure ethical practices and transparency across all levels of the organisation.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|  <b>17</b> PARTNERSHIPS FOR THE GOALS             | <b>Partnerships for the Goals</b> <p>Partnerships with various stakeholders, including governments, private sector, and international organisations, to enhance technological capabilities and promote sustainable practices.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

# 2024 Sustainability Highlights

## Business with Integrity



## Empowering our People



Yielding  
Innovative  
Solutions

**133%**

increase in investments in  
research and development

Offering  
Customer and  
Community  
Care

**99%**

of complaints and queries are  
resolved

Nurturing the  
Environment

**29%**

of our power demands were  
met by renewable energy

**BHD4.462M<sup>1</sup>**

invested in research and  
development

**10%**

decrease in customer  
complaints

47,435,557 kWh  
total renewable energy  
consumption

Batelco's  
launch of Basma  
an AI-driven  
assistant

**51%**

increase in Community  
Investments

15,000 m<sup>3</sup>  
of water from a  
sewage plant is used  
for irrigation

Zero data  
breaches  
recorded in  
2024

<sup>1</sup>This number reflects Beyon Group except Sure

# Solar Park Phase 3

Building on the success of its solar park at Beyon Data Oasis, Beyon is continuing development of its Hamala DC solar park, which will boast a 1.5 MW capacity and produce 2.5 GWh of electricity every year, reducing Beyon's carbon footprint by 1,778 tCO<sub>2</sub>e annually.



# Business with Integrity

**Strong ESG performance depends on integrity and transparency. This means embedding solid governance, effective risk management and a zero-tolerance approach to any form of corruption, bribery or fraud throughout the entire business.**

## Business Ethics and Governance

Beyon aspires to the highest standards of ethical conduct and corporate governance, adhering to both meeting legal and regulatory requirements and international best practices. We have a comprehensive Corporate Governance Framework in place to maximise operational efficiency and protect stakeholders' rights, comprising the key principles of fairness, transparency, accountability and responsibility.

Building on this foundation, Beyon's approach to corporate governance extends to its approval processes, which are guided by a comprehensive Delegation of Authority (DoA) framework approved by the Board of Directors. This framework clearly defines the types of transactions, information, and documents that require approval at various levels within the organisation. The DoA is rigorously implemented and supported by advanced

technology systems, ensuring that the approval flow is seamlessly governed according to the defined authority levels. Additionally, Beyon maintains an internal audit mechanism, conducting regular audits to verify strict adherence to the DoA process. This provides an added layer of oversight and assurance.

Further reinforcing our governance framework, Beyon's three Board Committees ensure the application of best practices. These are the Audit Committee; Remuneration, Nomination, CSR and Corporate Governance Committee; and the Executive Committee. Each committee is composed of four members, three of whom are non-executive and therefore, independent.

### • Audit Committee

The Audit Committee assists the Board in fulfilling its responsibility in overseeing the quality and integrity of financial reporting, internal controls, compliance, risk, internal and external audits, and best practices related to international financial reporting standards.

### • Remuneration, Nomination, CSR, and Corporate Governance Committee

This Committee assists the Board in formulating policies and frameworks for the nomination, and remuneration of the Directors and Executive Management of the company. The committee is responsible for overseeing the selection and appointment of Executive management, and also oversees the process of elections of the Board for the company every three years. In addition to monitoring corporate governance and ensuring that the company is in compliance with the applicable laws and regulations, the Committee is responsible for reviewing the Company's CSR, ESG, and sustainability initiatives and policies.

#### Material Topics

- Business Ethics and Governance
- Business Continuity and Enterprise Risk Management
- Economic Performance
- Supply Chain Management





 **BEYON**

Great  
Place  
To  
Work®

Great  
Place  
To  
Work®

Great  
Place  
To  
Work®



#### • Executive Committee

The Executive Committee assists the Board in overseeing and reviewing the company's annual business plan, performance goals, financial performance, capital and operational expenditure, M&A and investment portfolio.

As a Bahrain-based public joint stock company, Beyon is subject to the Corporate Governance standards of Bahrain Commercial Companies Law, and the Corporate Governance Code 2018 of the Ministry of Industry and Commerce, and its amendments. As we are listed on the Bahrain Stock Exchange, we also comply with all relevant governance requirements of the Central Bank of Bahrain.

The Board of Directors adhere to a strict Conflict-of-Interest Policy that has clear instructions on the disclosure and management of conflicts or related parties which are shared as part of the Annual Corporate Governance Report. Any Directors that declare a conflict of interest during meetings shall not be present during the discussion of the paper and shall refrain from voting on the matter. The Board secretary ensures that conflict matters are addressed prior to every meeting.

A Board evaluation is conducted annually by the Board Secretary to assess Board performance. The evaluation assesses the Board in multiple ways, including assessing the Board and Committee performance in fulfilling their responsibilities as Directors, their individual contribution to the Board and committee meetings, assessment of the Chairman's

performance against his duties, and evaluation of financial, risk, compliance, audit and social performance during the year. The evaluation process is conducted and overseen by the Board secretary, who collates feedback and develops plans to address any concerns or areas for improvement.

Board remuneration follows a set policy that outlines fees and remuneration paid to the Directors for their services. Compensation has fixed and variable components. The fixed component is highlighted within this set policy, whereas the variable component depends on the performance of the company, as well as a combination of allowances, bonuses and long-term incentive payments. Distribution of any remuneration is subject to the approval of the shareholders.

Our Code of Conduct provides a detailed and exhaustive framework guiding the actions and behaviours of our employees and other stakeholders in areas such as fair treatment, non-harassment, conflicts of interest, bribery, corruption, and environmental responsibilities. Complementing this framework, Beyon has implemented policies on whistleblowing, fraud risk, anti-bribery, anti-corruption, hospitality, and entertainment. We are also currently in the process of creating a grievance policy. These policies are developed to ensure due diligence, proactive risk management through the precautionary principle, and respect for human rights throughout our operations.



# 17%

of board members are females

Policies undergo a review process on a periodic basis, typically every two years, or earlier if necessary, to ensure their relevance and effectiveness. This process is overseen by the Business Excellence Team and led by the policy owner, in collaboration with relevant stakeholders and top management. Together, they incorporate the latest best practices, legal requirements, and organisational priorities to ensure that policies remain up-to-date, consistently implemented, and aligned with Beyon's strategic objectives and values.

Every new employee is orientated to this Code of Conduct framework during their induction process, and it is also disseminated among our business partners to ensure adherence across all aspects of our business.

For critical policies, such as Human Resources (HR) and cybersecurity policies, Beyon adopts a more frequent and comprehensive approach to training. These policies are considered essential for maintaining ethical practices, safeguarding organisational assets, and ensuring a safe and inclusive workplace. Training for such policies is conducted through various formats such as workshops, e-learning modules and interactive sessions tailored to the specific needs of the audience.

In addition, Beyon periodically evaluates the effectiveness of its training programmes to ensure that employees are fully aware of their roles and responsibilities under these policies. This proactive approach reinforces adherence and promotes a culture of compliance and accountability throughout the organisation. By investing in regular and targeted training, Beyon ensures that all policies are not only understood but also consistently and effectively implemented across all levels.

# Notable Initiatives by our Portfolio Companies



Beyon Money has a Fraud Risk Management Policy which outlines the company's structured approach to managing fraud risk across its operations. The policy is comprehensive and establishes a framework for the prevention, detection, and response to fraud and misconduct within Beyon Money.

There are detailed guidelines for reporting suspected fraud and misconduct through various channels ensuring confidentiality and protection against retaliation. Both internal and external fraud investigations are covered, with procedures for managing, investigating, and reporting fraud incidents.

The policy is reviewed and updated at least once every two years, or more frequently if needed, to reflect changes in the business environment or corporate strategy. Updates and changes must be approved by the Audit Committee and the Board of Directors.

Beyon Money's Whistleblowing Policy underscores the company's commitment to ethical conduct by encouraging stakeholders (including employees at all levels), board members, suppliers, contractors, and shareholders, to report any suspected unethical or illegal activities. It provides assurance that all concerns will be taken seriously, investigated appropriately, and handled with confidentiality. Protection for whistleblowers is a key feature of the policy, guaranteeing that individuals who report issues in good faith will be protected from retaliation.

The policy outlines various channels through which concerns can be reported, such as a dedicated email, a physical address, phone numbers, and direct communication with the Head of Internal Audit or the Chairman of the Audit Committee. These measures are in place to facilitate easy reporting and ensure that issues are addressed promptly and effectively. Beyon Money also recognises the contributions of whistleblowers through a reward and recognition programme, although it emphasises that this should not be the main incentive for reporting issues.

Beyon money is also focusing on strengthening its governance structures by implementing documents related to the Internal Audit Charter. This involves formalising the role, scope, and responsibilities of the Internal Audit Function, ensuring it aligns with both organisational objectives and regulatory requirements. The Internal Audit Charter serves as a foundational document that defines the independence of the Internal Audit Department, outlines its broad audit function, and details the audit scope. This charter will help in establishing clear protocols for auditing practices, ensure thorough reviews of operational and financial activities, and assess the effectiveness of risk management strategies.



Dhiraagu has introduced the LawVu Business Portal, a contract and legal matters management software featuring single sign-on, AI-powered contract extraction and e-signature integration. The company also utilises a Shareholder Register Management System (SRMS), which streamlines processes by eliminating manual work on multiple Excel files associated with shareholder queries and dividend file creation, thereby reducing the risk of human error.

**10% of the Executive Committee of Dhiraagu's monthly gross remuneration is linked to sustainability and climate related considerations, against the total gross monthly remuneration.**

## Business Continuity and Enterprise Risk Management

In 2024, Beyon conducted extensive internal audits across various operating companies including Umniah, Batelco, Dhiraagu, Sure, and its digital companies, focusing on risk management. These audits involved comprehensive risk assessments at both strategic and operational levels to ensure alignment and integrated risk management across the business.

Key actions included the identification and prioritisation of top risks, automation of risk management using the Archer tool—a Governance, Risk Management, and Compliance software platform that streamlines risk management by automating assessments and compliance processes—and ongoing updates and training related to the Telecom Emergency Response Plan. Follow-up actions are continuously being taken based on the mitigations and targets set during these audits.

This exercise identified four major risks:

- **Strategic Risks:** Major revenue dependency on a single customer, mitigated by diversifying business sources.
- **Operational Risks:** Risks of system disruptions due to aging technology, addressed by modernising and updating IT and network systems.
- **Compliance Risks:** Chiefly the introduction of a 15% additional tax on Bahraini entities, managed by hiring a tax specialist and performing tax impact assessments.
- **Reputational Risks:** Increasing cybersecurity threats, managed by maintaining vigilance in all operating territories and updating security measures.

Beyon assesses environmental and social risks through both quantitative and qualitative analyses based on defined scales for likelihood and impact. This includes external advice from a global leader in insurance broking and risk management. The company also conducts multiple scenario tests as part of its defined calendar plan to ensure readiness and continuous improvement.

When significant risks are identified, the relevant business units alert the Risk Management Team, which then conducts an initial assessment. This includes consultations with involved business units and the Health & Safety Department to determine the impact, make recommendations, and decide on a mitigation path. Additional input can be provided by HR and Real Estate Management if applicable.

Beyon applies a consistent methodology to assess risks related to corruption, including bribery and fraud. This methodology is integral to the overall Risk Management Framework and ensures that risks are captured and addressed effectively.

Our risk management actions are aligned with leading processes, including ISO31000: Risk Management, the Committee of Sponsoring Organisations of the Treadway Commission (COSO) Framework, ISO22301: Business Continuity Management, and the RIMS Risk Maturity Model. The company seeks external advice and expertise as needed in relation to environmental and social risks.

## Economic Performance

Our net profit for the 2024 calendar year was BHD 72.755M, with total revenues for the year standing at BHD459.985M. These results are testament to Beyon's solid business strategy and positions the group well to grow and achieve its future objectives.

Beyon is committed to delivering value to its shareholders through regular dividend payments and strategic share buyback programmes. The company continues to pay attractive dividends, aiming to consistently enhance shareholder returns. Alongside dividends, Beyon operates a market-making programme designed to improve the liquidity of its shares and to reflect more accurately the true value of the company's stock in the market. This programme facilitates a dynamic two-way market, which helps stabilise share price movements and provides shareholders with the opportunity to trade shares more efficiently.

These strategies highlight Beyon's proactive approach to financial management, focusing on sustainable growth and shareholder value enhancement. Through careful capital expenditure management and strategic capital distribution, Beyon aims to strengthen its financial position while ensuring that investments and returns align with the long-term interests of its stakeholders.

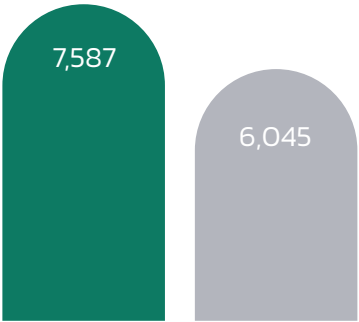


Supply Chain Management

Our approach to supply chain management is closely aligned with the Bahrain Vision 2030 and its goal of strengthening the economy.

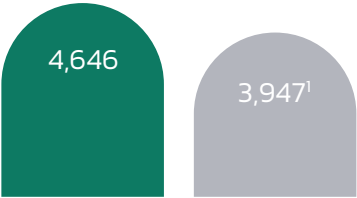
Beyon has streamlined its procurement with a new Enterprise Resource Management (ERM) system, enhancing efficiency and compliance. The company enforces a strict policy that includes thorough supplier screening and adherence to its Environmental and Social Management System for responsible sourcing. Agreements cover intellectual property, confidentiality, and compliance with relevant laws, including environmental and safety regulations. Anti-bribery and anti-corruption measures are also included in the supplier screening process. Beyon conducts on-site audits and compliance checks to ensure continuous adherence to these standards.

In 2024, our total spend on procurement was BHD 271.510 million of which BHD 127.747 million (47%) was with local suppliers. This represents a 47% increase on last year's local supplier spending.

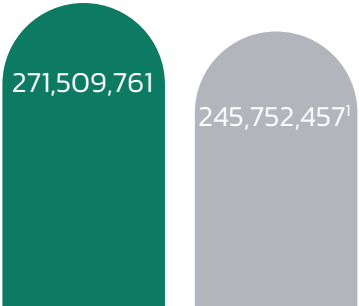


Total number of suppliers

<sup>1</sup>Value restated due to Umniah's recalculation.  
\*2023 data reflects Beyon Group except sure

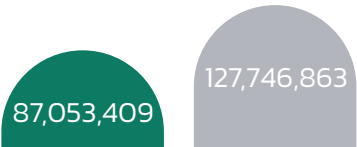


Total number of local suppliers



Total spendings on suppliers (BHD)

\*2023 data reflects Beyon Group except Sure



Total spendings on local suppliers (BHD)

# Notable Initiatives by our Portfolio Companies



In 2025, Sure will complete a supply chain sustainability audit to determine its supply chain sustainability strategy and key sustainability metrics for tracking and reporting across critical suppliers. Once the review is complete, the agreed metrics and critical suppliers engaged in the process, outcomes will be communicated internally and, where appropriate, externally.



Driven by evolving organisational needs, this year Dhiraagu revised its Procurement Policy. This revision considered industry best practice, gaps identified in audits and operational reviews, and enhanced transparency and accountability.

