



# Unlocking our Digital Future

2020 Sustainability Report



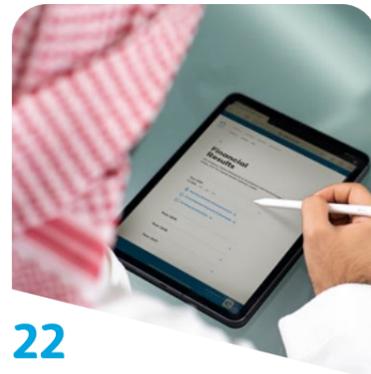
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## About This Report

Welcome to Mobily's first annual sustainability report highlighting the activities and performance in the environmental, social and governance aspects of sustainability.

This report is for our stakeholders who want to learn more about Mobily's strategy, commitments, and actions in sustainability within Saudi Arabia. We welcome any feedback you may have on our progress and ambitions.

### Reporting Period

This report covers the calendar year from January 1st to December 31st, 2020 and focuses on activities in that period. Information from previous years is provided where necessary.

### Reporting Guidelines

This report covers Mobily operations in the Kingdom of Saudi Arabia (KSA) only. Unless specified, data from subsidiaries, clients and external contractors and suppliers are not included. Financial data is expressed in Saudi Riyals (SAR).

### Report Boundary

This report has been prepared in accordance with the GRI Standards: Core option. It focuses on the material sustainability issues to both Mobily and its stakeholders. The GRI content index is provided in the Appendix.

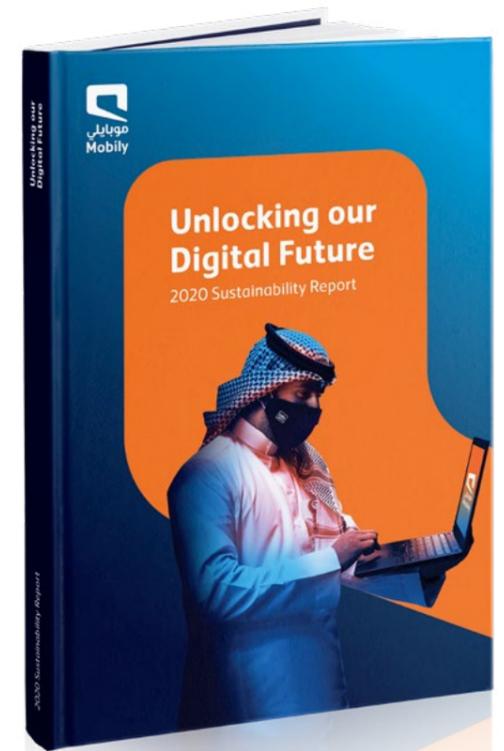
### Feedback

Inquiries, feedback or suggestions are welcome at:  
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### Cautionary Message

This report contains statements that may be deemed as "forward-looking statements" that express the way in which Mobily intends to conduct its activities. Forward statements could be identified by the use of forward-looking terminology such as "plans", "aims", "assumes", "continues", "believes", or any variations of such words that certain actions, events or results "may", "could", "should", "might", "will", or "would" be taken or be achieved.

Mobily has made every effort to ensure the report is as accurate and truthful as possible. However, by their nature forward-looking statements are qualified to inherent risks and uncertainties surrounding future expectations that could cause actual results to differ materially from these projected or implied statements. Such statements are subject to risks that are beyond Mobily's ability to control and therefore do not represent a guarantee that events implied in these forward-looking statements will actually occur.





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# Message from Our CEO



Mobily's sustainability framework was created on the basis of the United Nations' Sustainable Development Goals (SDGs), the Saudi Vision 2030 and the GRI Standards to direct our efforts towards maximizing the telecommunication sector's contribution to national and global sustainable development objectives. Our framework is built on five pillars: Accountable Enterprise, Marketplace & Customers, Responsible Employer, Positive Community Impacts, and Safeguarding the Planet.

We worked hard to safeguard the health and wellbeing of our employees by implementing work from home guidelines during the lockdown periods, and launching e-learning programs for professional development, fitness classes, as well as mental health sessions to help our people manage stress and anxiety. We welcomed our employees back to work with open arms when it was safe to do so and are proud of their efforts and commitments to ensure Mobily's resilience and continued growth.

## We strive to operate responsibly and are committed to having a positive impact on the communities we operate in, while maintaining sustainable success.

As part of our Corporate Citizen, CSR and Sustainability program, we rolled out a series of campaigns and programs aimed at bringing awareness on health and safety measures to prevent the spread of the virus. We formed cooperative partnerships with public institutions to contribute to the development of the Kingdom, in alignment with the Saudi Vision 2030. Furthermore, we facilitated the access to government services as well as educational programs to ensure Saudi youth had the resources necessary to continue learning.

I am grateful to our stakeholders, including our employees, customers, and shareholders for their support and trust in Mobily during our sustainability journey for a better future for all. Looking onto the next year, we hope for a prosperous year for the company, humanity, and our planet.

**Salman bin Abdulaziz Al Badran**  
Chief Executive Officer

We recognize our responsibility to address more than the profitability of our company and the importance of identifying and addressing the opinions and concerns of all our stakeholders. We are proud of the support we continue to provide to numerous initiatives that benefit our communities, our customers, and our employees. We are hopeful that our initiatives can impact the lives of people in the Kingdom by innovating and deploying telecommunication solutions and other resources to increase digital access and help those in need.

In 2020, we maintained our responsibilities towards our customers by contributing to the wider efforts of the Saudi telecommunications sector to ensure stable, unhindered digital access for government, businesses, and customers. We were able to do this despite a 40% increase in digital traffic in 2020. The continuous flow of communications, crucial during the COVID-19 lockdowns, was guaranteed and supported by our commitment to zero outages, and internet speeds that placed the Kingdom in the top 10 worldwide during the pandemic.

Our first Sustainability Report 2020 highlights our views for shaping a sustainable future and our commitment to adhere to a high standard of corporate governance, integrity, and transparency. With this report, we are demonstrating our commitment to engaging stakeholders in our sustainability journey, by shedding light on how we operate and the improvements we intend to drive.

In 2020, with the onset of the pandemic, our focus was on preserving the health and wellbeing of our people while maintaining our growth trajectory.

As a result of our swift and effective responses, we were able to ensure our readiness on multiple fronts and build Mobily's resilience throughout the year. Notwithstanding the difficult environment, 2020 was a year rich of accomplishments that enhance our ability to achieve our vision of enriching lives by continuously leading and innovating in communication services. We strive to operate responsibly and are committed to having a positive impact on the communities we operate in, while maintaining sustainable success.

# About Mobily

Ethiad Etisalat Company (Mobily) was established in 2004 in Saudi Arabia. As the winning bidder for Saudi Arabia's second Global System for Mobile Communications (GSM) license in 2004, Mobily ended a monopoly in the wireless industry to provide mobile telecommunications services nationwide.

Mobily is headquartered in Riyadh, with an industry leading network that provides 99.4% of the population with access to 2G, 97.0% to 3G and 87.2% to 4G, as well as the launch of its next generation 5G network in 2019, while its Metropolitan and fiber-to-the-home (FTTH) network extends for 58,060 km across all major Saudi cities. Mobily supports its customers with

state-of-the-art data centers located in the Kingdom's major centers – Riyadh, Dammam and Jeddah – and is the only Hosted Managed Services Provider in the Middle East to achieve Tier IV Certification for a Constructed Facility. This cutting-edge facility, located at Malga 2 in Riyadh, is one of only nine in this class globally, and the only such facility in Asia, Africa or the Middle East.

The Company's major shareholders are Etisalat Emirates Group (27.99%) and the General Organization for Social Insurance (6.90%), with the remaining shares owned by institutional and retail investors.



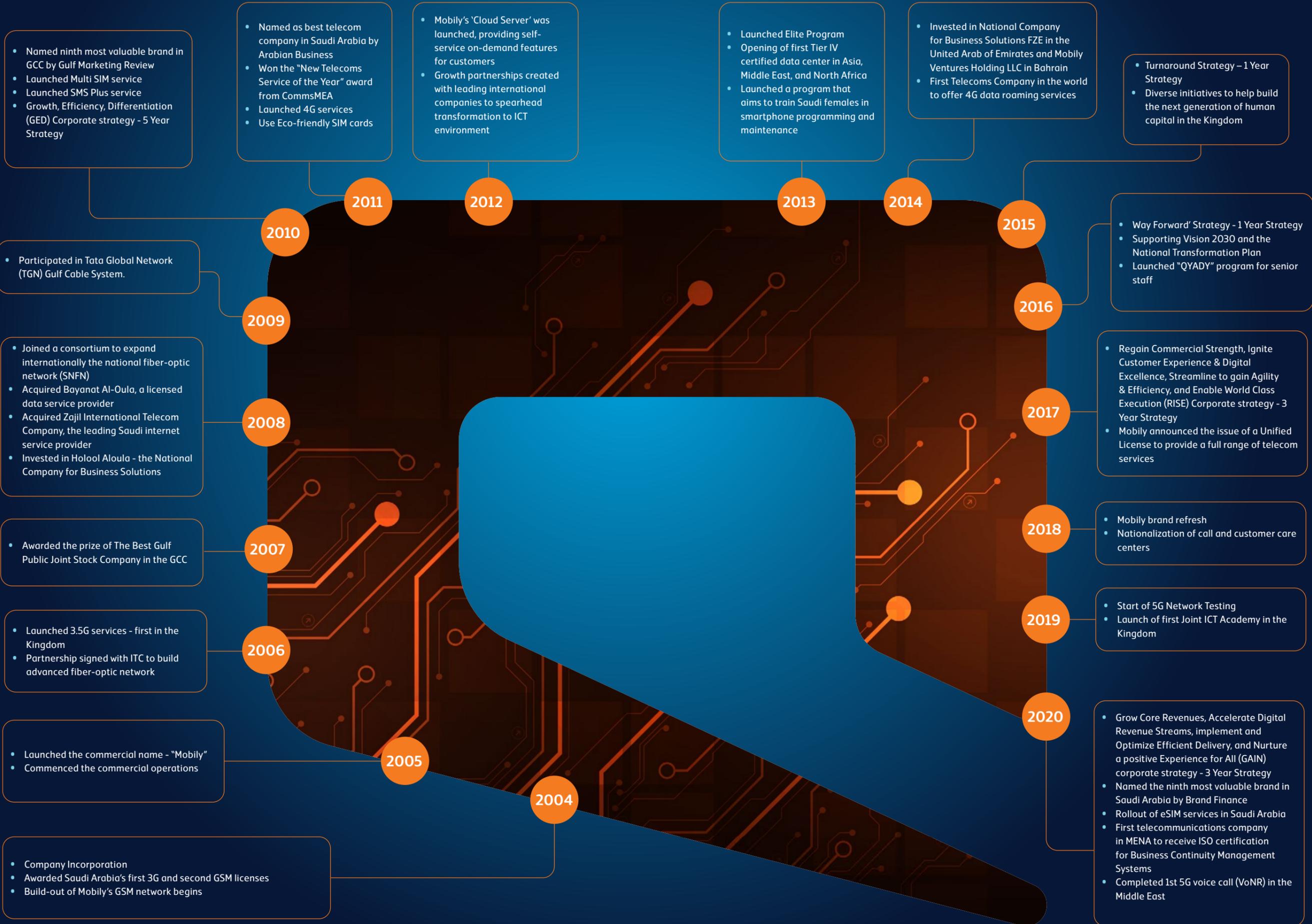
# Geographic Footprint

Mobily has 582 retail outlets, comprised of 80 flagship stores, 364 fully branded outlets and 138 modern trade outlets. This is complemented by a distribution network that includes over 3,100 third-party retailers across the Kingdom.

Mobily's International Gateway, also known as Asia-Africa-Europe 1 (AAE-1) and operated in

partnership with a range of global partners, is a 25,000km consortium cable system connecting South-East Asia to Europe via the Middle East and is the largest submarine cable to be constructed in almost 15 years. The cable system deploys state of the art 100 Gigabyte per second (Gbps) transmission technology.





# ESG Performance at a Glance

204-1

## ACCOUNTABLE ENTERPRISE

**60%**  
Independent Board of Directors

**1st**  
MENA Telecom to obtain the international standard for Business Continuity Management Systems ISO-22301

**Virtual**  
General Assembly meetings to increase accessibility

## MARKETPLACE & CUSTOMERS

**Zero**  
Data breaches

**79%**  
Enhancement of average speed of fixed internet download speed

**50 cities**  
Expanded 5G coverage

## RESPONSIBLE EMPLOYER

**84%**  
Of total workforce comprises of Saudi Nationals

**63%**  
Reported employee engagement score in company-wide survey

**22**  
Women in management

## SAFEGUARDING THE PLANET

**16%**  
Reduction of our electricity overall consumption

**40%**  
Reduced consumption of energy due to efficiency of air containment systems

**LED**  
Lightbulbs replacing conventional light bulbs in flagship Mobily locations

## POSITIVE COMMUNITY IMPACTS

**SAR 2.2 million**  
contributed in community investments

**6** sponsored Community Events  
**7** held Community Development Programs

**94%**  
Sourced total procurement from local suppliers

102-16

# Charter



## OUR VISION

Empower the Digital Economy to Unlock Possibilities.

Empower: our winning role in the envisioned future

The Digital Economy: the long-term future that we envision

To Unlock Possibilities: the value we add to this envisioned future



## VALUES

We are focused and determined to achieve significant and sustainable progress in executing our GAIN strategy, energized by our commitment to 'Being the Everyday Hero' for our customers and employees, which is brought to life across our organization each day through our dynamic corporate culture and shared core values:

**AGILE**  
We are open, flexible, and make every second count.

**COURAGEOUS**  
We are brave enough to take bold steps and determined to see them through.

**CLEAR**  
We keep things black and white.

**CARING**  
We treat you as an individual and value diversity in thought and perspective.

We seek to fulfil our Vision through the diligent execution of our new growth strategy, GAIN, which consists of four tracks, with one dedicated to growth in core revenues, the second focuses on growing revenue from digital services and developing associated capabilities, the third track focuses on efficiency and optimization and the fourth takes care of stakeholders (i.e. employees, customers, regulatory, and society).

**GROW**  
core revenues

**ACCELERATE**  
digital revenue streams

**IMPLEMENT**  
and optimize efficient delivery

**NURTURE**  
a positive experience for all



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Digital Transformation is a key pillar of Mobily's GAIN strategy. Soon after GAIN came into effect, we were engulfed by the COVID-19 pandemic, which necessitated the need to accelerate digitalization across the entire operating model.