This policy revision was supported by a training programme that included stakeholder collaboration, policy material development, workshops and Q&A sessions. This training resulted in an improved understanding of the revised procurement policies across all levels of staff, increased compliance with regulatory standards and internal controls, enhanced efficiency in procurement processes –, leading to time and cost savings – and strengthened trust and collaboration between procurement teams and stakeholders.

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**95% participation rate in training sessions led to a 15% reduction in procurement processing time.**

# Empowering our People

**In a dynamic, rapidly evolving sector in which customer engagement is key, we need to attract and retain creative, highly motivated employees. A strong and resilient business is built on the creativity, enthusiasm and endeavours of its people, so we aim to foster a supportive and inclusive workplace environment where people want to be. We place great emphasis on attracting and retaining the finest talent, and on investing in people’s development and wellbeing so they can fulfil their potential.**

Material Topics

Talent Attraction, Retention and Development  
Diversity and Equal Opportunity  
Health and Safety



### Talent Attraction, Retention and Development

Our people are critical to our success in an increasingly competitive market for talent. We are committed to attracting and retaining the best talent through world-class training and a motivating, supportive environment in which people can maximise their skills. We aim to regularly engage with our employees to ensure their voice is heard, and in 2024 achieved an employee engagement score of 72%, and for employee satisfaction 74%<sup>2</sup>.

Our comprehensive training offering includes soft skills development, technical skill enhancement, and professional certification programmes. Training is delivered through diverse methods, including both online and in-person sessions. Additionally, all employees are granted access to the LinkedIn Learning platform, enabling them to explore a wide range of courses across various topics.

<sup>2</sup> This value reflects Sure and Dhiraagu



As part of our aim to foster a skilled workforce, we conduct an annual Training Needs Analysis to identify and address the development requirements across all teams, and actively assist employees in renewing their certifications. We offer professional certifications across various disciplines, including Information Technology Infrastructure Library (ITIL), Chartered Institute of Marketing (CIM), Project Management Professional (PMP), Scrum Master, Six Sigma, Chartered Institute of Personnel and Development (CIPD), and Microsoft Power Business Intelligence (Power BI), among others. This process ensures that training is aligned with priority areas and business needs.

We also support our people in achieving certification by launching the Beyon Essential Skills Programme, a monthly professional development initiative designed to enhance crucial skills across the organisation. This programme focuses on developing competencies in:

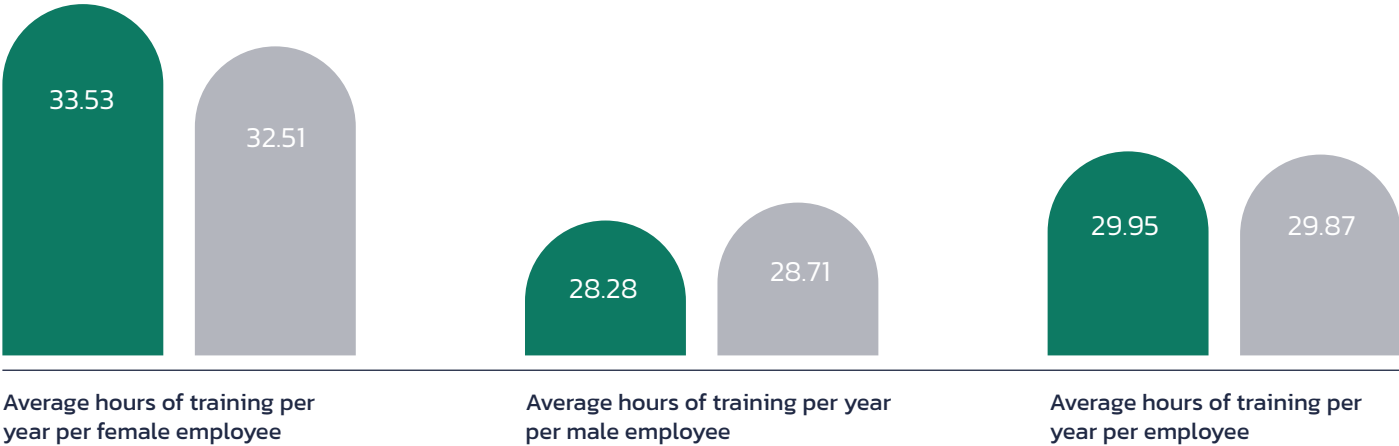
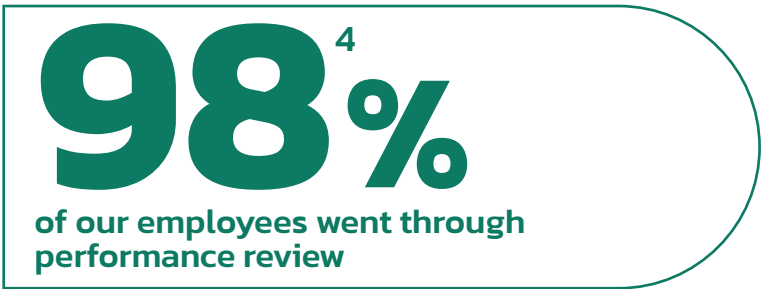
- Strategic thinking
- Project management
- Negotiation and sales
- Finance for non-finance
- Software tools such as Microsoft Excel, Power BI, PowerPoint, etc.

We also provide sustainability-related training in collaboration with Ericsson. Topics include net zero, decarbonisation, energy management and waste reduction. To date 89 employees have attended these training sessions.

Our full-time workforce in 2024 was 2,736 employees, with 19<sup>3</sup> part-time employees. Throughout the year, we welcomed 598 new employees, marking a 29% increase from the previous year. During the past year, a total of 476 employees left the organisation, marking a 9% reduction compared to the previous year. Although there was a decrease in the number of departures, the turnover rate stood at 17% in 2024, down from 21% in 2023. This reduction is attributed to enhanced employee engagement initiatives and improved workplace culture.. Despite this improvement, we are actively pursuing strategies to further decrease the turnover rate through enhanced career development programs and regular feedback mechanisms.

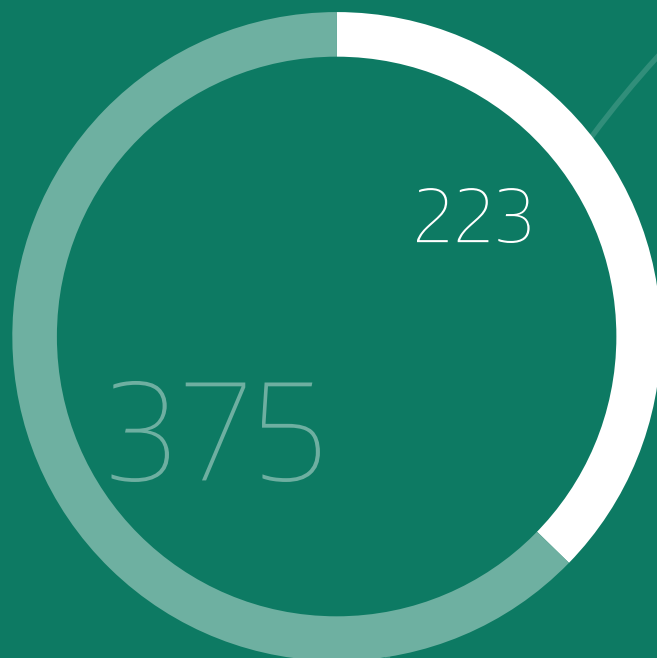
Across the organization, a total of 81,956 training hours to employees were delivered, with 36% given to female employees and 64% to male employees. This distribution resulted in women receiving an average of 33.53 training hours, while men received an average of 28.28 hours per person.

Beyon offers comprehensive learning and development opportunities for all its employees, in both soft and technical skills. Notably, participants successfully finished the SIMBA leadership programme, conducted in collaboration with the London Business School. This programme is specifically designed to cultivate leadership skills among young Bahrainis, providing tailored executive education.



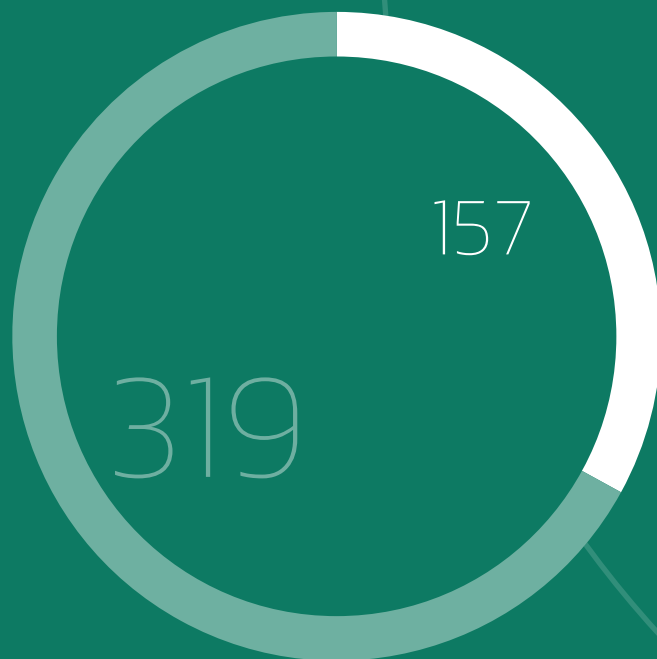
2024 2023

<sup>3</sup>This value reflects Sure and Dhiraagu    <sup>4</sup>The training and development values reflect Beyon Group except Sure



Total number of new employees who joined the organisation

● female ● male



Total number of employees who left the organisation

● female ● male

# Notable Initiatives by our Portfolio Companies



Umniah's team members completed 12,083 learning hours across various technical and soft skills in 2024. The year also featured several programmes, such as the Mini MBA programme, which covered essential areas like strategy, marketing, finance, technology, and practical case studies crucial for success in the telecom industry.

In 2024, Umniah introduced various programmes to enhance employee engagement, productivity, and wellness. Initiatives included gaining certification as a 'Great Place to Work' in Jordan, hosting a company-wide award celebration, team building activities, and conducting a CEO connect with all departments. Other programmes aimed at improving workplace environment and employee morale included multiple rounds of stress management sessions, talent assessment exercises, and regular feedback mechanisms through pulse surveys and town halls.



Competitive remuneration is an important facet of talent attraction and retention. Sure offers 25 days' annual leave, free healthcare, an optional defined contribution pension scheme, bonus and commission schemes, and additional benefits such as free superfast broadband and mobile phone contracts. To ensure financial security, Sure also offers a death-in-service payment equivalent to twice an employee's salary.

Employees have access to leading online learning platforms, such as Percipio and Pluralsight, in addition to on-the-job training and other development programmes tailored to enhance their skills and expertise.



The Dhiraagu Champions Programme, launched in 2024, encourages a culture of recognition by consistently acknowledging exceptional employees who exceed their standard job responsibilities. Recognising employees' efforts not only motivates high performance but also cultivates leadership and a sense of ownership across the organisation.

This approach is consistently applied through Dhiraagu's consolidated HR Policy, Manual and Handbook. This comprehensive resource includes updates to existing policies and introduces seven new policies, covering key areas such as job design and grading structure, training and development, the career management framework, the performance management system, the dress code, and the end-of-service policy.

The manual aligns all policies with the organisation's strategic goals, supporting business performance and growth. It also plays a crucial role in enhancing employee wellbeing and development by providing clear pathways for career progression and fostering a positive work environment. The manual also facilitates the onboarding process for new hires, offering them a clear, comprehensive guide to organisational policies and procedures, which helps them integrate more quickly into the company.

## Diversity and Equal Opportunity

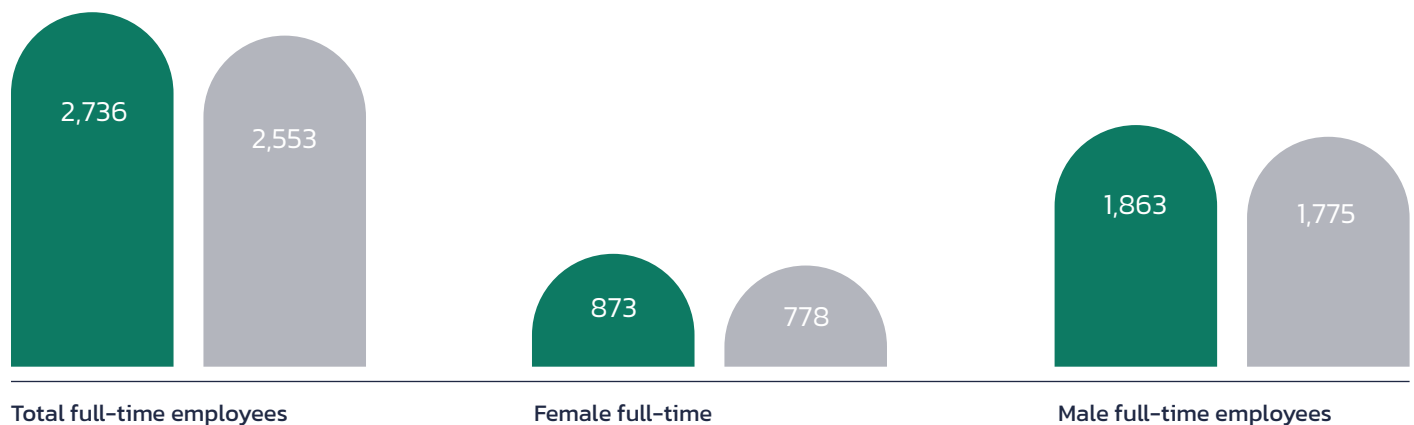
Beyon recognises the importance of encouraging a range of perspectives and different ideas, fostering an inclusive and supportive environment where diversity thrives. We are dedicated to providing equal opportunities for all our employees and ensuring that discrimination has no place in our operations.

Beyon believes in protecting the interests of the company and its team members, and ensures that all parties are aware of their rights and obligations. The company has established working relationships based on good joint communication, corrective guidance and safeguarding measures. It also specifically iterates disciplinary measures to be taken against any team member action that goes against the company's code of business conduct, policies, rules and regulations, or general company guiding policies.

In 2024, we recruited 223 new female employees, making up 37% of all new hires. Women now account for 32% of our total workforce, and 93<sup>5</sup> of our female employees hold senior or middle management positions. Additionally, 355<sup>6</sup> of our new hires are under the age of 30 highlighting our aim to employ young talent within the company.

The current gender pay ratio standing at 95%<sup>7</sup> for basic salaries. To address this disparity, we are actively adjusting our compensation policies and strategies to ensure equitable pay for all employees.

**37%**  
of joiners in 2024 were female



● 2024 ● 2023

<sup>5</sup> This number reflects Beyon Group except Sure. <sup>6</sup> This number reflects Beyon Group except Sure. <sup>7</sup> This percentage reflects Dhiraagu, Umniah, and Batelco

# Notable Initiatives by our Portfolio Companies



Dhiraagu has set a number of key targets around diversity, focused particularly on encouraging women to thrive in the workplace. These targets include women in management positions, technical roles, mentorship, and technical training.