The significant progress in executing our new GAIN corporate strategy during 2020 powered our strong financial performance, catalyzed new operational achievements, unlocked value for our

shareholders, and enabled us to safeguard and support our people, communities and country through this unprecedented year.

Sustainability is incorporated into Mobily's strategy through the consideration of environmental, social, and governance (ESG) key performance indicators (KPIs) for various projects falling under our key strategic initiatives, including the following:



**Safeguarding our Environment**

In 2020, Mobily continued to deliver a range of initiatives to benefit the environment across our operating footprint. These included efforts to drive down our energy consumption through efficiency gains and rationalized consumption of resources, as well as to enhance awareness of environmental issues and best practices throughout our organization.



**Supporting our People**

The health and wellbeing of our people has long been one of Mobily's foremost priorities. This responsibility to our people was of particular significance during 2020, given the effects of the COVID-19 pandemic on communities where we live and work across Saudi Arabia.



**Caring for our Community and Country**

In view of the challenging environment imposed across the world by COVID-19, Mobily redoubled its efforts to support the Kingdom and its people in 2020. Our newly created Corporate Citizenship Department took the lead in putting our CSR strategy and program into action through activities to ensure significant and sustainable positive impact for our communities and country.

# Associations and Memberships

 <p><b>Asia-Africa-Europe 1 (AAE-1)</b></p>	 <p><b>International Telecommunication Union (ITU)</b></p>	 <p><b>SAMENA Telecommunications Council</b></p>
 <p><b>Global System for Mobile Communications (GSMA)</b></p>	 <p><b>TM Forum</b></p>	

# Awards and Recognition



# Our Response to COVID-19

We reaffirmed our critical role as a connector of people, companies, and the government of Saudi Arabia during this turbulent year that transformed the social and economic landscape of the Kingdom. We were able to gain strength and accelerate our digital transformation as industries and sectors were shifted from physical to digital. Our resilient culture and flexible network enables us to ensure that life and business could continue and that we could support the country and its people on the path to recovery. We took rapid and decisive action to support our stakeholders, including:



## Our Customers

- Exempting customers under Ministry of Health (MoH) quarantine from paying their April post-paid package bill
- Extra 20% free data on post-paid packages
- Changed network name to "Stay Home – Mobily"
- Increased the number of delivery representatives by 300% across more than 100 cities
- Transparent and frequent communications



## Our People

- Full compliance with all government health and safety guidelines and procedures
- All employees rapidly shifted to temporarily work from home, except for critical onsite roles
- Diverse precautionary measures in HQ and offices, including regular health checks, temperature reading and sanitization
- Promoting increased health and safety awareness through mass employee communications and training



## Our Shareholders

- Held first virtual General Assembly Meeting
- Participated in 9 virtual conferences and more than 150 virtual meetings with investors and analysts
- Increased the frequency of investor communications
- Enhanced virtual engagement channels and ensured up-to-date information



## Our Communities

- Provided free access to critical Saudi Government educational platforms, National Education Portal (IEN) and the Unified Education System
- Provided free access to Saudi Government Sehha app for health awareness and consultation
- Supported Attaa Digital initiative through the distribution of 40,000 free data SIM cards
- Supported students with discounted packages for remote learning on the Madrasati platform

# Sustainability at Mobily



We strive to embrace sustainability at the core of our operations. We work to operate responsibly and transparently by 'Unlocking our Digital Future'. We are committed to having a positive impact on our communities. We are embarking on a progressive trajectory to monitor, benchmark and enhance our economic, environmental, and social performance.



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# Stakeholder Engagement

Many people and organizations have an interest in what we do and how we work. Understanding their views and concerns informs our corporate priorities and business practices. For this reason, we continuously engage with our key internal and external stakeholders through various channels to help shape and drive our sustainability strategy.

Internally our primary stakeholders are our employees, executives, and the Board of Directors.

Externally our customers, shareholders, suppliers and contractors, communities, regulators, and government are key stakeholders. In 2020, we engaged all our stakeholders through bespoke channels to ensure they feel empowered and that their voice is heard. The result of these dialogues is strategic guidance that helps us adjust our business practices and adopt a long-term risk management approach, taking complex sustainability issues into consideration.

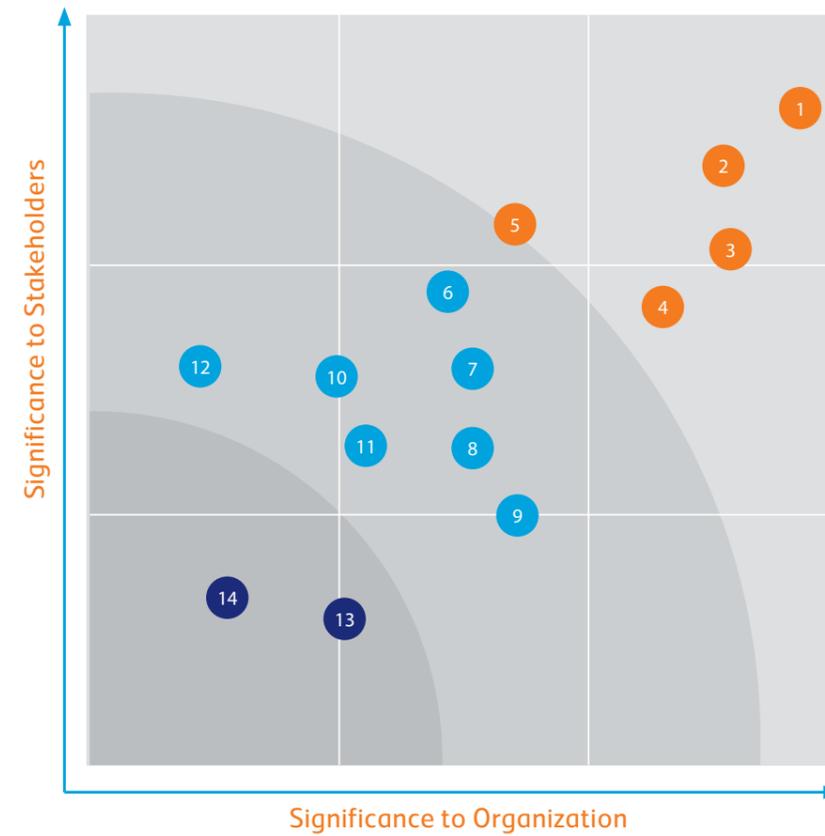


# Materiality Assessment

For this first annual sustainability report, we followed a materiality assessment process to identify the most important social, economic, environmental, and governance factors of greatest relevance to our business and society. Guiding our materiality assessment was our strategy, our values, the wants and needs of our stakeholders, recent regulatory developments, the Saudi Vision 2030, peer companies, industry standards, and the United Nations Sustainable Development Goals (UN SDGs).

The analysis resulted in the identification of 14 issues considered most material to Mobily and our stakeholders. We mapped these 14 issues to form the five principles of our sustainability framework to frame our overarching priorities.

The findings of our materiality assessment are presented in our materiality matrix. We will continue to evaluate these topics annually to reflect the views of our internal and external stakeholders.



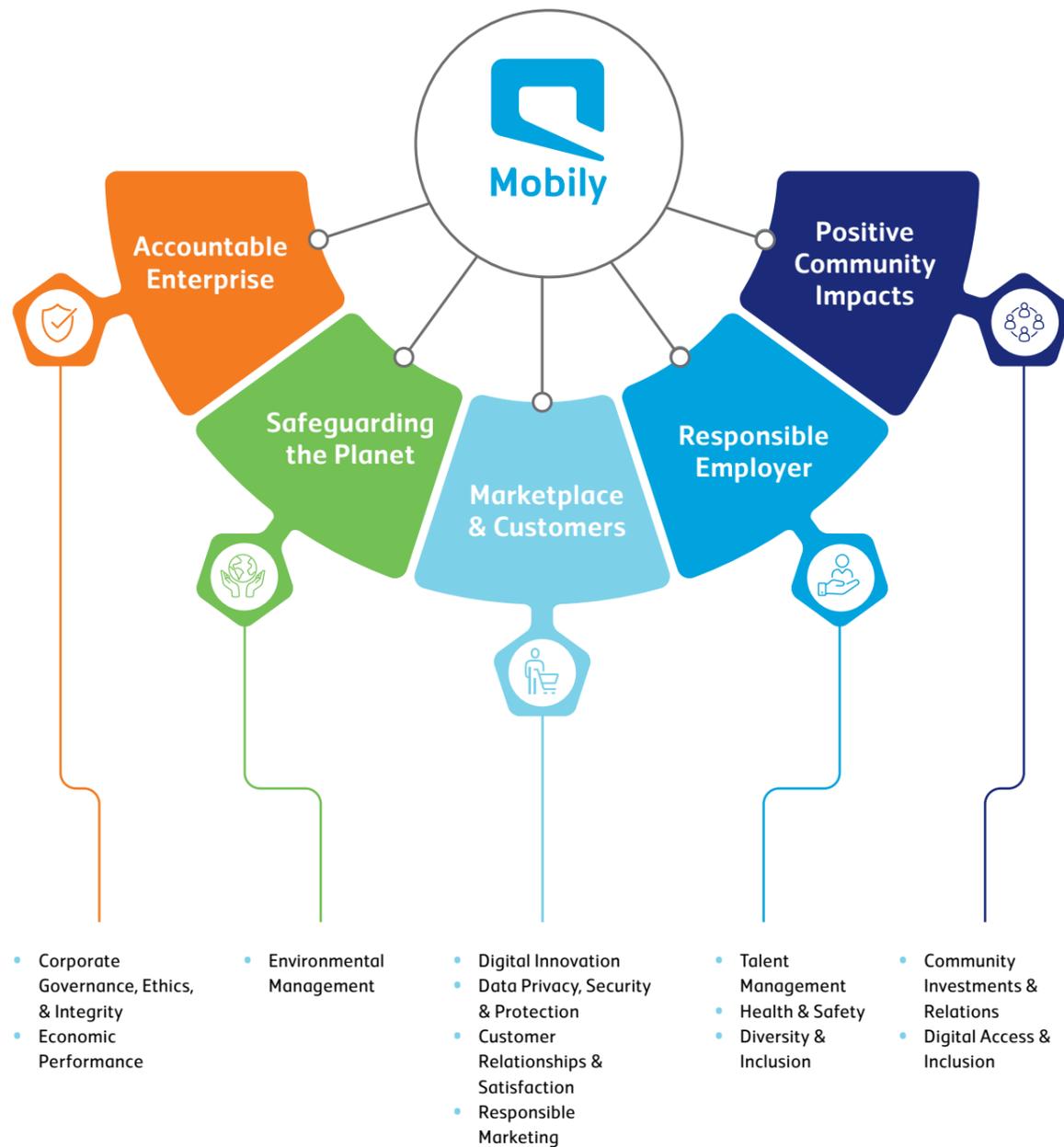
- 1 Data Privacy, Security & Protection
- 6 Energy
- 13 Economic performance
- 2 Customer relations & satisfaction
- 7 Health & safety
- 14 Resource management
- 3 Corporate Governance, Ethics & Integrity
- 8 Diversity & inclusion
- 4 Digital innovation
- 9 Talent management
- 5 Digital access & inclusion
- 10 Transparency
- 11 Responsible Marketing
- 12 Community investments & relations

# Our Sustainability Framework

We developed a sustainability framework for defining and managing our social, environmental, and economic impacts. Our framework comprises five key pillars: Accountable Enterprise, Marketplace and Customers, Responsible Employer Positive Community Impacts, and Safeguarding the Planet. We rely on this framework to conceptualize sustainability at Mobily to implement progressive improvement programs and achieve our strategic business objectives.

This report outlines our performance in each of these areas.

We have grouped our material topics against the five pillars of Mobily's sustainability framework:



# Sustainability Strategy

Global trends shape our world and impact business, the economy, environment, and society. These global trends can be classified under technological advancements, urbanization, and climate change and resource scarcity.

At Mobily, we recognize the significance of trends and the importance of acting decisively to capture opportunities and mitigate risks to generate social and economic value. For this reason, we are adopting a sustainability strategy to focus our efforts for the coming years in the realm of sustainability. This strategy will guide Mobily

on the path to improving environmental, social, and corporate governance performance, and contribute to the development of the Kingdom, on the basis of key objectives targeted at each pillar of our sustainability framework. The objectives range from the integration of sustainability at the corporate level, to maximizing customer care and satisfaction, and from contributing to the Saudi Green initiative for a sustainable future for the Kingdom to ensuring fair treatment and protection of our people.

	<b>Accountable Enterprise</b>	<ul style="list-style-type: none"> <li>Formally integrate sustainability at the corporate level</li> <li>Strive for transparency, integrity, and good governance by following international best practices</li> <li>Achieve sustainable growth contributing to a thriving KSA economy, through direct economic activities and infrastructure, platforms, and digital services</li> </ul>
	<b>Safeguarding the Planet</b>	<ul style="list-style-type: none"> <li>Contribute to the Saudi Green Initiative, leading the way to a sustainable future for KSA</li> <li>Follow international best practices to safeguard shared resources</li> </ul>
	<b>Marketplace &amp; Customers</b>	<ul style="list-style-type: none"> <li>Enable rapid societal development through well-designed and executed digital platforms and services</li> <li>Ensure privacy and security of customer data</li> <li>Achieve high levels of customer satisfaction with excellent customer care</li> <li>Adopt socially responsible elements our marketing strategies</li> </ul>
	<b>Responsible Employer</b>	<ul style="list-style-type: none"> <li>Ensure high levels of motivation, satisfaction, and commitment to sustainability</li> <li>Understand our duty of care to protect our employees and contractors from any harm</li> <li>Ensure everyone have access to the same opportunities and the same, fair treatment</li> </ul>
	<b>Positive Community Impacts</b>	<ul style="list-style-type: none"> <li>Support local communities in which Mobily operates, and positively impact them</li> <li>Work with communities to address issues of opportunity, access, knowledge and skill in relation to using technology</li> </ul>

# Aligning with National Priorities

As one of the largest telecoms companies in Saudi Arabia, we are committed to driving forward Saudi Arabia's ICT Strategy 2023 and supporting the achievement of the Kingdom's aspirations defined in the Saudi Vision 2030. The vision frames a sustainable path for the Kingdom of Saudi Arabia's future and its unique opportunities, culture, and challenges, while the ICT strategy is a five-year plan designed to build the digital foundations for a connected and innovative Saudi Arabia. We strive to ensure that our sustainability efforts bring about positive change and transition at the national level.