By the end of 2024, significant progress has been made toward these goals. Women now hold 23% of junior management positions, reflecting continuous efforts to enhance leadership diversity. 25 women are currently employed in technical roles, and 37% of female employees in non-technical roles have participated in ICT training, strengthening their technical skills. Structured mentoring initiatives have also been implemented, with training sessions successfully completed and guideline publications in progress.

## Health and Safety

The health and safety of our people is our top priority, and we have a range of policies that reflect our dedication to upholding a safe and healthy work environment for employees, contractors and visitors.

Our Health and Safety (H&S) Management System ensures compliance with all relevant legal requirements. Specifically, the company adheres to Ministry of Labour ministerial orders, including Ministerial order no. (6) of 2013 regarding the protection of workers from fire hazards in establishments and worksites, as well as Ministerial order no. (8) of 2013 regulating occupational safety and health in establishments. These legal requirements form the basis for Beyon's commitment to maintaining a safe and healthy workplace for its employees.

As the company has evolved and grown, the system has expanded to ensure it remains effective in addressing changing needs and potential risks across operations. Employees are actively involved in the implementation of the system, including the identification of hazards, risk assessments and determining control measures. This is reinforced through regular communications, training and education. In total, we delivered 1,665 hours of health and safety training in the year.

There is no formal joint management-worker health and safety committee. However, health and safety performance is regularly reviewed as part of the monthly Business Performance Meeting, where relevant issues are discussed, and decisions are made to ensure the continuous improvement of workplace safety.

Hazards are identified through planned inspections and pre-task evaluations for high-risk activities, with risks prioritised and controlled. Method statements guide these activities, and work permits ensure proper authorisation.

All employees and contractors can report work-related hazards via email or the security control room. Confidentiality is assured, and reported hazards are thoroughly investigated with corrective actions taken to ensure safety.

Emergency evacuation drills are conducted as per the approved annual emergency drills plan to ensure employees are well-prepared to respond to potential emergencies. These drills provide specific training on emergency procedures and reinforce general workplace safety practices.

Beyon's Environment, Occupational Health and Safety policies are contained within the overall Corporate Security Policies and Procedures and maintained for internal reference only.

# 100%

**of Beyon employees are covered by health and safety management system**

# Notable Initiatives by our Portfolio Companies



Umniah's achievement of ISO 45001 certification sets ambitious health and safety targets to significantly enhance workplace safety and compliance. Key initiatives included the launch of the USafety app, designed to improve hazard reporting, task management, and pre-work safety checks through real-time monitoring. The app supports Umniah's goal of 100% adoption among teams and is integral to achieving 100% compliance with mandatory Occupational Health and Safety (OHS) training for all employees and contractors. Furthermore, the company has committed to addressing all identified hazards from inspections within a maximum of 30 days.

The introduction of the USafety app marked a pivotal development in Umniah's safety management, enhancing the company's ability to monitor and manage occupational health and safety effectively. Although the app initially faced resistance due to varying levels of tech literacy, comprehensive training and continuous support facilitated its integration into daily operations, aligning with corporate objectives to reduce incidents and ensure regulatory OHS compliance.

This year, Umniah also faced a significant safety challenge when inspections revealed structural cracks in a building hosting cell sites. Swift and decisive action, including collaboration with structural engineering experts and enhanced safety protocols, effectively mitigated the risk, preventing any injuries or fatalities. This incident highlighted Umniah's proactive approach to managing and mitigating risks, reinforcing the company's commitment to maintaining rigorous safety standards.

These efforts are communicated through internal channels and externally via safety briefings, training sessions, and the USafety app, ensuring transparency with stakeholders such as employees, contractors, and business partners. Umniah's Sustainability Committee oversees these targets, with annual reviews to adapt and improve strategies based on performance metrics and employee feedback. Looking ahead, Umniah plans to further enhance the USafety app with advanced data analytics and AI to proactively identify and mitigate risks, expanding its use for faster, more effective responses across more teams.



At Sure, H&S responsibilities are clearly defined and understood at all levels of the organisation. The business uses the UK Health and Safety Executive's 'Managing for Health and Safety' (HSG65) Framework, which outlines a 'Plan, Do, Check, Act' approach and how to achieve a balance between systems and behavioural aspects of H&S management. HSG65 aligns with recognised standards and guidelines, such as ISO 45001.

Central to the HSG65 approach are risk assessments, incident reporting and investigation, performance monitoring, and employee training and competence. Hazards, accidents, near misses and dangerous occurrences are reportable through the Assure Portal (available as an app or online), and staff are encouraged to stop work if they feel unsafe performing a task.

As well as comprehensive H&S training, the provision of PPE and regular fire drills, the safety and wellbeing of workers is enhanced through access to health insurance, mental health support and programmes and newsletters on topics such as nutrition, financial wellbeing and work-life balance. Sure also conducts regular health checks and medical examinations, especially for employees exposed to hazardous conditions, ensuring a proactive approach to health management.



Dhiraagu takes a holistic approach to employee health, safety and wellbeing. This includes H&S training, safety audits and proactive risk management, as well as a number of initiatives to promote the health of its workers. These programmes cover nutrition and physical fitness, eye care, mental health and emotional wellbeing in the workplace. Dhiraagu also ensures employees have access to annual flu vaccinations.

# Yielding Innovative Solutions

**In a rapidly developing digital market, innovation is central to our continued success, giving us a competitive advantage and helping to shape our long-term business strategy. New and often unprecedented challenges require technically astute and creative solutions, so we are prioritising innovation to continue providing an exceptional customer experience and remain leaders in our field.**

## Digital Innovation

At Beyon, we are spearheading the digital revolution, a pivotal force reshaping industries and societies worldwide. The rapid evolution of digital technologies demands continuous innovation and adaptability to stay competitive. Our approach is proactive and forward-thinking, challenging conventional norms to create groundbreaking solutions that deliver substantial value to our customers.

Digital excellence is evident through substantial investments in research and development. In 2024 alone, we invested BHD 4.067<sup>8</sup> million, more than doubling the amount from the previous year.

Beyon focuses on overhauling customer experience platforms, integrating eKYC, and developing comprehensive e-commerce solutions. These initiatives support Bahrain's digital transformation and aim to create a digitally inclusive society. The company's strategy includes expanding cloud services, incorporating AI to boost operational efficiencies, and advancing smart city solutions in line with Bahrain's Vision 2030. In addition to the implementation of ERP systems, and launching self-service dashboards.

Looking forward, Beyon plans to enhance management practices and performance by integrating advanced analytics and AI, strengthening cybersecurity, and investing in employee development to improve engagement, satisfaction, and overall workplace efficiency.

### Material Topics

Digital Innovation



<sup>8</sup> This number reflects Beyon Group except Sure

# Notable Initiatives by our Portfolio Companies



In 2024, Batelco by Beyon, achieved several significant milestones in its digitalisation journey, aligning with both internal corporate objectives to increase the digitalisation of sales transactions and responding to external market trends. These included:

- The launch of 'Basma', an AI-driven digital assistant designed to enhance customer service by providing instant responses to inquiries and facilitating transactions. Over the next one to two years, Batelco is set to implement several strategic initiatives with Basma aimed at enhancing customer experience and expanding service offerings to provide faster and more personalised support.
- The introduction of the 'Fawateer' payment method to streamline payment processes for business customers.
- The launch of Simplified Network Operator Switching via mobile app, enabling customers to switch to the Batelco network in just one minute using the Batelco App.
- The opening of a fully-fledged digital experience shop, offering an immersive digital environment where customers can explore and interact with Batelco's products and services.
- The deployment of digital machines within and outside retail shops to increase digital sales. These machines resulted in a 30% year-on-year growth in digitalisation utilisation.
- The launch of eSim. Batelco's instant activation feature offers a revolutionary digital onboarding solution and a seamless authentication process, eliminating the need for customers to visit a store or wait for SIM delivery. With just a few easy steps on the Batelco app, customers can obtain their eSIM in just one minute.

Looking ahead, Batelco plans to integrate AI into its customer service operations, including virtual assistants, chatbots, and predictive support mechanisms, to ensure seamless and efficient customer interactions.



In 2024, the efforts of Beyon Connect were concentrated on enhancing and expanding the capabilities of its digital identity (OneID) and digital mailbox (OneBox) products to help support the digital transformation of governments of Bahrain and Egypt. Specifically, Bahrain's digital identity 'eKey 2.0' project, which provides digital identities to all citizens and residents of Bahrain, and Egypt's digital mail project, 'Bareedi', which aims to transition all paper mail to digital formats.

These advancements align with the company's corporate objectives of improving user experience, ensuring compliance with evolving standards, and expanding digital accessibility. Externally, growing regulatory demands and the global shift towards remote and paperless workflows necessitated these enhancements to maintain market relevance.

 **BEYON Money**

Beyon Money has taken a significant step by implementing a cloud-based system with advanced features. This system is designed to streamline operations, improve data management, and enhance overall service delivery. The transition to cloud-based technology allows for better scalability, flexibility, and security, meeting the growing needs of the organisation. This strategic move not only optimises day-to-day operations but also ensures that Beyon Money stays ahead in a technologically evolving landscape. The system is likely to support various functions such as customer management, financial reporting and compliance management, thereby improving efficiency and reducing operational costs.

 **BEYON Cyber**

Beyon Cyber has signed a strategic agreement with Trend Micro, a global cybersecurity leader, that will support Beyon Cyber's efforts in delivering best-in-class cybersecurity solutions for the SME sector in Bahrain. Chief among these solutions is the Beyon Cyber Incident Management Tool, which enhances operational efficiency and improves incident response times, leading to increased customer satisfaction. The tool's advanced features and capabilities empower analysts to effectively track, triage, and mitigate security incidents, ensuring that customers' security postures are well protected.

Looking ahead, Beyon Cyber will strengthen its offerings further by focusing on the development and deployment of advanced automations. These automations will include vulnerability scanning, log analysis, and incident response workflows, enabling security teams to dedicate more time and resources to detecting complex security anomalies and hunting down sophisticated threats.

Beyon Cyber recognises that each customer's security environment is unique, so their business may require tailored automations. As part of its future steps, Beyon Cyber will also collaborate closely with customers to understand their requirements and develop personalised and highly effective security solutions that align with each customer's specific risk profile and business objectives.

# Offering Customer and Community Care

**As a digital company, protecting our customers and maintaining the security and privacy of their data is one of the most important responsibilities for our business. Alongside the assurance that their information is safe with us, we strive to provide our customers with an exceptional service experience to maintain our consistently high levels of customer satisfaction. We also recognise that our responsibilities extend beyond our customer base and are committed to playing an active role in our communities, investing in their growth and development and supporting education and wellbeing.**

**Beyon Group  
recorded zero data  
breaches in 2024**

## Customer Privacy and Data Security

Beyon adheres to all personal data privacy laws as applicable for entities operating within Bahrain, and to industry best practice. We hold ISO27001: Information Security Management System certification and have implemented ISO31000: Risk Management and ISO22301: Business Continuity.

Beyon employees undergo training each year in data privacy, cyberfraud, phishing attacks and security best practices. Audits are conducted twice a year (one internal, one external) to assess and evaluate the effectiveness of privacy and security management systems.

There are four levels of cyber security test processes in place, including: continuous threat and vulnerability scanning; threat and vulnerability solutions; penetration and stress testing; and endpoint detection and responses. Together, these provide a comprehensive approach to cyber security across the organisation.

### Material Topics

Customer Privacy and Data Security  
Customer Satisfaction  
Accessibility and Digital Inclusion  
Community Development



# Notable Initiatives by our Portfolio Companies



Batelco by Beyon leverages User Identity Management, with a centralised directory and streamlined user onboarding and offboarding processes. This also enables a centralised access policy for user access over Batelco resources. The company has contracted its cyber security, including data security domain requirements, to Beyon Cyber, which is responsible for security management and implementation of security measures.

Additionally, Batelco's cyber defence service uses an automation solution that significantly reduces the detection and response times to threats. For example, a phishing attack detection and remediation process that would take about an hour using a typical Managed Detection & Response (MDR) service, can be completed in under 15 minutes thanks to automation enhancement.



The Data Privacy Policy for Beyon Connect complies with the ISMS standard, and internal policy and controls for data protection are in place. The company is also certified for ISO27001: Information Security Management Systems and ISO27018: Personally Identifiable Information Security, ensuring robust controls and enabling the safeguarding of sensitive data and maintaining the integrity of services.



Dhiraagu upholds a comprehensive data privacy policy aimed at protecting sensitive information. While the company is not required to comply with General Data Protection Regulation (GDPR) standards, its policy incorporates rigorous measures to ensure data is handled responsibly and securely, and complies with the ISO 27001:2013 standard, implementing strong controls to protect sensitive data and uphold the integrity of our services.

This year Dhiraagu introduced the NetProtect cybersecurity service for mobile and fixed broadband. It is a comprehensive cyber protection service for mobile and home internet, ensuring a safer online experience for consumers by blocking malicious websites, preventing phishing attempts and assisting in safeguarding children from harmful content on the web.



Beyon Cyber is ISO27001 certified, has implemented ISO31000 for risk management and ISO22301 for business continuity, and follows Personal Data Protection Law (PDPL) as it is applicable to entities operating within Bahrain.

The company stores data related to mobile and fixed line subscribers, and customers of digital services. This data includes identity card and passport details along with the call, data and SMS usage of customers. The security of this data is paramount, and employees undergo annual training on data privacy, social engineering, phishing and security best practice.

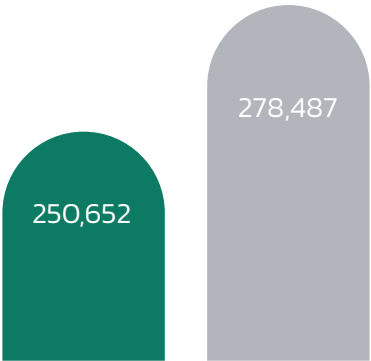
As well as multi-layered security test processes, Beyon Cyber undertakes two comprehensive audits every year – internal and external – to ensure it continues to provide a safe and secure service that customers can trust.



Customer Satisfaction

Customer experience and satisfaction are our core focuses, as our business is fundamentally about connecting people. We ensure that our customers receive the best products and services tailored to their needs and actively listen to their feedback.

We strive to offer the best possible experience through continuous product development and innovation. In 2024, we maintained a customer satisfaction<sup>9</sup> score of 8.5 out of 10, similar to last year, and we successfully resolved at least 99%<sup>9</sup> of the complaints and queries received through our communication channels.



Customer complaints received through communication channels

2024 2023

<sup>9</sup>Customer satisfaction data reflect Dhiraagu, Umniah, Batelco, Beyon Connect, Beyon Money, and Beyon Solutions.

# Notable Initiatives by our Portfolio Companies



At Batelco by Beyon, the company continues to explore ways to improve the customer experience through digitisation. This year saw the launch of self-service machines within and adjacent to Batelco's retail locations, while Batelco's instant activation feature now offers a revolutionary digital onboarding solution and a seamless authentication process. Customers now no longer need to visit a store or wait for SIM delivery to join the Batelco family.

Batelco is also focused on enhancing the customer experience, and this year launched 'Basma', an AI-driven digital assistant designed to enhance customer engagement and streamline service interactions.



Over the next two years, Beyon Connect will focus on enhancing the customer experience while also strengthening governance practices. Account managers will play a crucial role in managing overall customer interactions and satisfaction, and the business is currently in the process of purchasing and implementing a customer success tool to support these efforts.