## Saudi ICT Sector Strategy 2023 Highlights    Mobily's Commitment

### Create more than 25,000 quality jobs in the Telecommunication/ ICT sector

- GAIN was designed as a growth-oriented strategy, so when Mobily grows through existing and new revenue streams, it will require a bigger team thus creating new employment opportunities.

### Increase female participation in the Telecommunication/ICT sector by 50%

- One of the focal points of GAIN is to attract and retain world-class talent, particularly top female talent across all levels, including management.

### Increase the size of ICT and Emerging Technologies market by 50%

- As part of GAIN, Mobily will increase its focus on innovative digital solutions for consumers and businesses, improving their efficiency and productivity while creating new revenue streams for the company, resulting in a bigger overall ICT sector in KSA.

### Increase the level of Saudization in the Telecommunication/ICT sector to 50%

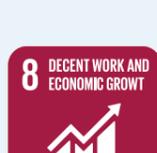
- Mobily proudly stands in the platinum category for overall nationalization and at a higher rate than the mandated level for management nationalization. We will continue to promote nationalization across all levels of the organization.

### Increase the Telecommunication/ ICT sector's contribution to GDP by SAR 50 billion

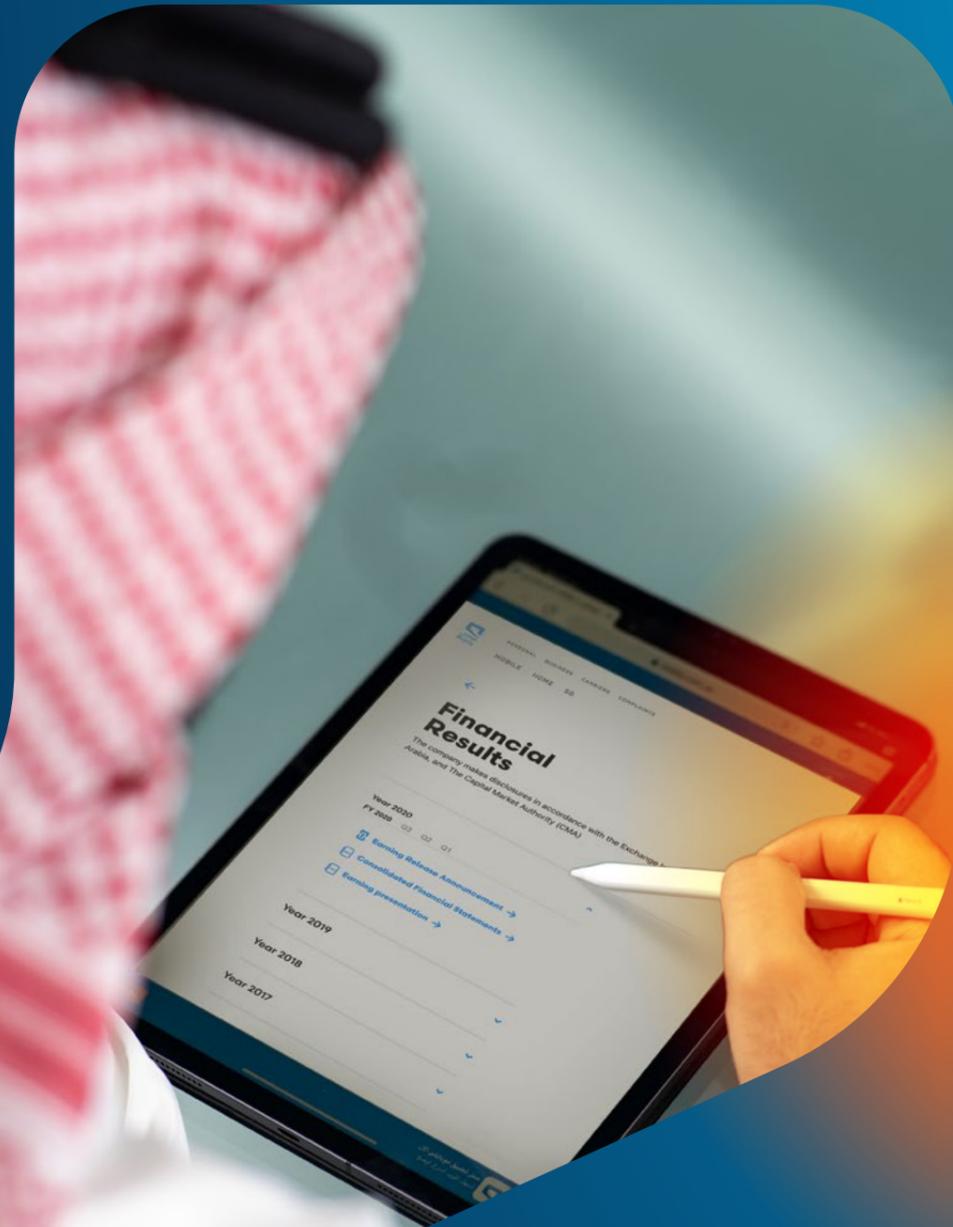
- Through the growth-oriented GAIN strategy, Mobily expects to grow at a faster pace than before, thus increasing its top line as well as the ICT sector's contribution to GDP.

# Our Contribution to the Sustainable Development Goals

We recognize our role to deliver meaningful contributions to the United Nations Sustainable Development Goals (UN SDGs). We have aligned our sustainability plans and efforts to support these ambitious goals to ensure sustainable development of a robust economy and a motivated society.

 <p><b>3 GOOD HEALTH AND WELL-BEING</b></p>	<p><b>Ensure healthy lives and promote well-being for all at all ages</b></p>	 <p><b>10 REDUCED INEQUALITIES</b></p>	<p><b>Reduce inequality within and among countries</b></p>
 <p><b>4 QUALITY EDUCATION</b></p>	<p><b>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</b></p>	 <p><b>11 SUSTAINABLE CITIES AND COMMUNITIES</b></p>	<p><b>Make cities and human settlements inclusive, safe, resilient and sustainable</b></p>
 <p><b>5 GENDER EQUALITY</b></p>	<p><b>Achieve gender equality and empower all women and girls</b></p>	 <p><b>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</b></p>	<p><b>Ensure sustainable consumption and production patterns of natural resources and waste</b></p>
 <p><b>8 DECENT WORK AND ECONOMIC GROWTH</b></p>	<p><b>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</b></p>	 <p><b>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</b></p>	<p><b>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</b></p>
 <p><b>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</b></p>	<p><b>Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</b></p>	 <p><b>17 PARTNERSHIPS FOR THE GOALS</b></p>	<p><b>Strengthen the means of implementation and revitalize the global partnership for sustainable development</b></p>

# Accountable Enterprise



We strive to create an optimal governance environment by integrating sustainability into our systems and processes. Achieving our sustainable development goals requires strong governance, accountability, and transparency to ensure support and engagement from our stakeholders.

# Corporate Governance, Ethics & Integrity

We are committed to following the best local and international governance rules throughout our operations. Our integrated system of policies and mechanisms, essential to the fast-paced and growing telecommunications sector, allow us to run our operations effectively.

## Board of Directors

Ten members make up Mobily’s Board of Directors, in compliance with Mobily Article of Association. Six of the ten Board members are independent. In 2020, the Board held six meetings. All Board members have complementary and relevant skills and backgrounds with experience in various industries, including telecommunications.

The roles of our Board Chairman and CEO are separated but the Chairman is not independent. With a view to the continuity and development of the Board of Directors performance, meeting regulatory requirements and implementing best practices in governance and board effectiveness, Mobily engaged Governance Compass Company, a specialized consultant, in April 2020, to assess the effectiveness and performance of the Board. Results of the assessment will be presented to the Board of Directors in May 2021.

There are no interest, contractual securities, and rights issue for the Board of Directors’ members and their relatives in the shares or debt instruments of affiliates.

For the election of Board members, cumulative voting shall be used in electing the Board. We do not permit the use of the voting right of a single shareholder more than once. In effect, through cumulative voting, Board members are elected by shareholders with a voting capacity equivalent to the number of shares he or she owns, and by which the shareholder is entitled to either exercise all of his/her votes towards one nominee or to divide his/her votes towards several nominees without any duplication of such votes. This method increases the chance for the minority shareholders to have a representative for them in the Board of Directors by concentrating the cumulative votes on one candidate.

For further information on Mobily’s Board of Directors, including their names, positions, and biographies, kindly refer to pages 56 – 61 of the 2020 Annual Report.

Key Performance Indicators (KPIs)	Unit	2018	2019	2020
Percentage of Board seats occupied by independent directors	%	67	60	60
Executive members of the Board of Directors	#	1	1	0
Non-executive members of the Board of Directors	#	3	3	4
Female members of the Board of Directors	#	0	0	0
Male members of the Board of Directors	#	10	10	10
Independent members of the Board of Directors	#	6	6	6
Non-independent members of the Board of Directors	#	4	4	4



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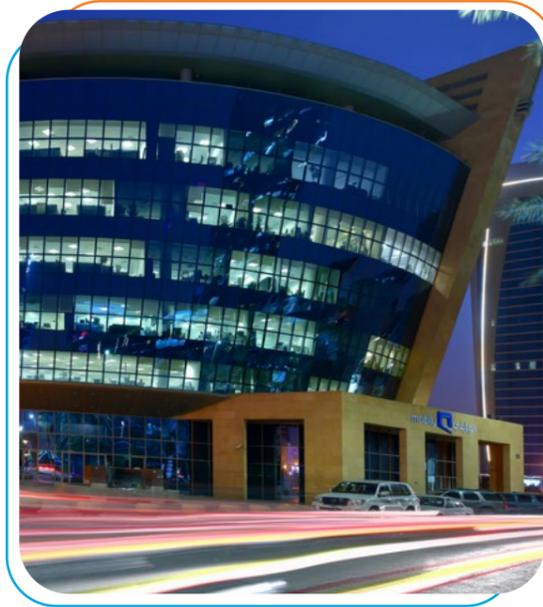
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**The Agenda of the General Assembly**

When preparing the General Assembly's agenda, the Board shall take into consideration the matters that the shareholders wish to list; shareholders holding no less than (5%) of the Company's shares are entitled to add one or more items to the agenda upon its preparation.

According to Mobily's Article of Associations for the voting in Assemblies, each shareholder shall have one vote per share in the General Assemblies.



**Ethics and Compliance**

The internal control system is designed to give reasonable assurance on the achievement of the organization's established goals; effectively and efficiently. It includes, but not limited to issuing reliable financial reports, adequate compliance with laws, regulations and policies, as well as proper management of business risks to minimize their impacts on the achievement of company's goals.

Internal control system, as well, plays an important role in preventing fraud and protecting company's resources. The management of the company is responsible for implementing a comprehensive and effective internal control system relative to the risks the company might be exposed to; with reasonable cost and benefit to give acceptable level of assurances to avoid material errors and related losses.

The Committee reviews the reports that are provided periodically by internal and external auditors and by different departments having internal control roles within the company. The outcomes of annual reviews over internal control system of the company showed reasonable improvements over the year, and under Committee's supervision, the company will continue its periodic assessment and reviews of the system of internal control to ensure the achievement of the set objectives of internal control system to improve the efficiency and effectiveness of the operations and compliance with all applicable laws and relevant regulations.

**Code of Ethics & Professional Conduct**

Our Code of Ethics & Professional Conduct supports Mobily's vision and values by informing employees about acceptable and unacceptable conduct and our commitment towards Work Environment, Market, Customer & Community and Investors. It seeks to embody the spirit of our conduct and behavior in terms of fairness, respect, and ethical standards, and to ensure that the integrity of Mobily is not compromised in any way. Every employee is expected to apply sound judgement in determining the most ethical means of dealing with any given situation involving customers, competitors, suppliers and the public, fellow employees and company matters in general. We believe that personal ethics establish credibility and true leadership.

We conduct awareness workshops to educate our sales staff and inform them of Communications and Information Technology Commission (CITC), the Saudi communications authority's regulations that must be complied with.

Our Supplier Code of Conduct is publicly available and aligned with local laws that cover anti-corruption, money laundering, and human rights. We expect our suppliers and third-parties to uphold the same standards and to act ethically, as set out in the Supplier Code of Conduct.

**Transparency, Anti-Fraud, and Whistleblowing**

Mobily has zero tolerance for corruption or bribery and is committed to maintaining an effective governance framework to address bribery and corruption risks and ensure compliance with laws and regulations.

Our commitment to combat corruption, fraud, and bribery is reflected not only in the Code of Conduct, but also in the Anti-corruption & Fraud and Whistleblowing Policy. All employees must attest to having read the Anti-Fraud and Whistleblower Policy. The policy provides guidance on matters related to fraud, promotes and encourages ethical and proper organizational behavior and enables people who observe unethical practice to report their concerns without the need to inform their supervisors or revealing their identity, if they choose to do so. The policy governs the reporting and investigation of allegations of suspected improper activities.

In the coming years, we are committed to developing and implementing a dedicated Anti-Corruption and Fraud Policy, as well as providing trainings and awareness campaigns on these matters for targeted job functions within Mobily in the following year.

The Code of Ethics and Professional Conduct will be updated based on best practices. We will develop awareness training on the Code and obtain the acknowledgement from all employees of having read and understood it. We also have channels for reporting any Code violation.

We are committed to maintaining transparency in our communications with Mobily's shareholders. As such, Mobily's Investor Relations department maintains regular communication with our shareholders through various communication channels. If any proposals are received from Shareholders, they will be reviewed and reported in full to the Board of Directors. Shareholders are also given the opportunity to submit proposals and inquiries directly to members of the Board of Directors during the General Assembly meetings, with sufficient time dedicated to answering these questions.

As a result of the pandemic and movement restrictions, we took action to support and maintain their trust in Mobily by holding the General Assembly Meeting (GAM) virtually, enhanced our virtual engagement channels to provide up-to-date information, and increased the

frequency of investor communications. We also participated in nine virtual conferences and more than 150 virtual meetings with investors and analysts.

**Amana**

Our Business Ethics Program, titled "Amana", demonstrates our continued commitment to the highest standards of ethics, integrity, honesty, and to our compliance with applicable laws, regulations and policies.

The purpose of the program is to promote employee understanding of our expectations relative to our ethical conduct and elevate awareness of the risk of fraud and related misconduct that may impact our work environment and business. Through Amana, we conducted the following initiatives:



**Ethics Awareness Training Sessions**



**Ethics Awareness Campaign (posters, manuals, guides, etc.)**



**Amana Page**



**Launch of Mobily Ethics Hotline**



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**Committees**

In accordance with our Articles of Association and the Corporate Governance Regulations issued by the Capital Market Authority (CMA), Mobily's committees are the following:

**Audit Committee**

**Executive Committee**

**Nomination and Remuneration Committee**

**Risk Management Committee**

Four committees assist the Board in running the company, and contribute to us having a streamlined management structure and approach. All appointed members of the committees have operational knowledge and experience. Each committee is each governed by its own charter, defining functions, mechanisms of constitution, governing meetings conditions, and decision making.