In addition to improving customer experience, the company will streamline governance practices through updated policies, staff training for compliance, and the integration of supporting operational technology. Beyon Connect plans to conduct thorough assessments to identify and implement strategic improvements, aiming for a robust governance structure aligned with industry best practice.



During 2024, Umniah achieved significant milestones in enhancing customer experience through a comprehensive overhaul and modernisation of key touchpoints and digital platforms, including customer experience and customer relationship management platforms. Upgrades included native support for digital channels, implementation of a new campaign management system with real-time decisioning capabilities, and the introduction of advanced solutions such as best-in-class chatbots, digital care, and digital listening platforms. Additionally, the groundwork was laid for a call centre speech analytics solution.

Umniah launched an eKYC initiative aimed at enhancing operational efficiency and improving the customer experience that has significantly reduced customer processing times.

Looking ahead, Umniah plans to further enhance the eKYC process by expanding the range of documents accepted for verification and continuously monitoring and improving the system's performance and security.

# Notable Initiatives by our Portfolio Companies



In 2024, Dhiraagu, achieved several significant milestones in its digitalisation journey, aligning with both internal corporate Dhiraagu has delivered a number of key customer service initiatives this year, including the completion of the first CRM project phase for B2C mobile services, enhanced eKYC processes, and improved customer account management. Customers are now able to change plans, replace SIM cards, and activate eSIMS without needing to visit a retail site. These milestones contribute to improved customer satisfaction and an increase in customers using digital means for service and support.

## BEYON Solutions

Beyon Solutions has completed a number of impactful projects this year, designed to directly benefit its customers. These include expanded cloud services for government and private sector clients, AI and automation integration for retail clients, customised IT training for healthcare providers, and energy optimisation for a government data centre.

These projects reflect Beyon Solutions' commitment to driving digital transformation in Bahrain, helping our customers stay competitive, efficient, and sustainable in an ever-evolving tech landscape.

## BEYON Money

Beyon Money was this year granted Retail Payment and Clearing Settlement Provider (RPCSP) and Stored Value Facility (SVF) licenses by the Central Bank of the United Arab Emirates (CBUAE). This achievement marks a significant milestone, reflecting the dedication and relentless efforts of the entire team, who have consistently engaged with regulators over the past two years. The company is proud to be the first Bahrain-based fintech to secure a license from the CBUAE and remains the only fintech in the UAE to hold licenses from both the CBUAE and Abu Dhabi Global Market's Financial Services Regulatory Authority (ADGM/FSRA).

Looking ahead, Beyon Money aims to expand by launching innovative projects such as AI-driven financial tools, and new products such as competitive savings options, advanced payment solutions, digital wealth management tools, and loyalty programmes, all designed to meet evolving customer needs and establish Beyon Money as a comprehensive financial ecosystem.

## BEYON Cyber

Beyon Cyber understands that the quality and reliability of digital products and services is crucial for maintaining customer satisfaction and trust. As such, the company prioritises the customer experience through testing and quality assurance, and direct customer engagement to address any issues they might encounter.

Through this commitment to customer service, the delivery of personalised cybersecurity reports, and the introduction of the automated Beyon Cyber customer help desk, the company has seen a significant 55% year-on-year customer growth.



### Accessibility and Digital Inclusion

We adhere to the belief that everyone has the right to digital services. Therefore, we aim to keep expanding our reach and availability to ensure safe and reliable access to the connected world for everyone in the areas we serve..

In 2024, Beyon has focused on enhancing digital inclusion and saw key achievements with initiatives such as digital literacy training for underserved communities and collaboration with the Bahraini government to enhance e-government service accessibility. These initiatives align with Bahrain's Vision 2030 and support the digital empowerment of local businesses through affordable digital tools and educational partnerships.

# Notable Initiatives by our Portfolio Companies

## BEYON Connect

At Beyon Connect, digital platforms and services are designed to minimise the need for physical attendance by offering a suite of mobile apps with accessible designs and user-friendly interfaces. The use of leading facial biometrics technology also supports device users with disabilities while reducing the potential for fraud. The company also offers a range of online and community programmes designed to enhance digital literacy, and regularly engages with its users to gather feedback for service improvements.

Beyon Connect employs several key strategies to make its services accessible and affordable to low-income and underserved communities. These include tiered pricing models, subsidies via collaboration with governmental agencies and non-profits, community outreach and education, localised solutions, and the provision of scalable and cost-effective digital technologies that dramatically reduce the cost-of-service delivery for governments.

Through these strategies, Beyon Connect strives to bridge the digital divide and provide equitable access to digital services for all communities, regardless of income level.

The company also continued its focus on facilitating connectivity for low-income and under-served communities, including digital infrastructure investment and the adoption of localised solutions and innovative technologies such as cloud computing and open-source platforms. Through these strategies, Beyon Connect strives to bridge the digital divide and provide equitable access to digital services for all communities, regardless of income level.

## Batelco by Beyon

Batelco by Beyon is committed to delivering innovative solutions that empower our communities with seamless and reliable connectivity. In 2024, the company focused on strengthening its network infrastructure to meet the growing demand for high-quality, high-speed internet services.

To enhance user experience, the company has expanded its caching infrastructure, enabling more content to be served locally. This reduces latency, improves access times for popular services, and optimises international bandwidth usage, reflecting a commitment to sustainable digital growth.

The company has also made significant investments in international connectivity by increasing uplinks and optimising data routing. These efforts ensure faster and more reliable access to global content, providing a seamless experience for users and supporting critical online applications.

As part of its mission to drive digital inclusion, Batelco continues to expand connectivity to underserved areas, ensuring that all communities benefit from the opportunities of the digital economy.

In addition to its infrastructure expansion, the company has launched initiatives tailored to individuals with special needs, offering them the lowest available price packages. Exclusive expat packages with added benefits have also been introduced, along with a new, affordable device bundle for expats.

Batelco has further strengthened its Device Trade-In programme to support digital inclusion through expanded efforts. Moreover, in collaboration with the Ministry of Education, Batelco offers students affordable broadband and device packages to facilitate digital learning.

Through these strategic advancements, Batelco is paving the way for a future where connectivity is not only faster but more accessible, sustainable, and impactful for individuals, businesses and communities alike.



In line with its vision, 'Enriching lives through digital services', Dhiraagu expanded its full fibre broadband reach to 45 additional inhabited islands, reaching 100% of national households. Enabling highspeed fibre broadband services across the nation, and offering the same speeds, same prices and same packages at the same quality of service across both urban and rural areas represents a milestone achievement. Dhiraagu is proud to be the first operator to create such a comprehensive infrastructure. Also in 2024, the company expanded its 5G reach to additional inhabited islands, reaching 61% of the population.

## **BEYON Solutions**

Beyon Solutions has made significant progress in promoting digital inclusion this year, with initiatives including:

- New digital literacy training programmes to equip underserved communities in Bahrain with essential digital skills.
- Collaboration with the Bahraini government to improve access to e-government services, including those in remote areas.
- The introduction of affordable digital tools for SMEs to help them embrace digital transformation.
- Partnerships with educational institutions to provide students with cutting-edge technologies and training resources, ensuring they're equipped for the future workforce.
- A new student trainee programme, offering hands-on experience for young Bahraini talent in the tech field.

These efforts reflect Beyon Solutions' commitment to help everyone in Bahrain thrive in the digital age, supporting national goals and embracing the region's push towards digital transformation.

Community Development

Our Corporate Social Responsibility (CSR) policy is designed to advance Bahrain’s economic, social, and environmental objectives by channelling investments into community programmes that align with the UN SDGs.

Beyon has an approved donations amount targeted towards supporting programmes and initiatives, in line with the approved Donations and CSR strategy, which focuses on four main pillars: education, youth & sport, health, and community.

Our CCS is responsible for handling and managing donation requests, and making recommendations that are aligned with the approved strategy and in accordance with the authority matrix.

Volunteering is an important part at Beyon, and we encourage team members to engage in volunteering activities through bespoke programmes, skill-based volunteering, community partnerships and employee engagement and recognition. In 2024, 804 employees donated a total of 2,686<sup>10</sup> hours to valuable community causes, while the number of CSR projects increased by 150%.

Education

Our education partnerships foster collaboration and mutual support with institutions to benefit students and therefore the wider community. The Beyon Scholarship Programme, in partnership with the American University of Bahrain, is now in its fourth year. The company offers an all-inclusive scholarship for a four-year undergraduate program at the university. Beyon Scholarship Programme affirms our commitment to supporting local talent and education.

Youth & sports

Through different partnerships, we encourage young people to adopt dynamic lifestyles and enhance community spirit through shared activities. Beyon has been involved in numerous events and initiatives, including the Bahrain Football Federation, IRONMAN, Bahrain International Circuit, the Bahrain International Airshow and HM The King’s Golf Club Tournament.

Beyon has also established a state-of-the-art staff centre, Centraal, which provides both the Bahraini community and Beyon team members with access to premium gym and sports facilities, supporting their physical and mental well-being. In 2024, Centraal hosted over 50 academy training sessions per month, covering disciplines such as basketball, gymnastics, football, bootcamps, tennis, and jiu-jitsu. The centre also accommodated multiple corporate and school events, including cricket tournaments, large-scale sports days, and regular football pitch rentals. Additionally, Centraal facilitated approximately 10 padel court bookings per month, eight internal company bookings per month, and eight additional reservations for birthday parties, corporate events, and facility rentals per month.



Number of CSR projects

Number of volunteers

2024 2023

<sup>10</sup>This value covers Beyon Group except Sure

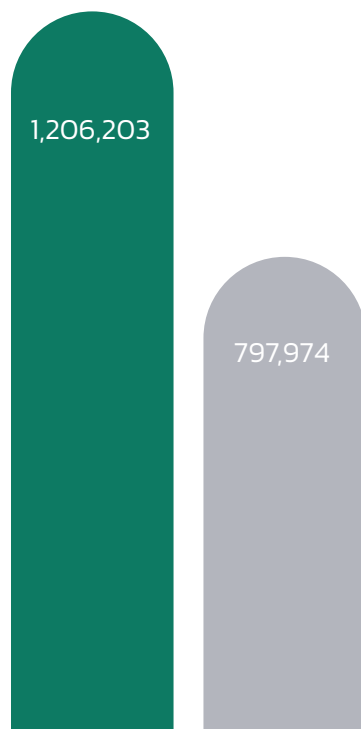


### Health

Beyon has contributed BHD 100,000 to the Bahrain Defense Force Royal Medical Services as part of its health partnerships, aimed at supporting the Kingdom's health sector and related initiatives.

### Community

Beyon has partnered with many organisations, including: Royal Lifesaving Bahrain, which promotes the safe enjoyment of recreation in water; Al Rahma Society, which strives to help families in need; Shaikh Ebrahim Centre, which supports cultural research and activities around our Bahraini heritage; and Sandooq Al Zakat, which supports projects that contribute to social solidarity and philanthropic activities. These partnerships are designed to create a thriving and interconnected community ecosystem.



# 51%

increase in Community Investment

Community investment

● 2024 ● 2023

# Notable Initiatives by our Portfolio Companies



Umniah established four key pillars in its CSR strategy to support communities across Jordan: Education, Health, Community, and Youth and Sports. Through a dedicated CSR Umniah plans to focus on these four pillars for the next five years, setting targets that are publicly disclosed.

## **Umniah's Forsa Project**

From 2021 to 2024, Umniah's Forsa Project focused on rehabilitating playgrounds in public schools across Jordan, in partnership with the Ministry of Education and Madrasati Initiative. The project has rehabilitated 24 playgrounds, directly benefiting 16,000 students and indirectly benefiting approximately 66,000 people.

This achievement aligns with Umniah's corporate purpose of enhancing community infrastructure and supports its objectives of contributing positively to the educational environment in Jordan, fostering safe and engaging spaces for children.

Looking ahead, Umniah plans to expand the Forsa Project to include a further 26 schools, focusing on underserved governorates with high student populations and limited access to recreational spaces. The company also plans to launch community involvement initiatives to maintain the rehabilitated playgrounds, and integrate structured sports programmes by collaborating with sports organisations to introduce activities to the rehabilitated playgrounds, enhancing the overall impact of the playground improvements.

## **Umniah's UVolunteer Programme**

Since 2020, the UVolunteer Programme at Umniah has encouraged employee participation in community service. Developed in collaboration with Nahno, a Crown Prince Foundation initiative, the UVolunteer Programme provides structured volunteer opportunities that allow Umniah employees to contribute meaningfully to various causes across Jordan.

The initiative is a key component of Umniah's Corporate Social Responsibility strategy, promoting values of communication, giving, and unity. By supporting civil societies active in education, health, and environmental sustainability, Umniah is actively contributing to UN SDGs related to Quality Education (SDG 4), Reduced Inequalities (SDG 10), and Partnerships for the Goals (SDG 17).

The programme has been recognised at a national level as a leading corporate initiative that bridges the private sector with grassroots community efforts, serving as a blueprint for other companies aiming to incorporate employee volunteerism into their CSR strategies.

In 2024, in partnership with the Forsan Al-Madina Association and Nahno platform Umniah launched a tree planting campaign in Karak as part of the UVolunteer program. Volunteers planted 100 Chinaberry trees to expand green spaces and improve air quality, each tree also absorbs about 21 kilograms of carbon dioxide annually. Also, as part out programme, Umniah's CEO and Senior Leadership Team volunteered to pack and distribute hot meals to in need at the Grand Hussein 1000 person in need Mosque Square in downtown Amman.

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**Umniah won the Best CSR Initiatives Award from International Business Magazine for 2024**



The Sure Community Foundation, a registered charity, has donated over GBP400,000 to important causes since it was launched in 2012. It is managed by trustees comprising Sure employees, and is funded through employee and business donations, as well as regular fundraising events such as quiz nights, meat draws and soup kitchens.

The company's biggest individual donation to date was a gift of GBP15,000 to the Ron Short Centre, to support in the development of the Enabling Technology Suite. This is part of a larger programme designed to provide the dignity of work to those who cannot access the wider job market, and to help everyone to lead a more independent and meaningful life. The Sure Enabling Technology Suite provides training in technologies that empower people with disabilities to take as full a role in our community as possible. The suite is being built with full accessibility in mind, featuring a variety of specialist hardware and software.



**dhiraagu**

Dhiraagu Maldives Road Race is the largest race held in the Maldives dedicated to the theme "Help Protect Children", bringing people and communities together to support NGOs working in the area of child protection. The 2024 race saw more than 4,000 registered runners take part, contributing a total MVR680,850 to 12 partnered NGOs, and raising vital awareness for this important cause.

This initiative aligns closely with Dhiraagu's ambition to inspire and empower people. And as a single-use plastic free event, it promotes environmental awareness, provides opportunities for small local businesses to showcase their products, and reinforces the importance of physical fitness and community cohesion in line with both national development strategies and global trends towards building healthier societies.



Batelco by Beyon has partnered with Injaz Bahrain, whose aim it is to empower young people to own their economic success and be prepared for today's business challenges.