For the full list of Mobily Committees, their members, responsibilities, and sessions, please refer to pages 62 – 67 of the 2020 Annual Report.

**Lawsuits & Penalties**

The CITC's Violation Committee has issued several penalty resolutions against the Company during 2020, which the Company has opposed to in accordance with the Telecom Status and its implementing regulations. The reasons for issuing these resolutions vary between the manner followed in issuing pre-paid SIM cards and providing promotions that have not been approved by CITC, or other reasons.

The Company aims to avoid recurrence of such penalties and other anti-competitive practice through the following procedures:

1. Organizing workshops for Mobily employees, especially employees engaged at points of sale and in Customer Service
2. Complying with CITC's resolutions related to customer complaints
3. Raising awareness of new regulations, especially related to the establishment of telecom cards, as well as meeting regulatory terms of the service
4. Complying with tariff services' laws and controls

The Company also focuses on allocating the necessary HR resources and policies to address violations within the legal period in compliance with CITC's terms, conditions and regulations.

There are 188 lawsuits filed by some of the Shareholders against the Company before the Committee for the Resolutions of Security Disputes and still being adjudicated by the said Committee. As of 31 December 2020, the Company has received 159 final favorable verdicts, whereas 11 cases have been dismissed, four cases are suspended, two cases were abandoned, and 12 cases remain ongoing.

**Business Continuity & Risk Management**

An effective and proactive approach to enterprise risk management and resiliency was vital during 2020 as the world dealt with COVID-19 and other challenges, such as uncertainties in geopolitical environments, cybersecurity threats, and technology change.

Mobily has a dedicated Enterprise Risk Management and Resiliency (ERM&R) Department responsible for identifying potential emerging risks and their mitigations in accordance with international standards (ISO 31000), and in

compliance with CMA regulations. In addition, the department is responsible for ensuring resiliency plans are in place in case of adverse events. The team is also responsible for updating the Board and Executive Risk Management Committees on the status of risk management actions and business continuity capabilities and readiness. They also provide updates on interventions and corrective measures as needed.

Key risks dealt with in 2020 include:

Risks Identified	Description	Mobily's Response
COVID-19 Pandemic	The COVID-19 outbreak had implications for the telecoms sector in 2020 as it caused operational disruption and potential adverse financial impacts.	Mobily addressed these challenges and threats to business by activating/ implementing crisis management committee, with daily and weekly management review meetings.
Enterprise Digital and IT Transformation	Adoption of digital technologies by consumers and businesses has accelerated in 2020. While this is generating new opportunities, it also exposes Mobily to new risks.	Management addressed this challenge by accelerating its digital and IT transformation initiatives under GAIN strategy. The Risk Management & Business Community Department closely assessed and continues to monitor any potential risks.
Regulatory Decisions	Regulatory decisions pose specific risks to the company as it operates in a heavily regulated environment.	Mobily responded effectively to regulatory actions and decisions during the year. The company strived to ensure it complies and conforms with regulatory requirements by always enabling effective governance and compliance controls.
Cyber Threat	Advanced and persistent cyber-attacks on infrastructure continue to be a key risk for organizations across the globe. These not only disrupt operations and services but can lead to reputational damage and financial losses.	Mobily has strengthened its capacity to deal with cyber threats by continually upgrading its network and IT infrastructure.

We are proud to be the first telecom operator across the Middle East and North Africa (MENA) region to have achieved certification against the new version of ISO 22301 – the international standard for Business Continuity Management Systems – from the British Standards Institution, the world's leading standard making and certification body. The standard covers technical and commercial services offered to customers, along with support operations. Gaining certification is a recognition of the efforts made by all departments to ensure business continuity and organizational resiliency. Obtaining certification reflects Mobily's commitment to apply international standards and ensure continuity of services to its customers.

Key Performance Indicator	Unit	2020
Total incidents of non-compliance with laws and regulations (CITC)	#	88
Total amount of legal and regulatory fines and settlements (SAR)	SAR	22,805,500



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# Economic performance

**Mobily has capitalized on the changing and challenging environment to increase year-on-year revenue and growth while achieving a leap forward in the provision of digital services to our customers across the Kingdom.**

## Our Approach

We strive to adopt a sustainable business model to achieve financial performance gains. As a publicly listed company on the Saudi Stock Exchange (Tadawul), we aim to contribute to the attainment of the Saudi Vision 2030 by supporting the vitality and diversification of the Saudi economy.

While COVID-19 has undermined aspects of our business – most notably physical sales of plans and handsets, and global roaming services – we have both preserved our growth trajectory and achieved excellent financial results in 2020. After a six-year dividend payment suspension, it is a true pleasure to see our Board of Directors approve the resumption of dividend payments, with a recommendation to the General Assembly Meeting

for a SAR 0.5 per share dividend for the year 2020. This recommendation is testament to the success of our current strategic direction and commitment to creating sustainable value for our shareholders.

As the consequences of the pandemic continue to evolve, it is difficult to forecast the full extent and duration of its economic impact. Mobily's management continues to monitor the impact on Mobily operations, cash flows and financial position. We are confident that we have sufficient liquidity to continue to meet our financial commitments for the foreseeable future.



## Our Performance

Good performance, evidenced by the high quality and reliability of our services, has underpinned our financial performance and growth. Mobily achieved an overall growth in revenue of 4.4% to reach SAR 14 billion by year-end, representing a rise of SAR 596 million over that achieved in 2019. In 2020, we posted the highest revenues in the past five years.



**Mobily achieved an overall growth in revenue of 4.4% to reach SAR 14 billion by year-end, representing a rise of SAR 596 million over that achieved in 2019.**

Economic Value Distributed		Unit	2018	2019	2020
Operating costs	SAR million		5,979	6,833	6,786
EBITDA	SAR million		4,531	4,947	5,350
Dividends paid to shareholders	SAR million		0	0	385
Donations and sponsorships	SAR million		36.50	38.97	2.20
Community investment as a % of pre-tax profit	%		N/A	N/A	N/A
Economic Value Retained		Unit	2018	2019	2020
Net profits	SAR million		(123)	31	783
Total operating income	SAR million		603	967	1,367
Indirect Economic Value Generated		Unit	2018	2019	2020
Revenue from sustainability-related services/products	SAR		N/A	N/A	N/A

## Marketplace & Customers



We are committed to empowering the digital economy and unlocking opportunities for our stakeholders by providing excellent customer service and safeguarding the privacy of information.

## Digital Innovation

The focus of our digital transformation strategy is to transform Mobily into a digital telco with cutting-edge digital software built on the latest physical and logical IT architecture. We aim to deliver ever-evolving digital opportunities and enable new business channels such as autonomous transport, internet of things (IoT), smart cities, and healthcare. In 2020, despite increase of network demand, we demonstrated the flexibility of our network and proved the resilience of our culture to ensure business continuity.

### Our Approach

As we seek to empower the digital economy of Saudi Arabia, we are unlocking possibilities for our stakeholders through initiatives that are enhancing efficiency and revenues. The launch of our new GAIN strategy in 2019 provided a path for positive performance and progress, allowing us to accelerate our expansion in line with the changing needs of industries and individuals to shift from physical to digital.

In 2020, we witnessed a 40% increase in digital traffic. Notwithstanding this increase, we ensured stable and unhindered digital access for government, businesses, and our customers. We took swift and concentrated action in line with our commitment to zero outages, enabling us to handle the higher volume of traffic across our network successfully. As a result, we allowed for the seamless flow of communication during COVID-19 lockdowns, supported by internet speeds that placed Saudi Arabia in the top 10 globally during the crisis.

We took great efforts to expand Mobily's network for 5G coverage and initiate our voice over Wi-Fi (VoWiFi) and 5G (VoLTE) services. These enhance network efficiency and contribute to the positioning of Saudi Arabia at the forefront of this technological advance.

A key component of our GAIN strategy is the transformation of our IT infrastructure to facilitate network expansion and enable a revolution in customer service. Our technological advances, along with company-wide initiatives, are driving this mission. Initiatives include the implementation of a cost-optimization program and our continued pursuit of digital transformation, along with automation of our services and our customers' journeys.

A key component of our GAIN strategy is the transformation of our IT infrastructure to facilitate network expansion and enable a revolution in customer service.

This year, we launched the experience center, an artificial intelligence (AI) driven internal platform we have built that consolidates data to extract insights on customer preferences, ongoing issues, and new opportunities. The platform will enable us to adopt a completely new approach to the development of products and services as well as providing proactive customer care.

We also introduced an innovative chatbot that has human-like features and the ability to have rich conversations with new and existing customers. Our chatbot provides support to any individual with issues they may be facing and resolves them. The chatbot uses AI as part of its neuro-linguistic programming (NLP) and has a self-learning capability, which means that it becomes better equipped to interact with customers with each conversation.



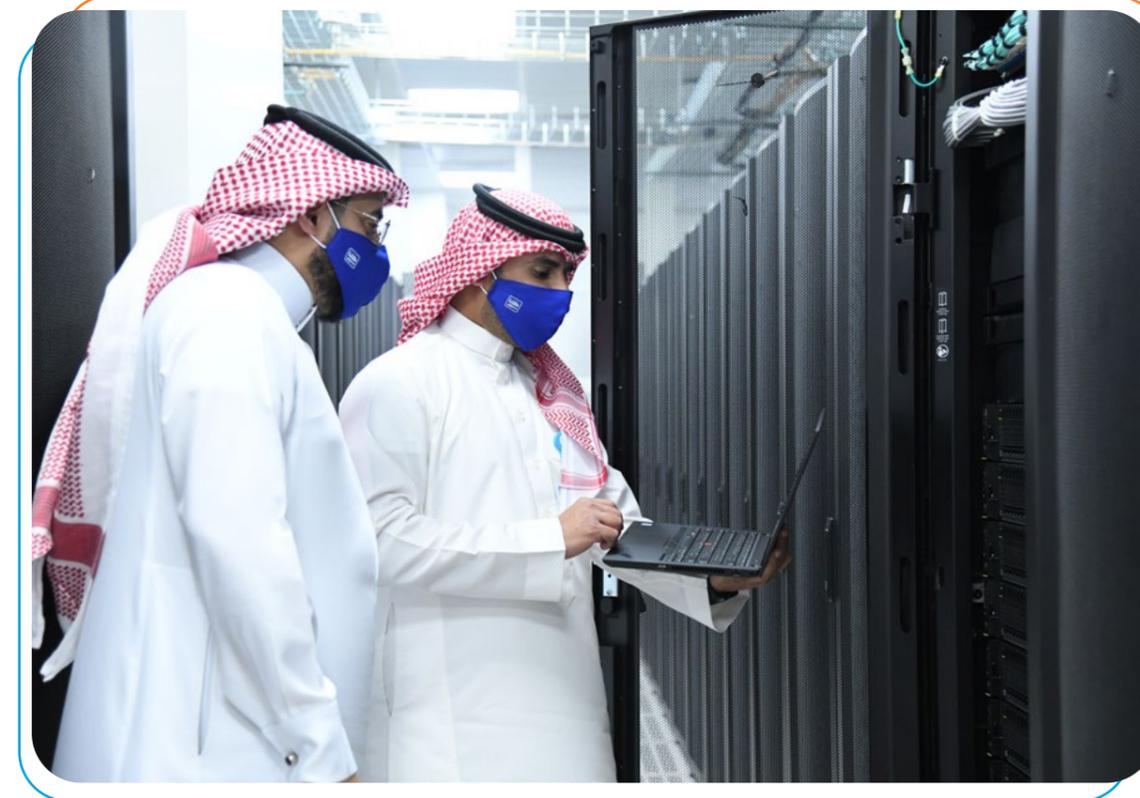
We have also applied a more agile control model that equips us to adapt to market volatility in an efficient and dynamic way. We have engaged our people to encourage the creation of a digital mindset and culture to gain their support in enabling our digital transformation. We are also proud to have completed the process of becoming a paperless company by finalizing end-to-end digital processes for all functions. In line with this, Mobily held more than sixty training sessions covering topics for:

 <b>Data Scientists</b>	 <b>Digital Marketing Specialists</b>
 <b>Big Data Engineers</b>	 <b>Business and Data Analysts</b>
 <b>Cyber Security Experts</b>	 <b>Artificial Intelligence Engineers</b>
 <b>DevOps Engineers</b>	 <b>Automation Testing</b>
 <b>Digital Project Managers</b>	 <b>Masters Program</b>

We are also proud of our paperless initiative which aims to digitize the end-to-end processes in support of all employee and customer journeys, covering contracts and agreements, digital signatures, litigation services, and the visitor system. Overall, in 2020, 111 processes were automated and four robotic process automations (RPAs).

We openly seek to collaborate with prospective partners in order to harness the power of innovation and have an impactful role in

empowering the digital economy through Mobily's Digital Partnership (MDP) Program. In effect, we are looking to work with partners working on ICT services, Internet of Things (IoT), big data analytics services, blockchain-based fintech services, and others, who can help to leverage the influence of Mobily's brand and its infrastructure capabilities. The aim of these partnerships is to evolve into a digital telco, offer innovative solutions to complex industry challenges, expand into new markets and audiences, and boost our sales and revenues.



**Our Performance**

We sought to meet the significant increase in demand witnessed in 2020 not only by providing the necessary capacity to manage the increased traffic, but also by delivering even faster service speeds.

Over the course of the year, Mobily mobile internet average download speed increased by 73% to reach 78.10 Mbps, while our fixed internet average download speed improved by 79% to reach 76.25 Mbps, in line with the average speed of fixed internet services in the Kingdom. In April, we also became the first to roll-out an eSIM service in the Kingdom, removing the requirement to obtain a physical SIM, which contributed to safeguarding the health of our customers by eliminating the need for physical store visits.

Our 5G program saw the roll-out of services to the majority of target cities during 2020, bringing our coverage to a total of 50 cities. Served by more than 3,700 separate sites, the 5G network is a key enabler of the Internet of Things (IoT) that is driving automation and transforming every aspect of our personal and professional lives.

In February, Mobily conducted the first successful five-hour voice call over 5G New Radio (VoNR)

in the Middle East using a 5G standalone (SA) network and, in September, we partnered with Ericsson to trial 5G on the 800/1800 MHz band using Ericsson Spectrum Sharing technology. We remain confident that our investment in 5G, as an evolutionary technology, will result in significant long-term returns for our business, as companies across the Kingdom continue to implement their strategies to leverage 5G for the growth of their businesses. Other key aspects of our strategy delivered in 2020 include the completion of our 4G network upgrade and continuation of our expansion targets, the launch of our new Enterprise Business Intelligence (BI) tool and the revamp of our online portal.