Through this collaboration, Batelco and Injaz Bahrain have introduced a variety of programs aimed at fostering entrepreneurial skills, leadership, and financial literacy among youth:

1. **Entrepreneurship Master Class:** This programme offers a unique opportunity for aspiring entrepreneurs to learn directly from real-life entrepreneurs who share their experiences through a series of engaging enterprise challenges.
2. **More Than Money:** A financial literacy program designed to prepare students to become successful entrepreneurs in the future. Through the program's activities, students will be able to learn the basic steps of starting and running a business.
3. **Ourselves:** The program provides students with a fundamental introduction to personal economics and the choices consumers make to meet their needs and wants. The program also introduces students to the role of money in society while providing them with practical information about earning, saving, and sharing money.
4. **Our Families:** Students introduced to the intersection of entrepreneurship, including how family members' jobs and businesses contribute to the wellbeing of the family. Further, it introduces students to the concept of needs and wants and investigates the ways families plan for and acquire goods and services.
5. **Innovation Camp:** A one-day workshop where students solve real business challenges using creativity, teamwork, and critical thinking. They develop leadership, problem-solving, and presentation skills through hands-on activities and guidance from corporate volunteers.

# Nurturing the Environment

**Beyon recognises its responsibility to contribute to a stronger and more resilient planet, and we are committed to reducing our environmental impact through actions such as reducing energy consumption and waste, promoting energy efficiency and switching to renewable sources of energy and materials.**

## Energy and Climate Change

Beyon’s sustainability targets align with the Kingdom’s vision of achieving net-zero emissions by 2060. A core strategy in this journey is investing in clean energy.

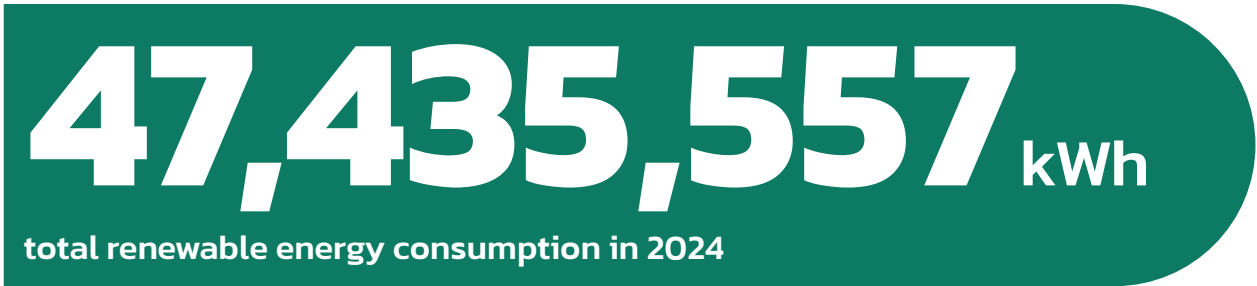
Beyon is proud to have been awarded the ‘ESG Excellence Achievement Award’ by the MEA Business Technology Achievement Awards for its numerous sustainability milestones. These include internal emission reduction targets, energy efficiency improvement targets, internal and external environmental education initiatives to enhance sustainable practice, and the transition to a circular economy model that focuses on recycling, reusing materials, and reducing waste in operations.

Material Topics

Energy & Climate Change  
Water & Waste Management

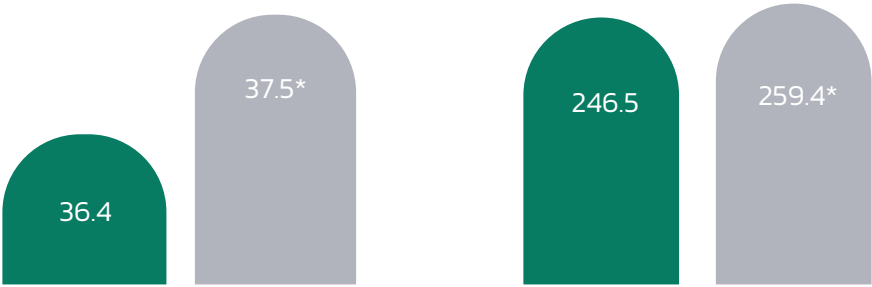






Key initiatives include a significant reduction in carbon footprint achieved by Beyon’s Solar Park powering one of the company’s tier III data centres, and the introduction of dry robotic cleaning for over 6,300 solar panels daily, with no need for human intervention. Also contributing to ESG excellence is the company’s off-grid mobile sites – the first in the region – which are powered exclusively by solar and wind energy. Beyon’s has continued expanding its ‘Recycle it Right’ campaign that focuses on recycling office waste properly.

Beyon uses 2023 as a base year from which to monitor and measure energy consumption and emissions. In 2024, we reduced our electricity usage and a total of 29% of our power demands were met by renewable energy.



GHG Emissions intensity (tCO2e/employee)

Energy Intensity (GJ/employee)

\*2023 data is restated to cover Beyon Group

2024 2023

**Highlight Story:****The GCC ESG Telecommunications Alliance**

The GCC ESG Telecommunications Alliance Memorandum of Understanding (MoU) aims to use the strength of the seven GCC regional telcos to advance sustainability in the region with a focus on climate action. The partnership is designed to foster a close collaboration between regional GCC telcos, aimed at collectively addressing environmental challenges such as climate change, and propelling the sustainability agenda forward across the region through knowledge exchange and innovative solutions development.

The MoU partnership is guided by a framework that is tailored and designed to focus on key strategic plans and objectives for the year ahead. It is built collaboratively with inputs from all MoU partnership members to reflect parties' current priorities.

For 2023–2024, the framework was focused on driving innovative power solutions that are tailored to the needs of the ICT and telecommunication industry and the GCC region. By exploring cutting-edge technologies and alternative energy sources, the framework aims to mitigate risks such as rising fuel costs and increasing emissions, while enhancing sustainability. Since joining the GCC Alliance of Telecom Operators in 2022, Beyon has actively engaged in addressing regional environmental challenges and promoting sustainability.

In 2023, the Alliance, including leading telecom operators from Bahrain, Saudi Arabia, the UAE, Oman, and Qatar, along with partners such as Nokia and Intel, launched The Innovation Hub. The GCC Sustainability Innovation Hub, established at the influential COP28, serves as a testament to the collaborative spirit of the Gulf Cooperation Council's telecommunications sector. This initiative focuses on developing and deploying innovative, cost-effective, and reliable power solutions sourced from renewables. The aim is to help telecom operators decrease their dependence on traditional fuels and transition towards a more sustainable, eco-friendly future.

The Hub quickly positioned itself as a leader by hosting discussions and pilot projects that explore sustainable power solutions and green technologies. In addition to garnering attention from operators in 39 countries, the Hub facilitates a unique exchange of ideas and best practices aimed at achieving net-zero emissions and operational cost reductions.

**Highlight Story:****Expanding Beyon's Renewable Energy Portfolio**

Building on the success of its solar park at Beyon Data Oasis, Beyon is continuing development of its Hamala DC solar park, which will boast a 15 MW capacity and produce 2.5 GWh of electricity every year, reducing Batelco's data centre carbon footprint by 1,778 tCO<sub>2</sub>e annually.

The implementation of this solar park leveraged an on-grid system in collaboration with the Electricity and Water Authority (EWA) and adopted a net metering approach. This strategy allows seamless integration of renewable energy into the grid while maximising efficiency and sustainability.

To ensure the highest impact, the solar park was uniquely designed for high-voltage (HV) termination, which sets it apart from the more common low-voltage (LV) systems. This HV configuration enhances energy distribution efficiency and supports larger-scale operations, reflecting the complexity and sophistication of this initiative.

Spanning approximately 12,200 square metres, the solar park is equipped with 2,588 advanced solar panels. Additionally, the park incorporates robotic cleaning technology driven by AI and IoT capabilities. This system enables daily cleaning of panels without human intervention or water consumption, optimising energy generation while conserving critical resources.

Cumulatively, Beyon's renewable energy portfolio now generates 5.1GWh annually. Looking ahead, Beyon remains steadfast in its commitment to achieve 40% of the company's total energy consumption from renewable and sustainable sources. By advancing these efforts, the company aims to further solidify its position as a regional leader in renewable energy innovation.

# Notable Initiatives by our Portfolio Companies



At Batelco by Beyon, multiple initiatives have been deployed around clean energy solutions, including solar power and energy-efficient technologies such as radio enclosures and inverter cooling across facilities. Automated Building Management systems ensure optimal energy use in Batelco's main office locations.

Building on the success of its solar park at Beyon Data Oasis, Batelco is continuing development of its Hamala DC solar park, which will boast a 1.5 MW capacity and produce 2.5 GWh of electricity every year, reducing Batelco's carbon footprint by 1,778 tCO<sub>2</sub>e annually.

Batelco also operates the region's inaugural off-grid mobile site, fuelled by solar and wind energy. Completely detached from conventional energy sources, the site operates solely on vertical wind turbines and solar panels, mitigating the need for the utility grid and diesel generators. This shift results in an annual reduction of 280 tCO<sub>2</sub>e in carbon footprint and conserves 400 MWh of energy per site.



Sure has embarked on a strategic initiative to reduce its carbon footprint significantly by installing a series of small photovoltaic (PV) arrays at various Sure Exchanges in Guernsey. These installations primarily aim to offset energy consumption within the exchanges themselves, while also having the capability to export surplus energy to the community grid during peak sunshine hours. Despite the systems being relatively new – with some arrays being less than a year old – they have already generated over 21 MWh of electricity. Based on the solar hours recorded, further positive output is anticipated throughout 2025.

Looking forward, Sure intends to install an additional 200 kWp array at Centenary House in Guernsey, which would serve to offset power consumption for office spaces or data centres. By the first quarter of 2025, with six sites already producing power and the seventh coming online, Sure will be well-placed to provide detailed reports on power generation, carbon offsetting, and return on investment forecasts, although the systems are expected to pay for themselves within five years.

However, Sure's approach to reducing its carbon footprint extends beyond solar energy. The company has replaced its legacy heating systems with heat pump technology that eliminates the need for fossil fuels in heating office spaces and water, achieving a 100% reduction in burning fossil fuels for these purposes. Additionally, Sure has upgraded its uninterruptible power supply (UPS) systems, which are now over 18% more efficient than the previous systems and require significantly less cooling, resulting in a 30% reduction in energy consumption.

These initiatives are part of a broader strategy to enhance energy efficiency and move towards self-generation of power, thereby reducing reliance on high-carbon electricity. With Guernsey being supplied by 91% low-carbon electricity, the goal to become power carbon neutral by 2030 is realistic.



Umniah's solar energy projects in Jordan represent one of the largest initiatives in the region. The solar farms first went live in 2019 and became fully operational in 2020, generating approximately 50% of their required power. By 2021, Umniah expanded the number of solar farms, which led to a significant 50% increase in renewable energy production compared to the previous year. By the end of 2024, these installations are expected to supply around 39% of Umniah's total energy needs. Additionally, Umniah installed Jordan's first solar PV parking at its headquarters in 2012 with a capacity of approximately 96 KWp, and similarly equipped its warehouse overhang with around 90 KWp, which covers 100% of its energy bill.

In 2024, Umniah completed several further energy-saving initiatives, which together accounted for an accumulated saving of about 1.3GWh. These initiatives span various technologies and infrastructure improvements, including shutting down 3G F1 Carriers, deploying Ericsson's AI tools, rolling out AI-powered MIMO sleep features, intelligently shutting down RF channels, and upgrading power and cooling systems. Additionally, Umniah has strategically deployed solar solutions at nine sites to diminish reliance on grid power and enhanced eight off-grid sites with solar layers to decrease diesel consumption by generators.

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**Umniah owns four solar farms with a capacity of 14.8MW and production of around 36GWh.**



Dhiraagu has been a leader in renewable energy adoption in the Maldives, with a focus on solar power to reduce dependency on fossil fuels.

Dhiraagu has developed the largest solar power footprint in the country, and their solar initiatives began out of necessity to power networks on islands lacking electricity. This renewable energy push not only reduces costs but also helps to lower carbon emissions, contributing to the country's broader climate goals. Furthermore, Dhiraagu has partnered with the UNDP for the "Drones for Resilience" project, which maps coastal areas to assess the impacts of erosion and climate change, providing crucial data for infrastructure development and environmental protection.

By 2025, Dhiraagu aims to achieve 23% of its energy consumption from solar renewables. Already, the company has achieved 20%, marking an emissions decrease of more than 600 tCO<sub>2</sub>e a year.

## Water and Waste Management

Beyon is committed to managing its resources responsibly and efficiently. It puts circular economy principles at the heart of its initiatives, and focuses heavily on water conservation, since many of the operations of Beyon and its subsidiaries are in areas of water scarcity.

We conduct regular water audits. Water for all our premises is supplied by EWA and monitored through smart meters. These meters provide precise utilisation data for each location, enabling us to manage resources more efficiently and sustainably. In 2024, Beyon used 54,557 <sup>11</sup>m<sup>3</sup> of water.

Through our water recycling programme, we treat and repurpose up to 15,000 m<sup>3</sup> of water from a sewage plant to be used for irrigation. We also work with suppliers to reduce water usage and explore sustainable alternatives wherever possible

As part of its strategic objective to adopt circular economy practices, Beyon has partnered with Nidduki to process its recyclable waste items and recover materials for reuse, thus reducing landfill waste. Beyon segregates its waste by material type – including plastic, cardboard and paper, and metal– which is then collected and sorted by Nidduki, which follows strict recycling protocols.

Beyon has also signed an agreement with Mazad Bahrain, the Kingdom's leading auction services provider. Through Mazad's auction platform, Beyon is able to sustainably dispose of surplus equipment and e-assets that are no longer in use. By selling on unwanted equipment, we are able to extend its life cycle and keep assets in economically viable loops, thereby reducing waste and materials sent to landfill.

### Highlight Story:

#### Robotic Solar Cleaning

Beyon has further enhanced the sustainability of its solar park by deploying dry cleaning robots to its 6,300 solar panels. These robots play a crucial role in maintaining the efficiency and longevity of the solar panels, eliminating the need for water in the cleaning process.

The initiative saves up to 200,000 litres of water annually and increases solar system efficiency by 14%. Additionally, the use of robots has more than halved the frequency of manpower site visits, therefore reducing gasoline consumption and reducing emissions.

This initiative demonstrates how Beyon's commitments extends beyond the present, envisioning a cleaner and better living environment for the future. These measurable impacts underscore our dedication to providing sustainable services to our customers while actively safeguarding and preserving our environment for all.

### Highlight Story:

#### Beyon Renews Partnership with Ericsson to Support its Sustainability and Circular Economy Practices

Beyon has partnered with Ericsson to enhance sustainability efforts, utilising Ericsson's expertise in environmental practices. A key initiative is the "Ericsson Product Take-Back Programme", which addresses e-waste through product optimisation and safe recycling, minimising environmental impact. Through the partnership Ericsson has also conducted sessions on climate action and net zero strategies, enabling Beyon to adopt sustainable network solutions that improve energy efficiency. This collaboration supports Beyon's goal of achieving net zero emissions and implementing responsible recycling practices for electronic waste.

- 1) An energy reduction of 30% was achieved on pilot site through innovative technology.
- 2) A total of 4 sustainability sessions were provided to the team lead by Ericsson's global experts.
- 3) Launched the E-waste recycling initiative under Ericsson product take back program.