The maturity of our technology, which represents the competitiveness of Mobily promoted by our information systems, is measured through Gartner. It uses an IT score assessment for Enterprise Architecture and Technology Innovation. Although we are currently performing below the sector average in this index, we target to surpass the average by adopting presentation–abstraction–control (PAC) architectural pattern software.



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# 2020 Achievements



ISO 20000 Certified



29% Enhanced quality



4.7 App ratings

30% Increased in throughput and speed by 38%



Enabled 244 Application Programming Interfaces (APIs)



Included 150+ Features to our business

## Outlook

Given the importance of the digital transformation to the Kingdom's socio-economic goals, and the objectives of Vision 2030, we remain wholly confident that the major projects in the pipeline will offer exceptional opportunities for mobile operators, as envisaged by our GAIN strategy.

GAIN Strategy 2020+ focuses on our growth and transformation to grow the core business by focusing on high-value segments, engage with customers digitally, enter new business areas, and increase business to business (B2B) share by focusing on priority verticals. We aim to achieve this using advanced analytics that will improve

our decision making based on near real-time insights, the integrated Gigabit Network to provide seamless digital access with a greater focus on virtualization and network slicing, and through our digital operating model to monetize assets, governance, capacity development and more. Specifically, we target to enhance the digital maturity index score to 3 out of 5 by 2023, digitize and automate 100% of internal and external processes by 2024, and reduce our business support system (BSS) operating expenses by 30% by 2025.



# Data Privacy, Security & Protection

We strive to implement the world's best programs and mechanisms and manage cybersecurity to protect our customers' personal information and privacy.

## Our Approach

Our commitment to the privacy of our customers and our website and app users is captured in our Privacy Policy, which defines how we treat personally identifiable information collected from our visitors and users. Internally, the Information Security Operational Policy, reviewed annually, addresses cybersecurity aspects related to our business environment.

To ensure compliance and to measure our performance, we have several privacy and security KPIs set across relevant Mobily divisions. These measures address the effectiveness of our security and compliance management, identity and access management, information protection management, and threat protection management.

Our incident management process is designed for timely reporting, analyzing, and responding to data security breaches to minimize the impact and likelihood of future incidents. We established an Incident Response (IR) team dedicated to handling information security incidents and taking appropriate steps to contain, mitigate, and resolve them. We have defined security controls to protect Mobily information through the entire lifecycle, from creation to use, through to destruction/obsolescence and have implemented protection methods, such as encryption, masking, and hashing, when required to add protection to personally identifiable information.

## Security Training and Awareness

Data privacy and security threats have increased significantly over the years as hackers are more frequently exploiting human factors to launch their attacks, including methods such as phishing, to obtain personal or financial information by deceiving users with emails or websites that appear to be from a trusted organization. We believe that the best way to avoid this is by having a solid security awareness and training program. We have developed the Security Awareness

Strategy to heighten Mobily security awareness, to set a high-level direction across our organization, and to consolidate the recognition of the need for a planned and concerted effort by our various stakeholders to protect Mobily and customer interests.

The objectives of the strategy are to:

1. Educate employees on the basic concepts of cybersecurity and its associated threats
2. Raise awareness and familiarize employees with their responsibilities towards information security and acknowledge their roles in the protection of information resources
3. Enhance our information security by altering our employees' security behaviors
4. Build a sustainable program that can be practiced to continuously improve the behavior of people interacting with sensitive data and systems.

Our Security Awareness Program intends to change the way our people interact with organizational data and systems. The program covers all organizational employees and is conducted in Arabic and English. Our continuous training methodology is based on a cyclical approach of assessing, educating, reinforcing, and measuring. In this way, we inform users about best practices and teach them how to deploy these practices when facing security threats. The program covers a variety of crucial information security topics, such as safe social networking, social engineering, phishing, workplace security, working from home, and password security.

As a result of the COVID-19 pandemic, and the resulting movement restrictions, we established targeted awareness campaigns, sharing SMS communications, and developing cybersecurity guidelines for working from home for our employees.



## Cyber Security Steering Committee

As part of our initiatives to implement cybersecurity and safeguard our assets, we established a Cyber Security Steering Committee (CSSC), that addresses cybersecurity requirements and provides management support. The CSSC's primary purpose is to oversee and govern our cybersecurity strategy and programs to protect our information and data from cybersecurity risks and threats. The primary objectives are to:

1. Establish governance with Mobily internal stakeholder to align with the cyber security strategy, programs and cyber corporate policies
2. Ensure the protection of confidentiality, integrity, availability of information and data, and customers' privacy
3. Ensure alignment and compliance with government mandates

Our dedicated Cybersecurity Division supports our ambition to become a digital telco provider. To make Mobily secure and resilient to evolving cyber threats, our cybersecurity services and operations are aligned with numerous international certifications including:

1. Payment Card Industry (PCI) Data Security Standard (DSS) for cloud co-locations services
2. Cloud Security Alliance (CSA) Star for cloud and co-locations services
3. ISO 27011 - Telecommunication Cybersecurity Control
4. ISO 27017 - Information Security Controls for Cloud
5. ISO 27018 - Protection of PII Information in Cloud
6. ISO 27001 - Security and Privacy Division
7. ISC 27001 - Digital ICT and Business Operations
8. ISO 27032 - Guidelines for Cyber Security

**Vulnerability Management**

The Cybersecurity Division is also responsible for establishing the vulnerability management processes that identify, assess, prioritize, remediate, and monitor known vulnerabilities in our information systems. Vulnerability Assessment (VA) is part of the vulnerability management process and is conducted on all systems to identify areas of exposure, which are remediated prior to moving forward with production.



All systems are subject to a vulnerability assessment before moving to the production stage, as part of the vulnerability management process. Our systems undergo implementation of the minimum baseline security standards, a minimum information security configuration standard applied to information technology infrastructure.

We conduct internal and external vulnerability scans in each quarter and after any significant infrastructure or application changes. We used the Qualys, a leading provider of cloud-based security and compliance solutions, and automated vulnerability scanning tools to scan Mobily IT systems. The Division is responsible for reviewing vulnerability remediation activities, including performing additional scans once remediation measures are deployed on the systems. To prevent breaches and to recover swiftly in the event of an attack, we rely on our modern protection, detection, response, and recovery capabilities. In addition, we have deployed tools and systems recommended by the National Cybersecurity Authority (NCA) that ensure timely collection, analysis, and monitoring of cybersecurity events for early detection of potential cybersecurity attacks to prevent or minimize negative impacts on our operations. For example, we use the Security Information and Event Management (SIEM) tool that identifies and detects expected and unexpected occurrences, along with a Malware Protection Program to protect Mobily information and systems.

**Assessment and Compliance**

To ensure the continuous effectiveness of Mobily's privacy and security management system, we undertake internal audits and vulnerability assessments covering operation process security, penetration testing and the effectiveness of internal and external security controls. We also conduct regular external audits.

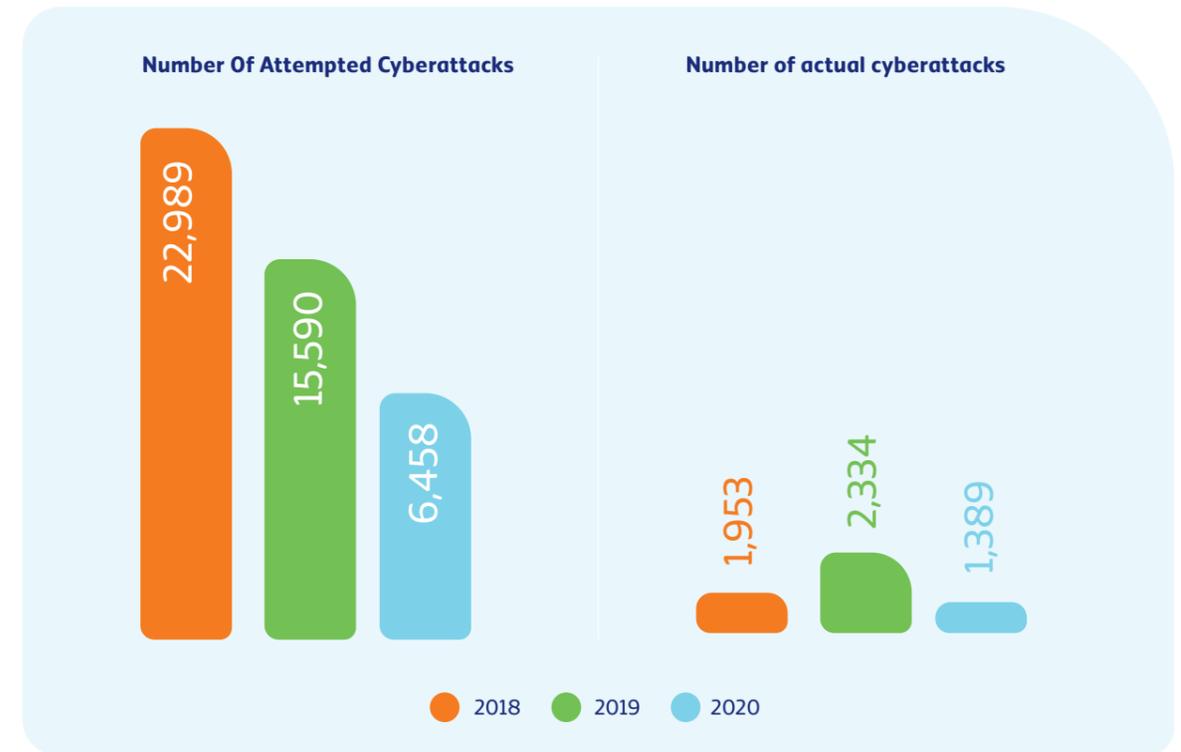
The Internal Audit division conducts period cybersecurity audits and reviews to assess whether our cybersecurity controls are implemented in compliance with Mobily policies and procedures. In addition, we undergo external assurance by the NCA and the Communications and Information Technology Commission to review and evaluate the effectiveness of our privacy and security management system.

We also comply with legal and regulatory requirements by national government entities and bodies such as the NCA.

Mobily's Approval Certificate of the Work Regulation, which was approved by the Ministry of Labor and Social Development, formally defines disciplinary action procedures against any information security breaches and non-compliance to information security policies and standards.

**Our Performance**

Over the years, we have witnessed a decline in the number of attempted cyberattacks and managed to reduce the number of attacks. We are pleased to report there have been zero data breaches in 2018, 2019, and 2020.



Cybersecurity	Unit	2018	2019	2020
Number of data breaches	#	0	0	0
Number of data security breaches involving customers' personally identifiable information	#	0	0	0

**Outlook**

Looking ahead, we have set a series of ambitious KPIs building on our strategy to reach our desired vision, including:

**Targeting above 95%**  
Compliant with Current Configuration Standard

**100%**  
completion of the Data Privacy Program that includes conducting a Privacy Impact Assessment toward Mobily mission-critical application;

**Maintaining a minimum containment time**  
to respond and close high and critical incidents

**Maintaining high employee satisfaction and engagement**



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# Customer Relations & Satisfaction

**We dedicate tremendous effort to meeting our customers' needs and ensuring their voices are heard. We continuously strive to improve our processes to maximize customer engagement and satisfaction.**

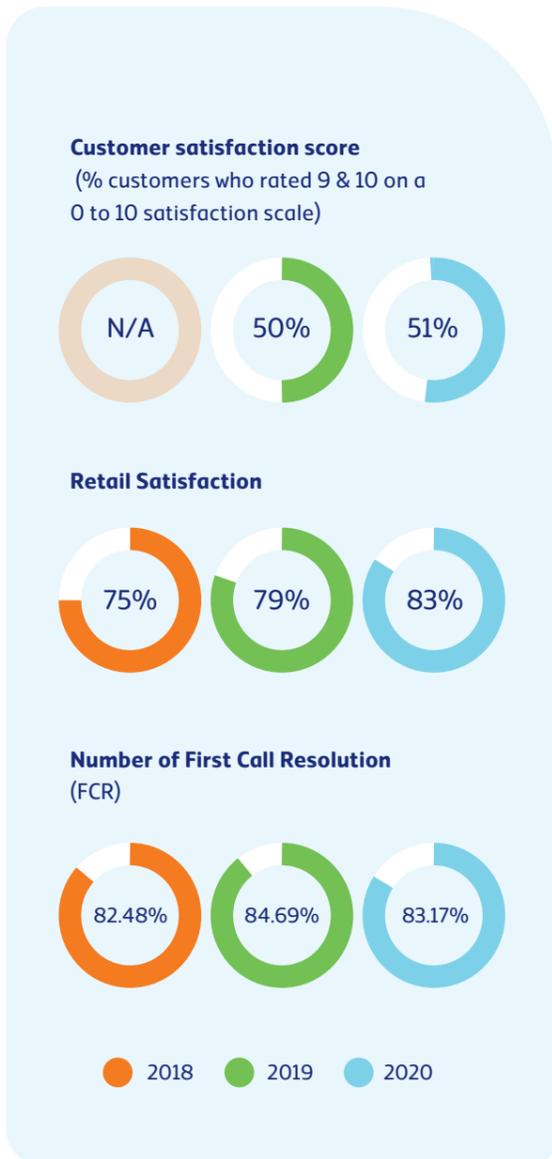
## Our Approach

Customer Care - a pillar of Mobily's GAIN strategy - is committed to nurturing positive customer experiences by delivering service excellence. Despite the challenges faced in 2020, we maintained our high standards and performance across core indicators such as Customer Experience, Complaint Management and Service Delivery.

As a service provider, Mobily complies with the CITC's publication of the requirements for the protection of customer rights that a service provider shall adhere to and comply with. These requirements include customer rights to access the service, get correct information, use the service at the announce price, respect their privacy and keep their information confidential, and more. Our commitment to ensure responsible customer relations is the essence of our Customer Rights Policy. We are committed to providing high-quality and transparent products and services.

With the onset of the pandemic, Mobily Customer Care began working from home quickly and efficiently, establishing full operational functionality in just 48 hours. Our contact centers remained fully operational from home during the entire period, with agents quickly adjusting to remote working. Likewise, in support of our nation and the hardships faced by all as a result of the COVID-19 pandemic, we changed our network name to 'Stay Home - Mobily' in March 2020, calling on all individuals to stay home and prevent the spread of the virus.