<sup>11</sup>The number covers Beyon Group except Umniah

# Notable Initiatives by our Portfolio Companies



During the launch of the iPhone 16, Batelco by Beyon announced a device trade-in service – available through all Batelco channels – that covers all electronic devices, including mobile phones, laptops, tablets, computers and gaming consoles. This service reduces electronic waste and keeps valuable materials out of landfill.

The company is working closely with major device manufactures to make trade-in a general practice whenever a retail customer arrives to a point of sale purchasing a new smart phone, and has a target of 20% trade-in transactions on all device purchases, which will contribute widely to environment protection and sustainability.



Dhiraagu plays a vital role in preserving the natural beauty of the Maldives, where clean beaches, clear water, and vibrant reefs are essential to both the environment and the economy. We have implemented waste management initiatives, including leading efforts to reduce single-use plastics across the company.

Dhiraagu's environmental and social management system ensures that all projects are screened for environmental impacts, with an emphasis on minimising waste.

# Appendices

## Appendix (1): Data Tables

### Business with Integrity

#### Business Ethics and Governance

| Governance                                                                                                                                                      | Unit       | 2023 | 2024 | Scope and Boundary                                                                                                 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------|------|--------------------------------------------------------------------------------------------------------------------|
| <b>Board of Directors Composition &amp; Diversity</b>                                                                                                           |            |      |      |                                                                                                                    |
| Total number of board members                                                                                                                                   | Number     | 53   | 54   | Covers Beyon Group                                                                                                 |
| Total number of independent members                                                                                                                             | Number     | 37   | 45   |                                                                                                                    |
| Total number of non-independent members                                                                                                                         | Number     | 16   | 9    |                                                                                                                    |
| Total number of executive members                                                                                                                               | Number     | 4    | 1    |                                                                                                                    |
| Total number of non-executive members                                                                                                                           | Number     | 49   | 53   |                                                                                                                    |
| Total board seats occupied by women                                                                                                                             | Number     | 8    | 9    |                                                                                                                    |
| <b>Committee Chairs</b>                                                                                                                                         |            |      |      |                                                                                                                    |
| Total number of Committee chairs                                                                                                                                | Number     | 8    | 10   | Umniah, Sure, Dhiraagu, Beyon Money, and Batelco are covered                                                       |
| Committee chairs occupied by men                                                                                                                                | Number     | 6    | 8    |                                                                                                                    |
| Committee chairs occupied by women                                                                                                                              | Number     | 2    | 2    |                                                                                                                    |
| <b>Internal Audit and Compliance</b>                                                                                                                            |            |      |      |                                                                                                                    |
| Total number of non-monetary sanctions                                                                                                                          | Number     | 0    | 0    | For year 2023 Umniah, and Dhiraagu are covered<br>For year 2024 Umniah, Dhiraagu, and Beyon Money are covered      |
| Total amount of legal and regulatory fines and settlements <sup>1</sup>                                                                                         | Number     | 1    | 1    | For year 2023 Umniah, Dhiraagu, and Batelco<br>For year 2024 Umniah, Dhiraagu, Beyon Money and Batelco are covered |
| Confirmed incidents of anti-competition                                                                                                                         | Number     | 0    | 0    | For year 2023 Umniah, and Dhiraagu are covered                                                                     |
| Employees dismissed and/or disciplines for anti-competition                                                                                                     | Number     | 0    | 0    | For year 2024 Umniah, Dhiraagu, and Beyon Money are covered                                                        |
| Operations assessed for risks related to anti-competition                                                                                                       | Number     | 0    | 0    | For year 2023 Dhiraagu is covered<br>For year 2024 Dhiraagu, and Beyon Money are covered                           |
| Number of inquiries, complaints, or issues received by the Internal audit office through an internal monitoring or reporting system                             | Number     | 17   | 30   | For year 2023 Umniah, and Dhiraagu are covered                                                                     |
| Percentage of inquiries, complaints, or issues received by the internal audit office through an internal monitoring or reporting system that were substantiated | Percentage | 24%  | 21%  | For year 2024 Umniah, Dhiraagu, and Beyon Money are covered                                                        |

| Governance                                                                                                                                       | Unit       | 2023 | 2024 | Scope and Boundary |
|--------------------------------------------------------------------------------------------------------------------------------------------------|------------|------|------|--------------------|
| Anti-Corruption & Discrimination                                                                                                                 |            |      |      |                    |
| Total number of operations assessed for risks related to corruption                                                                              | Number     | 0    | 3    | Covers Dhiraagu    |
| Percentage of operations assessed for risks related to corruption                                                                                | Percentage | 0%   | 43%  |                    |
| Total number of confirmed incidents of corruption                                                                                                | Number     | 0    | 0    |                    |
| Total number of confirmed incidents in which employees were dismissed or disciplined for corruption                                              | Number     | 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    |                    |
| Employees dismissed and/or disciplines for corruption                                                                                            | Number     | 0    | 0    |                    |
| Operations assessed for risks related to corruption                                                                                              | Number     | 0    | 3    |                    |
| Incidents of discrimination                                                                                                                      | Number     | 0    | 0    |                    |
| ¹Settlement decision agreed between the TRA and Batelco                                                                                          |            |      |      |                    |

| Board of Directors Training & Evaluation                                                                                                         | Unit       | 2023 | 2024 | Scope and Boundary |
|--------------------------------------------------------------------------------------------------------------------------------------------------|------------|------|------|--------------------|
| Total number for training hours delivered to board members                                                                                       | Hours      | 18   | 18   | Covers Dhiraagu    |
| Average number of training hours delivered to board members                                                                                      | Hours      | 2.25 | 2    |                    |
| <b>Anti-Corruption Training</b>                                                                                                                  |            |      |      |                    |
| Total number of governance body members that the organisation's anti-corruption policies and procedures have been communicated to.               | Number     | 8    | 9    | Covers Dhiraagu    |
| Percentage of governance body members that the organisation's anti-corruption policies and procedures have been communicated to.                 | Percentage | 100% | 100% |                    |
| Total number and percentage of governance body members that have received training on anti-corruption, broken down by region.                    | Number     | 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    |                    |

**Business Continuity and Enterprise Risk Management****Economic Performance**

| Finance                          | Unit       | 2023                | 2024     | Scope and Boundary |
|----------------------------------|------------|---------------------|----------|--------------------|
| Revenues                         | BHD ('000) | 424,904             | 459,985  | Covers Beyon Group |
| Operating Costs                  | BHD ('000) | -320,939            | -350,488 |                    |
| Employee wages and benefits      | BHD ('000) | -55,518             | -60,577  |                    |
| Payments to providers of capital | BHD ('000) | 53,792              | 64,538   |                    |
| Community investment             | BHD ('000) | 797,974             | 1,206    |                    |
| Total tax paid                   | BHD ('000) | -8,932 <sup>1</sup> | -9,578   |                    |
| Net profit                       | BHD ('000) | 72,049              | 72,755   |                    |
| Pre-tax profit                   | BHD ('000) | 90,968              | 94,465   |                    |

<sup>1</sup>2023 restated due to clerical error**Supply Chain Management**

| Suppliers                                                                                                | Unit       | 2023                     | 2024        | Scope and Boundary                                                                                                                                                                                                                           |
|----------------------------------------------------------------------------------------------------------|------------|--------------------------|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Supply Chain Management – Procurement Activities</b>                                                  |            |                          |             |                                                                                                                                                                                                                                              |
| Total number of suppliers                                                                                | Number     | 6,045                    | 7,587       | For year 2023 Dhiraagu, Umniah, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions are covered<br>For year 2024 Sure, Dhiraagu, Umniah, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions are covered |
| Total number of local suppliers                                                                          | Number     | 3,947 <sup>1</sup>       | 4,646       | Covers Dhiraagu, Umniah, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions                                                                                                                                               |
| Percentage of local suppliers                                                                            | Percentage | 65% <sup>1</sup>         | 61%         |                                                                                                                                                                                                                                              |
| Total spending on suppliers and contractors                                                              | BHD        | 245,752,457 <sup>1</sup> | 271,509,761 | For year 2023 Dhiraagu, Umniah, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions are covered<br>For year 2024 Sure, Dhiraagu, Umniah, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions are covered |
| Spending on locally based suppliers and contractors                                                      | BHD        | 87,053,409 <sup>1</sup>  | 127,746,863 | Covers Dhiraagu, Umniah, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions                                                                                                                                               |
| Percentage of spending on local suppliers                                                                | Percentage | 35% <sup>1</sup>         | 47%         |                                                                                                                                                                                                                                              |
| <b>Supply Chain Audits</b>                                                                               |            |                          |             |                                                                                                                                                                                                                                              |
| Number of suppliers that are subject to environmental audits <sup>2</sup>                                | Number     | 0                        | 15          | Covers Dhiraagu                                                                                                                                                                                                                              |
| Percentage of new suppliers that were screened using environmental criteria <sup>2</sup>                 | Percentage | 0%                       | 100%        |                                                                                                                                                                                                                                              |
| Number of suppliers identified as having significant actual and potential negative environmental impacts | Number     | 0                        | 0           |                                                                                                                                                                                                                                              |
| Suppliers with which relationships were terminated as a result of audit                                  | Number     | 0                        | 0           |                                                                                                                                                                                                                                              |
| Number of suppliers that are subject to social audits <sup>2</sup>                                       | Number     | 0                        | 15          |                                                                                                                                                                                                                                              |
| Percentage of new suppliers that were screened using social criteria <sup>2</sup>                        | Percentage | 0%                       | 100%        |                                                                                                                                                                                                                                              |
| Number of suppliers identified as having significant actual and potential negative social impacts        | Number     | 0                        | 0           |                                                                                                                                                                                                                                              |

<sup>1</sup>Numbers restated due to recalculation.<sup>2</sup>Dhiraagu conducts E&S screening for eligible projects with potential environmental and social impacts, such as civil and solar projects. A total of 15 suppliers underwent E&S screening, including 14 civil projects and 1 solar panel purchase.

## Empowering our People

### Talent Attraction Retention and Development

| New Hires & Turnover                                               | Unit   | 2023             | 2024 | Scope and Boundary                                                                                  |
|--------------------------------------------------------------------|--------|------------------|------|-----------------------------------------------------------------------------------------------------|
| Total number of new employees who joined the organisation          | Number | 464 <sup>1</sup> | 598  | Covers Beyon Group                                                                                  |
| Total number of new employees who joined the organisation (female) | Number | 175 <sup>1</sup> | 223  |                                                                                                     |
| Total number of new employees who joined the organisation (male)   | Number | 289 <sup>1</sup> | 375  |                                                                                                     |
| Total number of new employees who joined the organisation (18–30)  | Number | 291 <sup>1</sup> | 355  | Dhiraagu, Umniah, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions are covered |
| Total number of new employees who joined the organisation (30–50)  | Number | 84 <sup>1</sup>  | 157  |                                                                                                     |
| Total number of new employees who joined the organisation (51+)    | Number | 4                | 5    |                                                                                                     |
| Total number of employees who left the organisation                | Number | 525              | 476  | Covers Beyon Group                                                                                  |
| Total number of employees who left the organisation (female)       | Number | 206              | 157  |                                                                                                     |
| Total number of employees who left the organisation (male)         | Number | 319              | 319  |                                                                                                     |
| Total number of employees who left the organisation (18–30)        | Number | 239              | 220  | Dhiraagu, Umniah, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions are covered |
| Total number of employees who left the organisation (31–50)        | Number | 204              | 141  |                                                                                                     |
| Total number of employees who left the organisation (51+)          | Number | 11               | 48   |                                                                                                     |

<sup>1</sup> Restated due to recalculation

| Parental Leave                                                                                                                         | Unit   | 2023 <sup>1</sup> | 2024 | Scope and Boundary                                                                                  |
|----------------------------------------------------------------------------------------------------------------------------------------|--------|-------------------|------|-----------------------------------------------------------------------------------------------------|
| Total number of employees who were entitled to parental leave (female)                                                                 | Number | 199               | 392  | Dhiraagu, Umniah, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions are covered |
| Total number of employees who were entitled to parental leave (male)                                                                   | Number | 515               | 947  |                                                                                                     |
| Total number of employees who took parental leave (female)                                                                             | Number | 28                | 41   |                                                                                                     |
| Total number of employees who took parental leave (male)                                                                               | Number | 47                | 60   |                                                                                                     |
| Total number of employees who returned to work after parental leave ended (return to work) (female)                                    | Number | 27                | 37   |                                                                                                     |
| Total number of employees who returned to work after parental leave ended (return to work) (male)                                      | Number | 47                | 60   |                                                                                                     |
| Total number of employees returned from parental leave who were still employed twelve months after return to work (retention) (female) | Number | 13                | 33   |                                                                                                     |
| Total number of employees returned from parental leave who were still employed twelve months after return to work (retention) (male)   | Number | 29                | 41   |                                                                                                     |
| Employee absentee rate                                                                                                                 | Rate   | 6%                | 5%   | Dhiraagu, Umniah, and Batelco are covered                                                           |

<sup>1</sup> Restated due to recalculation

| Training and Development                                 | Unit  | 2023   | 2024   | Scope and Boundary                                                                                  |
|----------------------------------------------------------|-------|--------|--------|-----------------------------------------------------------------------------------------------------|
| Total number of trainings for females                    | Hours | 25,295 | 29,276 | Covers Beyon group                                                                                  |
| Total number of trainings for males                      | Hours | 50,967 | 52,679 |                                                                                                     |
| Total number of trainings for total workforce            | Hours | 76,263 | 81,956 |                                                                                                     |
| Total number of trainings for senior management          | Hours | 4,189  | 2,513  | Dhiraagu, Umniah, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions are covered |
| Total number of trainings for middle management          | Hours | 10,348 | 6,226  |                                                                                                     |
| Average hours of training per year per female employee   | Hours | 32.51  | 33.53  | Covers Beyon group                                                                                  |
| Average hours of training per year per male employee     | Hours | 28.71  | 28.28  |                                                                                                     |
| Average hours of training per year per employee          | Hours | 29.87  | 29.95  |                                                                                                     |
| Average hours of training per year for senior management | Hours | 35.20  | 26.89  |                                                                                                     |
| Average hours of training per year for middle management | Hours | 50.73  | 28.77  |                                                                                                     |

| Performance Review                                                                                                         | Unit       | 2023 | 2024 | Scope and Boundary |
|----------------------------------------------------------------------------------------------------------------------------|------------|------|------|--------------------|
| Percentage of total employee who received a regular performance and career development review during the reporting period. | Percentage | 98%  | 98%  | Covers Beyon Group |
| Percentage of female employees                                                                                             | Percentage | 70%  | 72%  |                    |
| Percentage of male employees                                                                                               | Percentage | 90%  | 88%  |                    |
| Percentage of senior management employees                                                                                  | Percentage | 62%  | 64%  |                    |
| Percentage of middle management employees                                                                                  | Percentage | 65%  | 67%  |                    |

| Employee Engagement and Satisfaction | Unit       | 2023             | 2024 | Scope and Boundary            |
|--------------------------------------|------------|------------------|------|-------------------------------|
| Employee satisfaction                | Percentage | 72%              | 74%  | Sure and Dhiraagu are covered |
| Employee engagement                  | Percentage | 67% <sup>1</sup> | 72%  | Covers Beyon Group            |

<sup>1</sup>Restated due to recalculation

| Employee Wages and Benefits                                                                                    | Unit       | 2023 <sup>1</sup> | 2024   | Scope and Boundary                                                                        |
|----------------------------------------------------------------------------------------------------------------|------------|-------------------|--------|-------------------------------------------------------------------------------------------|
| Proportion of basic salary/renumeration of women to men                                                        | Percentage | 95%               | 95%    | Dhiraagu, Umniah, and Batelco are covered                                                 |
| Salaries paid (includes standard elements basic pay and consolidated allowances etc.)                          | BHD ('000) | 27,438            | 28,174 | Umniah, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions are covered |
| Benefits paid (includes elements such as Pension, Gratuity, Medical Insurance, Annual Passage, Education etc.) | BHD ('000) | 7,479             | 7,976  |                                                                                           |

<sup>1</sup>Restated due to recalculation

| Processes to Remediate Negative Impacts                        | Unit   | 2023 | 2024 | Scope and Boundary                                                                          |
|----------------------------------------------------------------|--------|------|------|---------------------------------------------------------------------------------------------|
| Number of performance grievances filed in the reporting period | Number | 14   | 8    | Dhiraagu and Batelco are covered                                                            |
| Number of these performance grievances addressed or resolved   | Number | 14   | 7    |                                                                                             |
| Non-discrimination                                             |        |      |      |                                                                                             |
| Number of incidents of discrimination reported                 | Number | 0    | 2    | Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions are covered |
| Number of incidents of discrimination reviewed                 | Number | 0    | 2    |                                                                                             |
| Number of incidents of discrimination resolved                 | Number | 0    | 2    |                                                                                             |
| Note: the two cases took place in Dhiraagu                     |        |      |      |                                                                                             |

### Diversity and Equal Opportunity

| Human Capital                                     | Unit   | 2023 <sup>1</sup> | 2024  | Scope and Boundary                                                                                  |
|---------------------------------------------------|--------|-------------------|-------|-----------------------------------------------------------------------------------------------------|
| <b>Human Capital and Composition</b>              |        |                   |       |                                                                                                     |
| Full-time employees                               | Number | 2,553             | 2,736 | Covers Beyon Group                                                                                  |
| Female full-time employees                        | Number | 778               | 873   |                                                                                                     |
| Male full-time employees                          | Number | 1,775             | 1,863 |                                                                                                     |
| Part-time employees                               | Number | 28                | 19    | Sure and Dhiraagu are covered                                                                       |
| Female part-time employees                        | Number | 15                | 6     |                                                                                                     |
| Male part-time employees                          | Number | 13                | 13    |                                                                                                     |
| Permanent employees                               | Number | 1,977             | 1,924 | For year 2023 Sure, Dhiraagu, Umniah and Batelco are covered                                        |
| Female permanent employees                        | Number | 522               | 541   | For year 2024 Beyon group is covered                                                                |
| Male permanent employees                          | Number | 1,455             | 1,383 |                                                                                                     |
| Temporary employees                               | Number | 525               | 633   | Sure, Dhiraagu, Umniah, and Batelco are covered                                                     |
| Female temporary employees                        | Number | 262               | 300   |                                                                                                     |
| Male temporary employees                          | Number | 263               | 333   |                                                                                                     |
| Workers who are not employees                     | Number | 461               | 1,003 | Sure, Dhiraagu, and Batelco are covered                                                             |
| <b>Workforce by Category and Gender</b>           |        |                   |       |                                                                                                     |
| Senior Management                                 | Number | 119               | 132   | Dhiraagu, Umniah, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions are covered |
| Male employees in senior management               | Number | 101               | 111   |                                                                                                     |
| Female employees in senior management             | Number | 18                | 21    |                                                                                                     |
| Middle Management                                 | Number | 204               | 283   |                                                                                                     |
| Female employees in middle management             | Number | 45                | 72    |                                                                                                     |
| Male employees in middle management               | Number | 159               | 211   |                                                                                                     |
| <b>Workforce by Age Group</b>                     |        |                   |       |                                                                                                     |
| 18-30                                             | Number | 815               | 838   | Covers Beyon Group                                                                                  |
| 31-50                                             | Number | 1,576             | 1,637 |                                                                                                     |
| 51+                                               | Number | 213               | 250   |                                                                                                     |
| <b>Workforce by Nationality</b>                   |        |                   |       |                                                                                                     |
| Number of full-time national employees            | Number | 2,052             | 2,142 | Dhiraagu, Umniah, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions are covered |
| Female national employee                          | Number | 692               | 749   |                                                                                                     |
| Male national employees                           | Number | 1,360             | 1,393 |                                                                                                     |
| National full-time employees in senior management | Number | 94                | 103   |                                                                                                     |

<sup>1</sup> Restated due to recalculation

| Collective Bargaining         | Unit   | 2024 | Scope and Boundary                                                                |
|-------------------------------|--------|------|-----------------------------------------------------------------------------------|
| Free Trade Union Subscription | Number | 52   | Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions are covered |
| Trade Union Subscription      | Number | 202  | Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions are covered |

## Note:

Collective bargaining is not applicable for Umniah, Sure, and Dhiraagu. However, all Dhiraagu Team Members, under their Code of Ethics Policy, have the freedom to participate or not participate in any lawful activity of any association or society for economic, social, educational, or cultural purposes, or trade union.

*Health and Safety*

| Health and Safety                                                                  | Unit       | 2023      | 2024      | Scope and Boundary |
|------------------------------------------------------------------------------------|------------|-----------|-----------|--------------------|
| <b>Quantitative OHS-related Key Performance Indicators</b>                         |            |           |           |                    |
| Total employee manhours                                                            | Number     | 3,013,893 | 5,200,232 | Covers Beyon Group |
| Total contractor manhours                                                          | Number     | 648,733   | 1,740,392 |                    |
| Employee fatalities as a result of work-related injury                             | Number     | 0         | 0         |                    |
| Employee fatalities rate as a result of work-related injury                        | Percentage | 0%        | 0%        |                    |
| Contractor fatalities as a result of work-related injury                           | Number     | 0         | 0         |                    |
| Contractor fatalities rate as a result of work-related injury                      | Percentage | 0%        | 0%        |                    |
| Employee high consequence work related injury (excluding fatality)                 | Number     | 0         | 0         |                    |
| Employee high consequence work related injury rate (excluding fatality)            | Percentage | 0%        | 0%        |                    |
| Contractor high consequence work related injury (excluding fatality)               | Number     | 0         | 0         |                    |
| Contractor high consequence work related injury rate (excluding fatality)          | Percentage | 0%        | 0%        |                    |
| Employee work related injury (excluding fatality and high consequence work)        | Number     | 22        | 22        |                    |
| Employee work related injury rate (excluding fatality and high consequence work)   | Percentage | 2%        | 4%        |                    |
| Contractor work related injury (excluding fatality and high consequence work)      | Number     | 0         | 1         |                    |
| Contractor work related injury rate (excluding fatality and high consequence work) | Percentage | 0%        | 6%        |                    |
| Fatalities as a result of work-related ill health                                  | Number     | 0         | 0         |                    |
| Cases of recordable work-related ill health                                        | Number     | 0         | 0         |                    |
| Contractor lost-time injuries                                                      | Number     | 0         | 0         |                    |
| Employee total recordable injuries                                                 | Number     | 3         | 5         |                    |
| Contractor total recordable injuries                                               | Number     | 0         | 1         |                    |
| Total hours of HSE training provided to employees                                  | Hours      | 1,745     | 1,665     |                    |

## Yielding Innovative Solutions

### Digital Innovation

| Digitalisation                             | Unit   | 2023                   | 2024      | Scope and Boundary                                                                                  |
|--------------------------------------------|--------|------------------------|-----------|-----------------------------------------------------------------------------------------------------|
| <b>Digital Innovation</b>                  |        |                        |           |                                                                                                     |
| Investment in R&D and innovation           | BHD    | 1,917,054 <sup>1</sup> | 4,066,571 | Dhiraagu, Umniah, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions are covered |
| <b>Digitalisation</b>                      |        |                        |           |                                                                                                     |
| Performance issues and service disruptions | Number | 39                     | 35        | Dhiraagu, Umniah, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions are covered |
| Total customer downtime                    | Days   | 7 <sup>1</sup>         | 5         |                                                                                                     |
| <sup>1</sup> Restated due to recalculation |        |                        |           |                                                                                                     |

## Offering Customer and Community Care

### Customer Privacy and Data Security

| Customer Privacy                                                               | Unit   | 2023 | 2024 | Scope and Boundary                                   |
|--------------------------------------------------------------------------------|--------|------|------|------------------------------------------------------|
| Identified incidents of breach and/or loss of customer privacy                 | Number | 0    | 0    | For year 2023 Dhiraagu is covered                    |
| Complaints received from outside parties and substantiated by the organisation | Number | 3    | 0    | For year 2024 Dhiraagu and Beyon Connect are covered |
| Complaints from regulatory bodies                                              | Number | 1    | 0    |                                                      |

| Privacy                 | Unit   | 2023   | 2024   | Scope and Boundary                                                                                  |
|-------------------------|--------|--------|--------|-----------------------------------------------------------------------------------------------------|
| <b>Cyber Attacks</b>    |        |        |        |                                                                                                     |
| Attempted cyber attacks | Number | 17,292 | 18,505 | Dhiraagu, Umniah, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions are covered |
| Actual cyber attacks    | Number | 2      | 5      |                                                                                                     |
| Data breaches           | Number | 0      | 0      |                                                                                                     |

### Customer Satisfaction

| Customers                                                       | Unit       | 2023                   | 2024      | Scope and Boundary                                                                                                                                                             |
|-----------------------------------------------------------------|------------|------------------------|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Customer Satisfaction Score (0 to 5)                            | Number     | 8.75 <sup>1</sup>      | 8.50      | For year 2023 Dhiraagu, Umniah, Batelco, and Beyon Connect are covered<br>For year 2024 Dhiraagu, Umniah, Batelco, Beyon Connect, Beyon Money, and Beyon Solutions are covered |
| Net Promotor Score (NPS)                                        | Percentage | 66% <sup>1</sup>       | 68%       | For year 2023 Dhiraagu and Batelco are covered<br>For year 2024 Dhiraagu, Batelco, and Beyon Money are covered                                                                 |
| Customer complaints received through communication channels     | Number     | 278,487 <sup>1</sup>   | 250,652   | For year 2023 Dhiraagu, Umniah, Batelco, Beyon Connect, and Beyon Money are covered                                                                                            |
| Number of customer complaints resolved                          | Number     | 276,141 <sup>1</sup>   | 227,688   |                                                                                                                                                                                |
| Resolved issues that were raised through the complaint channels | Percentage | 99%                    | 99%       | For year 2024 Dhiraagu, Umniah, Batelco, Beyon Connect, Beyon Money, and Beyon Solutions are covered                                                                           |
| Number of mobile customers                                      | Number     | 2,911,988 <sup>1</sup> | 3,056,159 | Umniah and Batelco are covered                                                                                                                                                 |
| Market share in country of operation – mobile                   | Percentage | 34% <sup>1</sup>       | 34%       |                                                                                                                                                                                |
| Number of fixed line customers                                  | Number     | 434,468 <sup>1</sup>   | 439,823   |                                                                                                                                                                                |
| Market share in country of operation – fixed                    | Percentage | 57% <sup>1</sup>       | 56%       |                                                                                                                                                                                |
| <sup>1</sup> Restated due to recalculation                      |            |                        |           |                                                                                                                                                                                |

*Accessibility and Digital Inclusion*

| Market Penetration                        | Unit       | 2023 <sup>1</sup> | 2024      | Scope and Boundary                        |
|-------------------------------------------|------------|-------------------|-----------|-------------------------------------------|
| Percentage of customers with 3G network   | Percentage | 100.0%            | 100.0%    | Dhiraagu, Umniah, and Batelco are covered |
| Percentage of customers with 4G network   | Percentage | 98.8%             | 99.6%     |                                           |
| Percentage of customers with 5G network   | Percentage | 61.8%             | 66.0%     |                                           |
| Average mobile broadband download speed   | Mbps       | 7.04              | 9.84      | Umniah and Batelco are covered            |
| Number of mobile subscribers              | Number     | 2,912,018         | 988,806   |                                           |
| Percentage of mobile subscribers          | Percentage | 61.5%             | 82.6%     |                                           |
| Number of mobile internet subscribers     | Number     | 1,327,242         | 1,021,047 |                                           |
| Percentage of mobile internet subscribers | Percentage | 30.5%             | 29.7%     |                                           |

<sup>1</sup> Restated due to recalculation*Community Development*

| Community                  | Unit   | 2023                   | 2024      | Scope and Boundary                                                                          |
|----------------------------|--------|------------------------|-----------|---------------------------------------------------------------------------------------------|
| Community investment       | BHD    | 797,974                | 1,206,203 | Covers Beyon Group                                                                          |
| Number of CSR projects     | Number | 92                     | 230       |                                                                                             |
| Donations and sponsorships | BHD    | 2,459,472 <sup>1</sup> | 2,214,677 | Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions are covered |

<sup>1</sup> Restated due to recalculation

| Volunteerism                | Unit   | 2023  | 2024  | Scope and Boundary                                                                                  |
|-----------------------------|--------|-------|-------|-----------------------------------------------------------------------------------------------------|
| Number of volunteers        | Number | 588   | 804   | Covers Beyon Group                                                                                  |
| Employee volunteer hours    | Hours  | 2,508 | 2,686 | Dhiraagu, Umniah, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions are covered |
| Number of volunteering days | Days   | 144   | 130   |                                                                                                     |

**Nurturing the Environment**

| Environmental Management     | Unit   | 2023            | 2024  | Scope and Boundary                              |
|------------------------------|--------|-----------------|-------|-------------------------------------------------|
| Number of data centres owned | Number | 21              | 22    | Sure, Dhiraagu, Umniah, and Batelco are covered |
| Number of exchanges owned    | Number | 76 <sup>1</sup> | 44    |                                                 |
| Number of radio stations     | Number | 4,801           | 4,980 |                                                 |

<sup>1</sup> Restated due to recalculation

| Environmental Expenditure and Training                                                      | Unit  | 2023                   | 2024    | Scope and Boundary                                                                                                                                                                                                   |
|---------------------------------------------------------------------------------------------|-------|------------------------|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Environment/sustainability related annual spending                                          | BHD   | 2,186,000 <sup>1</sup> | 947,847 | Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions are covered                                                                                                                          |
| Environment and/or sustainability training provided to employees, contractors and suppliers | Hours | 35.50                  | 6.00    | For year 2023 Sure, Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions are covered.<br>For year 2024 Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions are covered. |

<sup>1</sup> Restated due to recalculation

### Energy and Climate Change

| Energy Consumption                                    | Unit        | 2023                 | 2024        | Scope and Boundary |
|-------------------------------------------------------|-------------|----------------------|-------------|--------------------|
| Electricity consumption                               | kWh         | 167,256,892          | 165,894,879 | Covers Beyon Group |
| Total fuel consumption                                | Litres      | 619,310 <sup>1</sup> | 647,607     |                    |
| Petrol consumption from operations and vehicles       | Litres      | 262,834 <sup>1</sup> | 290,492     |                    |
| Diesel consumption from operations and vehicles       | Litres      | 356,477 <sup>1</sup> | 357,115     |                    |
| Electricity, heating, steam purchased for consumption | kWh         | 10,398,479           | 14,811,984  |                    |
| Total renewable energy consumption                    | kWh         | 47,479,828           | 47,435,557  |                    |
| Total Energy Consumption                              | GJ          | 662,284              | 674,300     |                    |
| Energy Intensity                                      | GJ/employee | 259.4                | 246.5       |                    |