We plan on continuously improving our customer satisfaction scores and have dedicated a variety of initiatives to do so, including the enhancement of our 5G network coverage throughout Saudi Arabia. Moreover, we introduced domestic roaming, aimed at maintaining network service in villages and desert areas covered by telecom services in all regions of the Kingdom. The service enables users to change their service operator to another



operator's service network if there is no coverage available from their primary service operator.

Our transition to remote working was facilitated by the swift deployment of technological and logistical support that helped our agents take customer calls and handle transactions instantly,

using social media from their homes. To maintain high operator standards, we continued to grow our service provision for our staff during 2020 by delivering all operational training through our virtual e-learning platform, including training on how to work from home and effectively use digital communication and collaboration tools. This new working arrangement, and the shift in transactions towards digital and social media channels, provided a unique opportunity to deploy various initiatives to interact with our customers more successfully in the virtual world. These Customer Care initiatives included the establishment of a new digital community on our website in 2020, as well as enhancements to Mobily App and our Instant Voice Recognition (IVR) services, and the roll out of more than 100 Self-Service Kiosks across KSA, providing our customers 24/7 availability and accessibility.

In 2020, Mobily announced a digital transformation partnership with global technology company SAP to energize our salesforce automation. This partnership is in line with our

digital transformation strategy as we seek to enhance business competitiveness by enhancing customer experiences, optimizing costs and sales, and bringing innovations to market faster.

The development of sales staff capabilities was at the forefront of our Consumer Sales priorities. In 2020, the sales workforce was trained on a range of programs and at different scales, with initiatives covering all new commercial products and services. All new joiners were also enrolled in an induction program to ensure their readiness to serve customers. Due to COVID-19 pandemic restrictions, we provided our employees with soft and functional skills training via cutting-edge knowledge platforms, such as Knowledge-City and LinkedIn Learning, taking account of the nature and requirements of their roles. To maintain the high level of customer satisfaction, we conduct periodic tests to ensure full our sales agents have full knowledge of Mobily products and services.



**Addressing Customer Issues**

Mobily customers once again showed their satisfaction with our Customer Care services, having recorded the lowest number of complaints among the Mobile network operators in the Kingdom in 2020, according to CITC data. We also recorded the lowest complaints in FTTH for the last six quarters, since the second quarter of 2019.

To ensure our customers receive the support they need, we ensure that their service requests and

complaints can be received via digital channels, social media, and call centers. Service requests are assigned to the responsible team for investigation and resolution. Once resolved, our customers are informed via a telephone call or SMS with the option to re-open the service request if the problem persists, or to participate in a service request evaluation survey, enabling us to obtain satisfaction results on our feedback and processes.

Customer complaints	Unit	2018	2019	2020
Number of customer complaints	#	770,193	737,526	930,996
Number of customer complaints resolved	#	770,165	737,526	930,972

**Mystery Shopper Assessment**

The Mystery Shopper Assessment program is a continual improvement plan to enhance Mobily customer experience through the evaluation of the entire customer journey process including the evaluation of product, service, facility, and operation quality.

Mystery visits to Mobily stores are carried out by undercover staff to evaluate performance based on Mobily staff members' compliance with our customer journey guidelines and training. Through the program, we improve our understanding of our customers' needs. This year, we monitored the implementation of COVID-19 precautionary measures across our retail stores to safeguard the health and safety of our customers and our people.

request if the problem persists, or to participate in a service request evaluation survey, enabling us to obtain satisfaction results on our feedback and processes.



	Unit	Q2'19	Q3'19	Q4'19	Q1'20	Q4'20
Outlet external condition	%	98	98	98	98	97
Token machine*	%	100	100	98	98	97
Outlet internal condition	%	94	94	92	95	97
Advertising material availability & display	%	100	100	100	100	91
Interaction with agent	%	98	99	97	96	95
Agent's physical appearance	%	76	76	78	76	79

**Our Performance**

We are proud to have been nominated among the top 10 most valuable Saudi Arabian Brands for the first time. The London-based Brand Finance, a leading independent brand valuation and strategy consultancy, issued its annual brand valuation ranking, where Mobily has been named the ninth most valuable brand in Saudi Arabia, gaining three notches up in the scale and increasing in value by 31% to reach more than 4 billion SAR.

Mobily launched more than 70 products in 2020 to fulfil rapidly evolving customer needs in the context of COVID-19, such as the requirement for higher data volumes. We also reoriented our communication strategy to focus more on online and social media channels over physical touchpoints. Incentives launched included a variety of deals for pre- and post-paid customers, including extra mobile data allowances and discounted sign-up fees, new over-the-top (OTT/ internet) Mobily TV packages, discounts on post-paid FTTH packages, the roll-out of VoLTE (voice over LTE/4G) services, and the launch of our PlayStation PS5 and XBOX X/S Gaming Console

packages. Mobily mobile internet download speed rose to an average of 78.10 Mbps, while our average fixed internet download speed reached 76.25 Mbps. We were also recognized for providing very high fixed internet video streaming quality (99.76% for 4K UHD) and achieved the lowest latency for three of the four most popular social media platforms in the Kingdom. An important consideration during remote working was the lowest latency for popular platforms like Zoom, Microsoft Teams, Cisco WebEx and Google Meet in the Kingdom, according to the CITC report.

To further enhance our service quality, we started providing Mobily Fiber services through an agreement to open broadband, allowing us to offer fixed and fiber optic broadband services to 3.5 million homes across Saudi Arabia. Broadband services for fixed communication networks through fiber optics technology offers customers a unique experience of high-speed internet as well as video streaming, and e-gaming.



\*CITC report Q4 2020



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## Responsible Marketing

We strive to enhance our network to ensure we provide consistently high levels of quality and service to meet customer needs. In doing so, we ensure that our communications are transparent.

### Product and Service Quality

The COVID-19 pandemic disrupted the market in an unprecedented way. A series of challenges, including the introduction of an additional 10% value added tax (VAT), the almost absolute reduction in our Hajj and Umrah base, and the reduction of mobile termination rates (MTR) introduced by the CITC, had negative impact on revenues.

We were able to neutralize this impact effectively, through actions that concentrated on customer retention and acquisition. By diverting resources from our roaming and Hajj and Umrah sales to our digital channels, we implemented a digital realignment of sales to provide convenient and efficient alternatives to our customers, enhancing customer experience and boosting revenues. Most of the telecommunication products that were sold physically in 2019 are now available for customers through our digital channels.

By ensuring faster, more streamlined and efficient digital services, we were able to reduce customer churn significantly in 2020, while maintaining our market share. Data traffic on our network grew by almost 50%, while fiber-to-the-home (FTTH) service demand increased considerably. realignment of sales to provide convenient and efficient alternatives to our customers, enhancing customer experience and boosting revenues. Most of the telecommunication products that were sold physically in 2019 are now available for customers through our digital channels.

By ensuring faster, more streamlined and efficient digital services, we were able to reduce customer churn significantly in 2020, while maintaining our market share. Data traffic on our network grew by almost 50%, while fiber-to-the-home (FTTH) service demand increased considerably.

### Responsible Marketing

Customers are the central focus of product and service design. We consider all segments of customers when developing new products and services and updating existing ones, by analyzing

trends, behaviors, and sales performances. Our GAIN corporate strategy is predicated on the principle of digital inspiration for 'Empowering the Digital Economy to Unlock Possibilities'.

In 2020, we launched a series of marketing and engagement mechanisms to serve our customers and enhance their satisfaction, including:

- 20% discount for new customers
- 20% extra data for existing customers
- Zero rating for all the educational apps like Madrasati, MS Teams, along with adding MS Teams as part of Mobily's Social Media bundles – free of charge, targeting students and faculty.

All Mobily marketing communications are carried out in the context of Saudi Arabia's social values, and the culture of local society. To ensure our marketing communications are responsible and ethical, we follow Marketing Communications (MarCom) guidelines, which cover the values and tone of our communication. We consider this to be a policy for our communications.

Our customer care divisions were assisted by initiatives aimed at better serving our customers, including:

- Introduced initiatives via interactive voice response (IVR) that aim to migrate customers to better value packages to maximize their satisfaction
- Introducing WhatsApp as a new digital channel to provide support for all pre- and post-paid customers. This initiative resulted in better customer experience and reduced traffic at the call center.
- Using a dedicated platform for unified social media scheduling and publishing, social media reporting, and email newsletters to reach customer segments efficiently on multiple digital channels for awareness and sales.

No incidents of inappropriate marketing or advertising occurred in 2020.

## Responsible Employer



We strive to create an open, diverse, and inclusive environment that provides the knowledge, skills, and dedication we need to achieve our long-term business objectives. Our ambition is to have all employees feel equally valued and to share our values. We are dedicated to developing a workforce that is inspired by innovation, quality, and productivity.



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# Talent Management

**Our people drive our growth and support the achievement of our strategic objectives. We are committed to hiring, developing, and retaining talented employees, with a focus on Saudi nationals in support of the Saudi Vision 2030. We focus on personal and professional development to provide our people with learning and development opportunities, in line with their needs.**

## Our Approach

In response to 2020's difficult market conditions, Mobily adopted an approach focusing first and foremost on employee health, while supporting them to maintain operational productivity. Employee concerns were captured in openly and transparently through the annual Global employee engagement survey. Our approach ensured minimal impact on our people and operations, as well as preserving financial performance for the year.

In response to the restrictions incurred by the pandemic, we adopted a work from home policy, expanding flexible work arrangements, allowing our employees to work remotely and safely. We proved to be highly resilient in managing our workforce and meeting operational challenges. We ran our systems entirely remotely, implementing an advanced level of automation, and successfully transitioning our employees to home working.

Mobily's new Corporate Citizenship Department developed numerous initiatives to foster a better work environment within the company. The department developed an engagement plan

to maintain dialogue with employees working remotely. Enacted throughout the year, its initiatives resulted in a 31% increase in Mobily's Employer Brand Rate.

2020 saw the completion of various Human Resource projects designed to improve our services and efficiency. These included the re-issue of all our HR policies and procedures to ensure they are up to date and to define a single source for all policies, procedures, and processes for easy access by all our employees. We also undertook the complete restructuring of our workforce and the introduction of a revamped Performance Management System. These upgrades allowed us to introduce various initiatives such as a new operating model and an organizational structure which enhanced our talent management activities. In turn, we developed a performance management system, an enhanced graduates development program, a leadership development program, improve the onboarding journey of the new hires, and update internal procedures and processes for more greater efficiency.



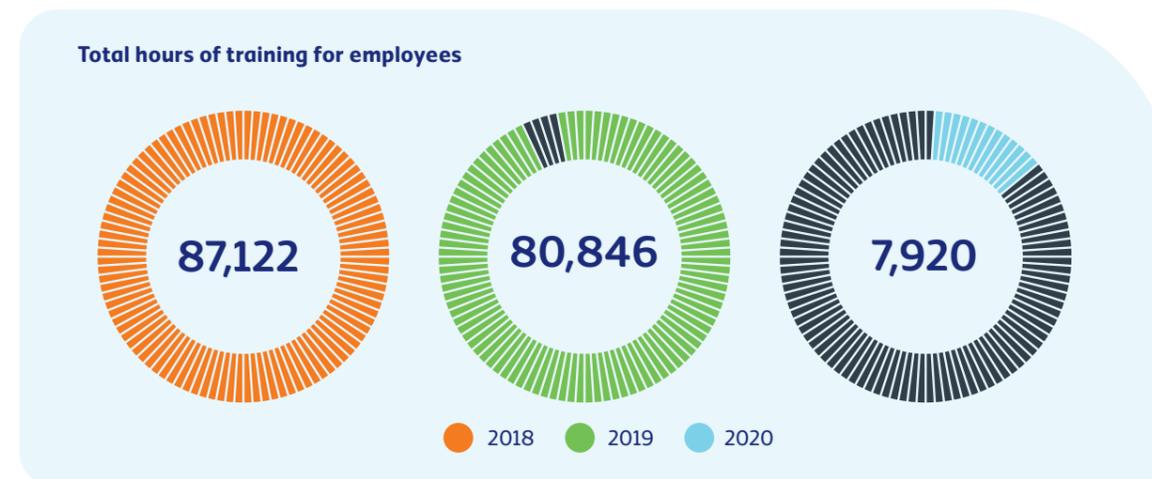
## Training and Development

Due to the pandemic, 2020 was characterized by a significant reduction in training programs and sessions. Nevertheless, we focused our attention on providing key learning and development support to our people. This involved taking advantage of newfound synergies driven by the repositioning of functions, as well as new activities and growth of existing activities that required targeted upskilling and capability building.

We also performed a workforce analysis exercise, in line with the Board and Management's direction, to ensure Mobily's workforce requirements are being met across all areas of growth and need, as we continuously adapt to become a more agile, efficient, and effective organization. With the results, we were able to construct more accurate

learning requirements and identify training skills essential to digital transformation.

From our belief that learning is a lifelong process, and to ensure Mobily employees have access to the best learning options, we are pleased to announce the launch of the E-Learning initiative. It aims to develop our peoples' leadership capabilities as well as to develop the technical knowledge of the wider Mobily staff. It includes focus on capability assessment and gap analysis, employee development planning, contracting external vendors, and providing ongoing training courses. We have proudly partnered with top training institutions to support our employees' learning journey.



Training	Unit	2018	2019	2020
Average hours of training per female employee	Average hours	22	23	20
Average hours of training per male employee	Average hours	30	23	23
Average hours of training per employee	Average hours	25	23	24
Average training hours – Saudi Nationals	Average hours	24	21.6	22.6

Training sessions	Unit	2018	2019	2020
Total Female attended the Training	#	273	320	46
Total Male attended the Training	#	2,728	2,683	218
Total Staff attended the Training	#	3,001	3,003	264

**Global Engagement Survey**

We invite all employees to participate in the global employee engagement survey to gather feedback on our processes and identify areas of improvement. This is in line with our commitment to becoming the best employer.

This year, 89% of the 2,300 invited Mobily employees participated in the survey.