Note: '2023 data is restated to include Umniah's fuel consumption

| GHG Emissions                    | Unit                       | 2023 <sup>1</sup> | 2024   | Scope and Boundary |
|----------------------------------|----------------------------|-------------------|--------|--------------------|
| Direct GHG Emissions (Scope 1)   | tCO <sub>2</sub> e         | 1,564             | 1,631  | Covers Beyon Group |
| Indirect GHG Emissions (Scope 2) | tCO <sub>2</sub> e         | 94,193            | 98,083 |                    |
| Total GHG Emissions              | tCO <sub>2</sub> e         | 95,757            | 99,714 |                    |
| GHG Emissions intensity          | tCO <sub>2</sub> e/revenue | 37.5              | 36.4   |                    |

Note: '2023 data is restated to cover Beyon holding

### Waste and Water Management

| Water Consumption       | Unit        | 2023                | 2024   | Scope and Boundary                                                                                 |
|-------------------------|-------------|---------------------|--------|----------------------------------------------------------------------------------------------------|
| Total water consumption | Cubic meter | 41,347 <sup>1</sup> | 54,557 | Sure, Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions are covered. |

<sup>1</sup>Restated due to an error that was caused by an incorrect meter reading at the HM Site 1

| Waste Generation                          | Unit      | 2023    | 2024    | Scope and Boundary                                                                           |
|-------------------------------------------|-----------|---------|---------|----------------------------------------------------------------------------------------------|
| Total non-hazardous waste generated       | Kilograms | 103,547 | 109,475 | Dhiraagu, Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions are covered. |
| Total amount of hazardous waste generated | Kilograms | 5,692   | 4,069   |                                                                                              |
| Total paper consumption                   | Kilograms | 1,948   | 2,494   |                                                                                              |
| Total e-waste generated                   | Kilograms | N/A     | 1,090   |                                                                                              |

| Waste Recycling                | Unit      | 2023  | 2024   | Scope and Boundary                                                                |
|--------------------------------|-----------|-------|--------|-----------------------------------------------------------------------------------|
| Waste recycled                 | Kilograms | 5,995 | 25,325 | Batelco, Beyon Cyber, Beyon Connect, Beyon Money, and Beyon Solutions are covered |
| Total paper recycled           | Kilograms | 1,495 | 4,060  |                                                                                   |
| Total cardboard waste recycled | Kilograms | 4,475 | 4,905  |                                                                                   |
| Total plastic waste recycled   | Kilograms | 25    | 40     |                                                                                   |
| Total steel recycled           | Kilograms | N/A   | 16,320 |                                                                                   |

## Appendix (2): GRI Content Index

| <b>Statement of use</b>                        | Beyon Group has reported the information cited in this GRI content index for the period 1 <sup>st</sup> of January 2024 to 31 <sup>st</sup> December 2024 with reference to the GRI Standards. |                                             |
|------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|
| <b>GRI 1 used</b>                              | GRI 1: Foundation 2021                                                                                                                                                                         |                                             |
| GRI STANDARD/ OTHER SOURCE                     | DISCLOSURE                                                                                                                                                                                     | LOCATION                                    |
| <b>General disclosures</b>                     |                                                                                                                                                                                                |                                             |
| <b>GRI 2: General Disclosures 2021</b>         | 2-1 Organizational details                                                                                                                                                                     | 10-13                                       |
|                                                | 2-2 Entities included in the organization's sustainability reporting                                                                                                                           | 9                                           |
|                                                | 2-3 Reporting period, frequency and contact point                                                                                                                                              | 9                                           |
|                                                | 2-4 Restatements of information                                                                                                                                                                | 30, 58, 66, 67, 69, 71, 72, 73              |
|                                                | 2-5 External assurance                                                                                                                                                                         | This report has not been externally assured |
|                                                | 2-6 Activities, value chain and other business relationships                                                                                                                                   | 11, 30, 31                                  |
|                                                | 2-7 Employees                                                                                                                                                                                  | 35-37, 69                                   |
|                                                | 2-8 Workers who are not employees                                                                                                                                                              | 69                                          |
|                                                | 2-9 Governance structure and composition                                                                                                                                                       | 24-27                                       |
|                                                | 2-10 Nomination and selection of the highest governance body                                                                                                                                   | 24                                          |
|                                                | 2-11 Chair of the highest governance body                                                                                                                                                      | 24-27                                       |
|                                                | 2-12 Role of the highest governance body in overseeing the management of impacts                                                                                                               | 16, 24-27                                   |
|                                                | 2-13 Delegation of responsibility for managing impacts                                                                                                                                         | 16                                          |
|                                                | 2-14 Role of the highest governance body in sustainability reporting                                                                                                                           | 16                                          |
|                                                | 2-15 Conflicts of interest                                                                                                                                                                     | 26                                          |
|                                                | 2-16 Communication of critical concerns                                                                                                                                                        | 26 - 28                                     |
|                                                | 2-17 Collective knowledge of the highest governance body                                                                                                                                       | Annual Report 2024                          |
|                                                | 2-18 Evaluation of the performance of the highest governance body                                                                                                                              | 27                                          |
|                                                | 2-19 Remuneration policies                                                                                                                                                                     | 24, 26                                      |
|                                                | 2-20 Process to determine remuneration                                                                                                                                                         | 24, 26                                      |
|                                                | 2-21 Annual total compensation ratio                                                                                                                                                           | Annual Report 2024                          |
|                                                | 2-22 Statement on sustainable development strategy                                                                                                                                             | 4-7                                         |
|                                                | 2-23 Policy commitments                                                                                                                                                                        | 16, 26- 28, 30, 31, 36, 45, 52              |
|                                                | 2-24 Embedding policy commitments                                                                                                                                                              | 16, 26- 28, 30, 31, 36, 45, 52              |
|                                                | 2-25 Processes to remediate negative impacts                                                                                                                                                   | 27                                          |
|                                                | 2-26 Mechanisms for seeking advice and raising concerns                                                                                                                                        | 26-28                                       |
|                                                | 2-27 Compliance with laws and regulations                                                                                                                                                      | 24-27, 29                                   |
|                                                | 2-28 Membership associations                                                                                                                                                                   | 13                                          |
|                                                | 2-29 Approach to stakeholder engagement                                                                                                                                                        | 16                                          |
|                                                | 2-30 Collective bargaining agreements                                                                                                                                                          | 70                                          |
| <b>Material topics</b>                         |                                                                                                                                                                                                |                                             |
| <b>GRI 3: Material Topics 2021</b>             | 3-1 Process to determine material topics                                                                                                                                                       | 17                                          |
|                                                | 3-2 List of material topics                                                                                                                                                                    | 17                                          |
| <b>Business Ethics and Governance</b>          |                                                                                                                                                                                                |                                             |
| <b>GRI 3: Material Topics 2021</b>             | 3-3 Management of material topics                                                                                                                                                              | 24                                          |
| <b>GRI 205: Anti-corruption 2016</b>           | 205-1 Operations assessed for risks related to corruption                                                                                                                                      | 29, 65                                      |
|                                                | 205-2 Communication and training about anti-corruption policies and procedures                                                                                                                 | 27, 65                                      |
|                                                | 205-3 Confirmed incidents of corruption and actions taken                                                                                                                                      | 65                                          |
| <b>GRI 206: Anti-competitive Behavior 2016</b> | 206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices                                                                                                          | 64                                          |

| GRI STANDARD/ OTHER SOURCE                          | DISCLOSURE                                                                                               | LOCATION                                                                     |
|-----------------------------------------------------|----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|
| <b>Customer Privacy and Data Security</b>           |                                                                                                          |                                                                              |
| GRI 3: Material Topics 2021                         | 3-3 Management of material topics                                                                        | 44 - 45                                                                      |
| GRI 418: Customer Privacy 2016                      | 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data       | 71                                                                           |
| <b>Economic Performance</b>                         |                                                                                                          |                                                                              |
| GRI 3: Material Topics 2021                         | 3-3 Management of material topics                                                                        | 29                                                                           |
| GRI 201: Economic Performance 2016                  | 201-1 Direct economic value generated and distributed                                                    | 29, 66                                                                       |
|                                                     | 201-3 Defined benefit plan obligations and other retirement plans                                        | 36, 66                                                                       |
|                                                     | 201-4 Financial assistance received from government                                                      | Beyon Group did not receive financial assistance from the government in 2024 |
| GRI 207: Tax 2019                                   | 207-1 Approach to tax                                                                                    | 29                                                                           |
|                                                     | 207-2 Tax governance, control, and risk management                                                       | 29                                                                           |
| <b>Energy and Climate Change</b>                    |                                                                                                          |                                                                              |
| GRI 3: Material Topics 2021                         | 3-3 Management of material topics                                                                        | 56-61                                                                        |
| GRI 302: Energy 2016                                | 302-1 Energy consumption within the organization                                                         | 58, 73                                                                       |
|                                                     | 302-3 Energy intensity                                                                                   | 73                                                                           |
|                                                     | 302-4 Reduction of energy consumption                                                                    | 58, 73                                                                       |
| GRI 305: Emissions 2016                             | 305-1 Direct (Scope 1) GHG emissions                                                                     | 73                                                                           |
|                                                     | 305-2 Energy indirect (Scope 2) GHG emissions                                                            | 73                                                                           |
|                                                     | 305-4 GHG emissions intensity                                                                            | 73                                                                           |
|                                                     | 305-5 Reduction of GHG emissions                                                                         | 73                                                                           |
| <b>Diversity and Equal Opportunity</b>              |                                                                                                          |                                                                              |
| GRI 3: Material Topics 2021                         | 3-3 Management of material topics                                                                        | 37, 38                                                                       |
| GRI 405: Diversity and Equal Opportunity 2016       | 405-1 Diversity of governance bodies and employees                                                       | 27, 64                                                                       |
|                                                     | 405-2 Ratio of basic salary and remuneration of women to men                                             | 37, 68                                                                       |
| GRI 406: Non-discrimination 2016                    | 406-1 Incidents of discrimination and corrective actions taken                                           | 37, 69                                                                       |
| GRI 202: Market Presence 2016                       | 202-2 Proportion of senior management hired from the local community                                     | 69                                                                           |
| <b>Talent Attraction, Retention and Development</b> |                                                                                                          |                                                                              |
| GRI 3: Material Topics 2021                         | 3-3 Management of material topics                                                                        | 32 - 36                                                                      |
| GRI 401: Employment 2016                            | 401-1 New employee hires and employee turnover                                                           | 35, 67                                                                       |
|                                                     | 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees | 36, 66                                                                       |
|                                                     | 401-3 Parental leave                                                                                     | 67                                                                           |
| GRI 404: Training and Education 2016                | 404-1 Average hours of training per year per employee                                                    | 34, 68                                                                       |
|                                                     | 404-2 Programs for upgrading employee skills and transition assistance programs                          | 34,                                                                          |
|                                                     | 404-3 Percentage of employees receiving regular performance and career development reviews               | 34, 68                                                                       |

| GRI STANDARD/ OTHER SOURCE                                | DISCLOSURE                                                                                     | LOCATION |
|-----------------------------------------------------------|------------------------------------------------------------------------------------------------|----------|
| <b>Health and Safety</b>                                  |                                                                                                |          |
| <b>GRI 3: Material Topics 2021</b>                        | 3-3 Management of material topics                                                              | 39, 40   |
| <b>GRI 403: Occupational Health and Safety 2018</b>       | 403-1 Occupational health and safety management system                                         | 39, 40   |
|                                                           | 403-2 Hazard identification, risk assessment, and incident investigation                       | 40       |
|                                                           | 403-4 Worker participation, consultation, and communication on occupational health and safety  | 39       |
|                                                           | 403-5 Worker training on occupational health and safety                                        | 39, 70   |
|                                                           | 403-6 Promotion of worker health                                                               | 40       |
|                                                           | 403-8 Workers covered by an occupational health and safety management system                   | 39       |
|                                                           | 403-9 Work-related injuries                                                                    | 70       |
|                                                           | 403-10 Work-related ill health                                                                 | 70       |
| <b>Supply chain management</b>                            |                                                                                                |          |
| <b>GRI 3: Material Topics 2021</b>                        | 3-3 Management of material topics                                                              | 30, 34   |
| <b>GRI 204: Procurement Practices 2016</b>                | 204-1 Proportion of spending on local suppliers                                                | 30, 66   |
| <b>GRI 414: Supplier Social Assessment 2016</b>           | 414-1 New suppliers that were screened using social criteria                                   | 66       |
|                                                           | 414-2 Negative social impacts in the supply chain and actions taken                            | 66       |
| <b>GRI 308: Supplier Environmental Assessment 2016</b>    | 308-1 New suppliers that were screened using environmental criteria                            | 66       |
|                                                           | 308-2 Negative environmental impacts in the supply chain and actions taken                     | 66       |
| <b>Waste and water management</b>                         |                                                                                                |          |
| <b>GRI 3: Material Topics 2021</b>                        | 3-3 Management of material topics                                                              | 62, 63   |
| <b>GRI 306: Waste 2020</b>                                | 306-1 Waste generation and significant waste-related impacts                                   | 62, 63   |
|                                                           | 306-2 Management of significant waste-related impacts                                          | 62, 63   |
|                                                           | 306-3 Waste generated                                                                          | 62, 73   |
|                                                           | 306-4 Waste diverted from disposal                                                             | 73       |
| <b>GRI 303: Water and Effluents 2018</b>                  | 303-2 Management of water discharge-related impacts                                            | 62, 63   |
|                                                           | 303-3 Water withdrawal                                                                         | 62, 73   |
|                                                           | 303-5 Water consumption                                                                        | 62, 73   |
| <b>Community development</b>                              |                                                                                                |          |
| <b>GRI 3: Material Topics 2021</b>                        | 3-3 Management of material topics                                                              | 52 -55   |
| <b>GRI 413: Local Communities 2016</b>                    | 413-1 Operations with local community engagement, impact assessments, and development programs | 52-55    |
| <b>GRI 203: Indirect Economic Impacts 2016</b>            | 203-1 Infrastructure investments and services supported                                        | 52-55    |
|                                                           | 203-2 Significant indirect economic impacts                                                    | 52-55    |
| <b>Digital Innovation</b>                                 |                                                                                                |          |
| <b>GRI 3: Material Topics 2021</b>                        | 3-3 Management of material topics                                                              | 41-43    |
| <b>Business Continuity and Enterprise Risk Management</b> |                                                                                                |          |
| <b>GRI 3: Material Topics 2021</b>                        | 3-3 Management of material topics                                                              | 29       |
| <b>Customer Satisfaction</b>                              |                                                                                                |          |
| <b>GRI 3: Material Topics 2021</b>                        | 3-3 Management of material topics                                                              | 46-48    |
| <b>Accessibility and Digital Inclusion</b>                |                                                                                                |          |
| <b>GRI 3: Material Topics 2021</b>                        | 3-3 Management of material topics                                                              | 49-51    |