Employee Engagement	Unit	2018	2019	2020
Employee Engagement Index	%	66	69	63
Performance Excellence Index	%	65	70	64
Sustainable Engagement	%	71	74	69
Vision, Mission and Strategic Direction	%	70	71	62
Values	%	71	72	69
Leadership Effectiveness	%	69	69	62
Empowerment and Trust	%	71	75	69
Managerial Support	%	69	74	73
Communication Effectiveness	%	67	71	66
Learning, Growth and Career Advancement	%	62	66	61
Reward and Recognition at Work	%	58	61	54
Teamwork and Collaboration	%	74	78	75
Performance Management	%	59	65	60
Customer Centricity	%	70	75	71
Speed and Execution	%	67	70	66
Work Life Balance	%	63	68	61
Job Satisfaction	%	72	76	74
Innovation	%	62	66	59
Work Culture & Environment	%	64	68	64
Behavioural Change Index	%	60	57	47

**Employee absentee rate**



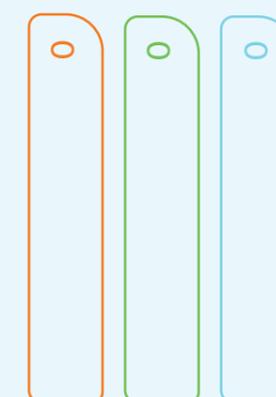
**Total number of employees**



**Full time employees**



**Part time employees**



By employment level	Unit	2018	2019	2020
Senior management	#	52	58	47
Middle management	#	845	818	753
Staff	#	1,698	1,577	1,500

Workforce by gender profile	Unit	2018	2019	2020
Headcount Female	#	139	143	150
Headcount Male	#	2,456	2,310	2,150
Percentage Female	%	5	6	7
Percentage by Male	%	95	94	93

Nationalisation	Unit	2018	2019	2020
Nationalisation rate of senior management	%	46	74	74
Nationalisation rate among total workforce	%	80	83	84
Total number of National employees (FTE)	#	2,089	2,031	1,921
Total number of Expat (FTE)	#	508	422	379

Turnover	Unit	2018	2019	2020
Turnover rate	%	5.7	6	5.8
Total number of employees who left the organization	#	149	157	138



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**Outlook**

We have plans that seek to better engage, stimulate, and develop our people. These include an automation plan for our human resources function to optimize the department's processes. It also involves activating the role of employees in building and designing action plans based on the results of the global employee engagement survey.

For the training and development of our people, we aim to return to pre-pandemic levels of training and education by enhancing e-learning platforms, which will increase training hours and trainee knowledge, in addition to enhancing cost efficiency. We also aim to establish a Mobily Alumni Club and employee value proposition initiative to maximize employee engagement.

# Health & Safety

The health and wellbeing of our people has long been one of Mobily's foremost priorities. This responsibility to our people was of particular significance during 2020, given the effects of the COVID-19 pandemic on communities work across Saudi Arabia.

**Our Approach**

We are committed to ensuring a workplace with the highest standards of health and safety by adhering to safe labor practices and laws. Our Health, Safety and Environment (HSE) Policy applies to all Mobily staff, contractors, suppliers, visitors, consultants and partners at Mobily sites and projects. We expect all employees and third parties to adhere to the health and safety rules, as expressed in our Code of Conduct. Our HSE manuals and programs are carefully developed and revised in accordance with the ISO 45001:2018 standard, for which we have received certification this year and fulfill national and international laws and regulations applicable to our business to standardize best operating practices.

Providing high standards of safety, health, and environmental protection is essential to operating

We believe that all accidents are preventable and that operational success is underpinned by having no accidents.

in a safe and responsible manner, safeguarding the lives of employees, customers, contractors, communities, and stakeholders, and protecting physical assets such as properties. We are committed to promoting a positive safety culture and maintaining a risk management framework that supports continuous improvement in HSE performance by:

- Applying formal regular reviews and evaluations on all standard operation procedures and processes related to F&A business objectives and targets to ensure continuous improvement and compliance.
- Applying regular HSE risk assessment exercises to identify risks and hazard in the workplace and striving to control and mitigate these to prevent accidents and achieve continuous improvement in HSE performance.
- Monitoring and ensuring implementation of HSE policies and procedures at all F&A premises, including design, execution, maintenance, operation, security and provided services at all our premises.
- Integrating HSE into all relevant business decisions as a contribution to sustainability and safe development. Heads of Departments are responsible and accountable for the effective implementation of the HSE Manual across the full scope of their responsibilities and operations.
- Working to achieve the prevention of accidents, injuries and ill-health through engagements with employees and their representatives, as well as participation and consultation for the enhancement and implementation of HSE Manual.
- Providing the required training and awareness programs to ensure that HSE standards are well known and part of our culture.
- Ensuring individual and departmental compliance with the HSE policy by means of clear incentive programs that reward best implementation as well as disciplinary agreements that punish violations.
- Ensuring that all the required organizational structures and resources exist to facilitate the achievement of the published HSE goals. It is also the responsibility of each employee to implement this policy and live up to its commitments.



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We ensure that all personnel are both qualified and authorized to operate. All our employees undergo Safety Engagement training to familiarize them with best safety practices as well as fire and building evacuation drills. We also hold hazard identification and risk assessment (HIRA) workshops for our workers and provide personal protective equipment (PPE) for additional protection for those workers exposed to workplace hazards.

In 2020, we implemented a work from home policy and guidelines to ensure the health and safety of our employees, considering the COVID-19 circumstances. During this time, we sought to provide full support to safeguard their physical and mental wellbeing, and that of their families. We launched initiatives including e-learning programs for leadership or technical training and professional development; online fitness classes designed to encourage family participation; and mind, body and soul sessions to help employees manage stress and anxiety.

We took to running all systems remotely to safeguard the health of our people. With our advanced level of automation, and the quick adaptability of employees to the new work from home arrangement, we proved to be resilient in managing our workforce and operational challenges.

To support our people during the movement restrictions implemented across the Kingdom, we launched a series of programs, including:

- **Fitness classes:** online sessions designed to encourage family participation and exercise. We partnered with Bupa, a medical insurance company, to deliver the sessions virtually, stimulating our employees and ensuring they were entertained, engaged, and fit, while at home.
- **Mind, Soul, and Body sessions:** experts and trainers provided sessions to help employees manage stress and anxiety and adopt healthier habits. The courses encouraged employees to focus on the effects of the pandemic on their relationships and families.

Once it was safe to do so, upon the official announcement of the gradual commencement of work in the office, we gradually welcomed our people back to the office. Our plan ensures compliance with social distancing in the office by dividing employees into groups based on business needs and priorities. The plan was supported by guidelines and instructions, such as:

- The Self Declaration Manual: a process for reporting and disclosing possible cases of COVID-19 infection, ensuring employee privacy
- The General COVID-19 Precautions and Instructions Manual.
- The Meeting Rooms Protocols and Guidelines.
- Periodic sanitization of all offices, toilets and all commonly touched surfaces.
- Suspension of visits of guests and suppliers to the company's offices.
- The continued prevention of in-person meetings to be replaced with video and remote meeting technologies.
- Implementing workplace ergonomics to stimulate a motivating workplace with desired office temperatures and lighting.

Mobily F&A team is responsible for carrying out inspections and audits. We undergo external assurance reviews by the National Inspection and Technical Testing Company (FAHSS/TUV) as well as auditing for ISO 45001:2018 for the Occupational Health & Safety Management System for certificate issuance and validation.



### Our Performance

In 2020, we had zero incidents of employee and contractor fatalities and injuries. Total recordable injuries for employees and contractors stood at zero, as did occupational illnesses. The number of accident investigations reduced to zero.



Key Performance Indicator	Unit	2018	2019	2020
Employee fatalities	#	0	0	0
Contractor fatalities	#	0	0	0
Employee lost time injuries	#	0	0	0
Contractor lost time injuries	#	1	0	0
Employee total recordable injuries	#	0	0	0
Contractor total recordable injuries	#	1	0	0
Employee lost-day rate	#	0	0	0
Contractor lost-day rate	#	0	0	0
Employee occupational illnesses	#	0	0	0
Employee absenteeism rate	#	0	0	0

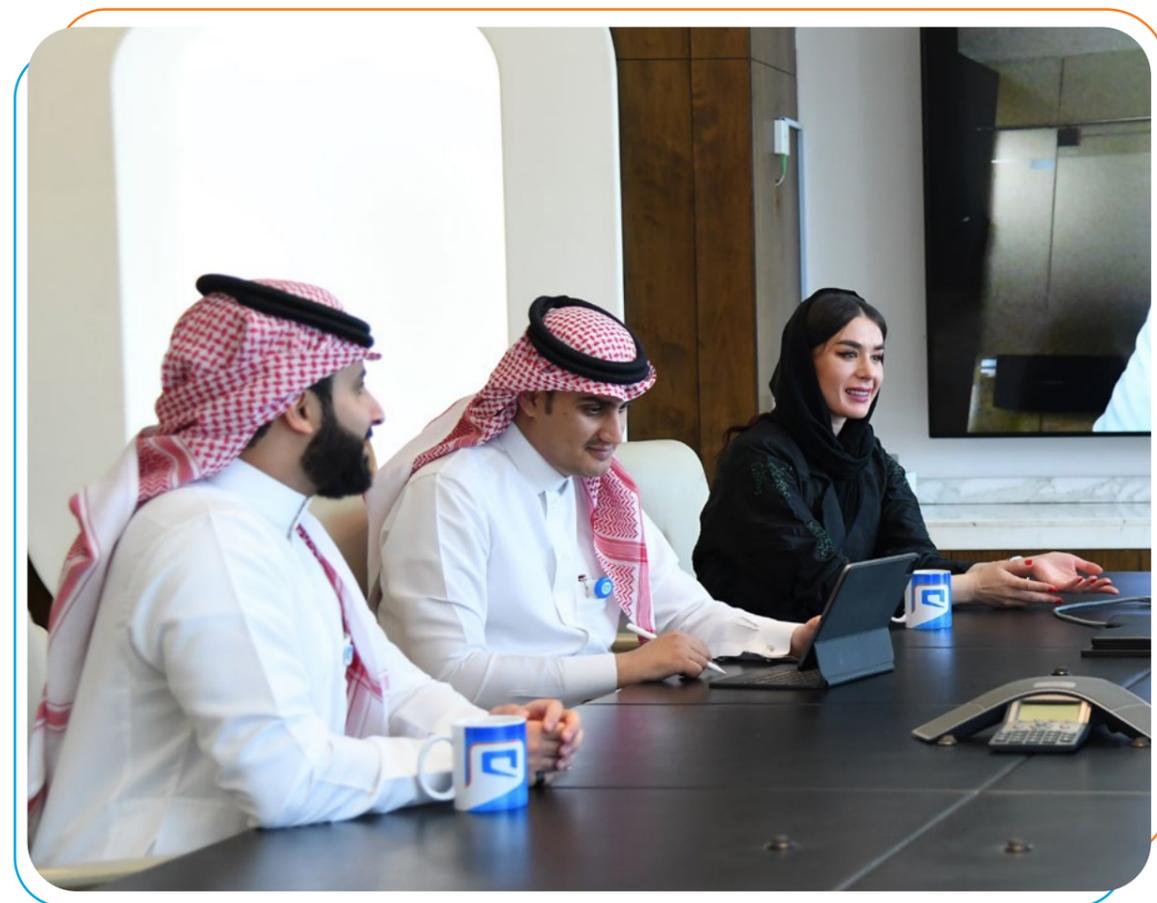
We conducted Health and Safety training to all employees in 2020 to increase their awareness on best practices.

Health & Safety Training and Drills	Unit	2018	2019	2020
Total hours of Health and Safety training provided to employees	Hours	NA	NA	27
Average hours of Health and Safety training per employee	Average hours	NA	NA	0.40
Total cost of Health and Safety training (SAR)	SAR	NA	NA	3,630
Total number of emergency response drills conducted	#	57	104	55
Safety Accident investigations initiated	#	1	2	0
Safety Accident investigations completed	#	1	2	0

Note: It is only for HR Contract staff. We assumed that 2/3 of population is working for 6 days in a week and 1/3 for 5 days. Assumption is 8 working hours per day and 5 Days a Week)

**Outlook**

In the future, we seek to increase HSE training and employee awareness and to enhance our HSE performance by focusing on leading performance indicators providing an indication on the health and strength of our systems and culture. These include the number of inspection visits, engagement meetings, awareness releases, and drills conducted per year.



# Diversity & Inclusion

Mobily is an equal opportunity employer that strives to ensure employee inclusivity with positions filled on merit. Diversity and inclusion support our innovation and growth potential. An open, inclusive, innovative, and creative culture can unlock hidden value for the business. For this reason, we encourage diversity and do not discriminate based on any grounds.

**Our Approach**

Our ambition is to be the best place to work for people, to empower them and contribute to their social and professional development, enhance employee experience, and attract and retain top talent. Our workforce consists of 31 different nationalities and we foster this diversity by implementing best practices dedicated to driving the participation of talented individuals.

In our HR policies and process we ensure that grantee fairness and create equal opportunities based on agreed criteria that depends on knowledge & skills in the first place.

**Female Empowerment**

We empower women and promote gender equality to increase female participation in the workforce. Our equality policies enforce women's rights and ensure these are protected and exercised.

We provide women opportunities through the Tamheer program that gives female fresh graduates the chance to be trained in different fields within our company, providing them the opportunity to obtain a full-time job within Mobily or another organization outside based on the knowledge and skills obtained during their work with Mobily. Moreover, in line with the national Women Leaders 2030 program, encouraging and supporting women to enrich their knowledge of leadership and provide the capabilities to be a leading role model, we have introduced a partnership with Princess Nourah bint Abdulrahman University and INSEAD Business School. Through this partnership we are exploring the development of programs that will empower women across the Kingdom.

In 2020, our workforce included 150 women, comprising 7% of the total workforce. This year, our female employment rate grew significantly, as 23% of our new hires were women.





**Parental Leave**

All female Mobily employees are entitled to ten weeks of paid maternity leave, as per our HR policy. The leave can be divided flexibly, starting a maximum of four weeks before the expected delivery date. It can also be extended by one month without pay.

Upon returning to work from maternity leave, the new mothers are entitled to a daily rest period of

an hour for a period of two years from the child's birth.

We also grant parental leave for our male members of staff, who are entitled to three working days of paid leave, to be taken within two months of the child's birth.

Parental Leave	Unit	2018	2019	2020
Number of employees that took parental leave	#	4	7	7
Number of female employees who returned to work after maternity leave ended (return to work)	#	4	7	7
Number of female employees who returned to work from maternity who were still employed twelve months after return to work (retention)	#	4	6	6
Return to work rate (%)	%	100	100	100

**Saudi Nationalization**

Mobily plays an important role in empowering and nurturing Saudi talent and growing its participation in the job market. One of our goals is to increase the level of knowledge and skills among young talented students and enable them to apply their academic studies in one of the telecommunication leading companies in Saudi Arabia. We partner with different universities and institutes to enable students to complete their graduation requirements.

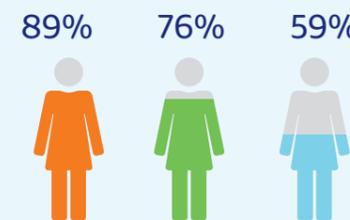
One of the programs we engage with is Tamheer, an on-the-job training program for Saudi graduates, who hold diplomas, bachelor's degrees, master's degrees, or PhDs, from local or international universities. We provide them with training to acquire work-based experiences and to prepare them for full-time employment.

**TAMHEER**

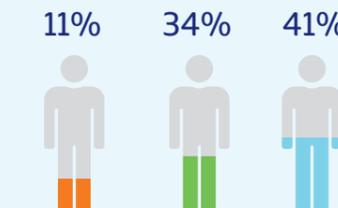
Number of Tamheer program participants



Female participants %



Male participants %



2018 2019 2020



We also have a dedicated Cooperative (Coop) program, in partnership with universities across the Kingdom, similarly designed to support students to gain different experiences during their training. Under the guidance of Mobily professionals, students experience different functions in line with their major area of study. The program allows students to:

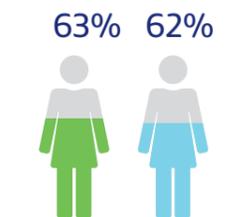
- Bridge the gap between educational and practical experience
- Acquire business and management skills
- Gain more knowledge by attending learning workshops

**COOP PROGRAM**

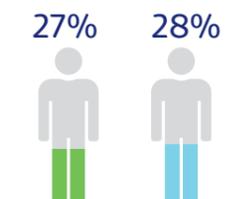
Number of Coop program participants



Female participants %



Male participants %

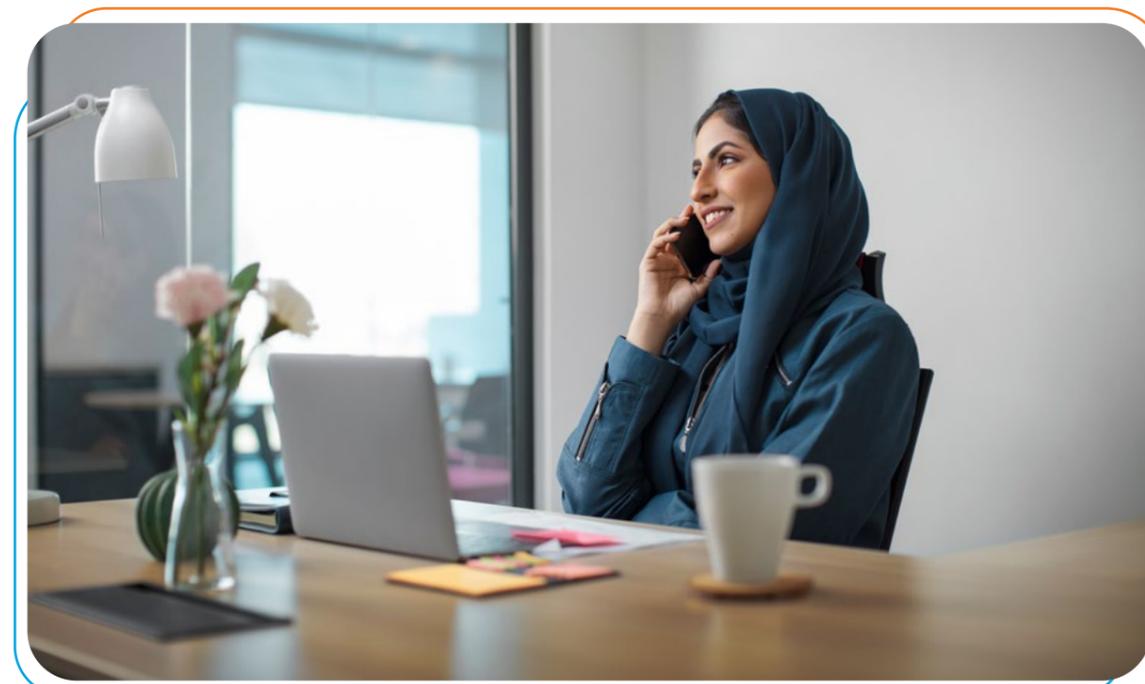


We became the first telecommunications company in the Kingdom to be recognized as an Authorized Training Employer of the Institute of Chartered Accountants in England & Wales (ICAEW). This partnership supports the Saudi Vision 2030 and will allow us to offer Saudi Nationals ICAEW's prestigious Chartered Accountant (ACA) qualification, one of the most advanced learning and professional development programs available, which is valued around the world in business, practice and the public sector. Being an Authorized Training Employer is part of our strategy to develop the Kingdom's telecommunications and IT sector, and reinforce our commitment to the Kingdom's Saudization

policies. By providing Saudi nationals access to ICAEW's internationally recognized qualification and training, and supporting the development of their skills and abilities, we will empower national talent to lead in the company's key roles.

In 2020, Saudi Nationals made up 84% of the total workforce, with 1,921 employees in various positions. Senior management consists of 74% of Saudi Nationals, and 78% of middle management. Saudi National technical employees make up 65% of the total technical workforce and 93% of the total sales workforce. Our female workforce stands at 8% Saudi Nationals this year.

Key Performance Indicator	Unit	2018	2019	2020
KSA Nationalization in the Organisation	#	2,087	2,029	1,919
KSA Nationals employed at Top Management	#	24	43	39
KSA Nationals employed at Middle Management	#	634	630	586
Technical Staff are KSA Nationals (IT + Technology)	#	219	283	274
KSA Nationals in Sales Workforce	#	892	728	683
% Female KSA Nationals which equates to Total female population	%	6	7	8



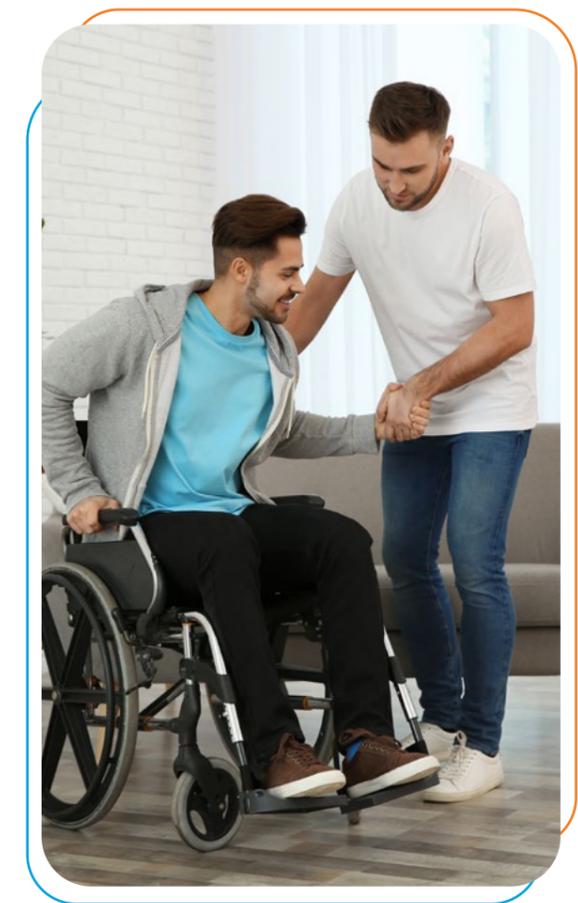
**People with Disabilities**

At Mobily, we foster an environment open to all, regardless of their disabilities. In 2019, we hired 18 individuals with special needs to join our workforce. We encourage the employment of Saudi nationals with special needs, certified by the concerned government authority). We verify that the candidates are fit to work within their disability limitation and do not end employment services as a result of the disability. It is the responsibility of Mobily to provide a work environment suitable for all employees.



**Grievances**

We aspire to create a supportive environment for all our employees that encourages and facilitates excellent performance and achievement of our strategy and goals. For this reason, we have established an internal grievance mechanism with guidelines to detect and eliminate any



potential detrimental effects arising from employee concerns and grievances. We aim to ensure that all employees have an equal and adequate opportunity to express their grievances in a fair and transparent manner, through open communication channels.

Key Performance Indicator	Unit	2018	2019	2020
Number of performance grievances filed in the reporting period	#	175	74	44
Number of these performance grievance addressed or resolved	#	135	74	10
Percentage of performance rating revisions	%	26	4	22.5

**Compensations & Benefits**

A skilled, motivated, and engaged workforce underpins our ability to deliver our business goals and strategy. We believe that fair and competitive compensation and benefits are essential factors to achieve this.

Hence, we align key benefits and salaries to the market and ensure gender parity, to drive operational efficiency. Our benefits include, but are not limited to, health insurance, parental leaves, paid leave, and more.

# Positive Community Impacts



Our newly created Corporate Citizenship Department took the lead in putting our CSR strategy and program into action through activities designed to ensure significant and sustainable positive impact for our communities and country.

# Community investments & relations

Mobily Corporate Citizenship, CSR and Sustainability Program aims to develop, deliver and sustain initiatives and create valuable partnerships with our community in a way that benefits all stakeholders, including our supply chain.

## Our Approach

We are deeply rooted in the communities we serve and are committed to investing resources to help them prosper. We have a dedicated sponsorship policy that we use to evaluate opportunities based on their alignment with our strategy and values, target audience, location, nature of employees, and the investment.

We rely on the following principles when making community investment decisions:

	<b>Supporting education</b>		<b>Providing technical support, education, and awareness of topics related to evolving technologies</b>
	<b>Driving awareness of the importance of sports to identify and sponsor talent</b>		<b>Giving women equal opportunities</b>
	<b>Giving back to the earth through measures including waste management, recycling, and mitigating climate change</b>		<b>Increasing awareness of and providing support for health issues, such as diabetes and mental health</b>
			<b>Supporting the needy, including those with special needs, orphans, and prisoners</b>





We have initiated talks with several leading public, semi-government and non-profit organizations, establishing the basis for more formal cooperative partnerships. These potential collaborations span areas where we feel we can make a positive contribution to the development of the Kingdom and its people, in alignment with the Saudi Vision 2030.

In cooperation with the Saudi Ministry of Health, we launched several COVID-19 awareness campaigns, for our customers and across the Kingdom. By using the full extent and reach of our social media presence, we ensured these campaigns reached as many people as possible across the country. This allowed us to circulate consumer support, advice, safety instructions and other messages and information to address all sections of society, from the victims of the virus and their families through to the front-line heroes working to stop the spread of the virus and treat the sick.

We displayed heartfelt messages on the King Fahad Road billboard, thanking our frontline workers publicly upon their return to work at the office. This high-profile campaign was seen by millions of people, and the impact of this simple act was felt nationwide.

Throughout 2020, we maintained our social impact partnership with the Ministry of Housing's Jood Eskan platform, which aims to involve the broader Saudi community in Kingdom-wide efforts to provide housing support to those in need. We invited our employees to participate in this campaign and to lend a hand to a needy family – in line with the culture of care, courage, agility and clarity. Our employees' support and generous donations have secured houses for needy Saudi families.

We also launched a partnership with the Ministry of Human Resources and Social Development (MHRSD) to design customized initiatives that contribute to society by making use of Mobily's telecommunications network. We came together with the Ministry of Municipal and Rural Affairs (MOMRA) to explore how to encourage physical activities in government-owned parks by promoting a broad range of sports.

In December, Neqaty, Mobily's Loyalty program, designed to reward our valuable customers with Neqaty Points, and the Loyalty Team, celebrated the handing over of a donation cheque to the Children with Disability Association, a Neqaty program partner. Our Chief Consumer Officer, Ismail Alghamdi handed the cheque to the association's CEO, Dr. Ahmed Altamimi. Mobily had launched a campaign for clients to donate Neqaty points to the association to aid in the improvement of its educational programs and health services. Our campaign coincided with the International Day of People with Disability in December. While our customers donated their Neqaty points to the association, we contributed an additional 20% of the total donations back to our customers in recognition of their gesture.

Since the outbreak of the pandemic, we have focused our efforts to support a range of national educational initiatives, such as the Saudi Human Resources Development Fund's (HRDF) Tamheer on-the-job training initiative and the College Cooperative Programs and Internships, helping to provide Saudi graduates from local and international universities with the expertise and skills to contribute meaningfully to the labour market. We consequently hired more than 132 trainees to become full-time Mobily employees in 2020, all of whom have contributed to the Company's success and will continue to do so in the years ahead.

**Future Skills Initiative**

In early 2020, we cooperated in the Future Skills Initiative launched by the Ministry of Communications and Information Technology (MCIT). The initiative aims to build and stimulate a sustainable environmental system to develop digital skills and contribute to bridging the gap between supply and demand in line with the requirements of the labour market. It does so by increasing opportunities for specific training for national talent locally and reducing training costs and stimulating and increasing quality partnerships.

As part of Future Skills, we selected talented Mobily employees engaged through virtual cooperative training sessions featuring local leaders and specialists in the Saudi job market. The sessions aimed to develop the digital skills of graduating students by increasing training opportunities.

**Responsible Procurement**

COVID-19 disrupted supply chains and traditional business operations. To overcome these challenges, our Business Unit teams worked with vendors and partners to develop contingency plans to speed up service support and identify alternate sources in the supply chain resolve delays. We undertook a procurement revamp project aligned with the GAIN corporate strategy to help achieve Mobily organizational goals, to continuously enhance enterprise resource planning (ERP) to cope with our digital transformation, and to include agile processes based on best practices.

As we established a new virtual sourcing system, we are proud of our achievements in 2020 of having 100% of all proposals and end-to-end transactions carried out virtually, compared to zero in 2018 and 2019.

In 2020, we received a Local Content certificate from the Local Content & Government Procurement Authority (LCGPA). The LCGPA aims to launch a series of campaigns to raise awareness on and spread the culture of local content, as part of the national agenda to meet and cover local needs and develop a sustainable national economy. The campaigns clarify the impact of local content on all economic actors including members of society and public and private sector organizations.

In our efforts to contribute to the Saudi Vision 2030 and diversify the economy, we focus

**To ensure fairness and transparency in our procurement environment and the supply chain, we are careful to apply the approved Mobily procurement process and ensure adherence to our Supplier Code of Conduct.**

on sourcing most of our procurement needs nationally. In addition, we support small- and medium-sized enterprises (SMEs) by giving them preference for projects valued above SAR 500,000 by adding an additional 10% to their qualification rate. We assess third parties based on their quality of work, time management, project and equipment work, business relationships, and health, safety, security and environment (HSSE).

We regularly hold meetings with top tier suppliers based on latest updates and requirements to enhance our systems and foster partnerships that support the development of Saudi Arabia and its economy. This includes main telecom vendors that manage and operate network services to discuss ongoing activities, any issues on the ground, and potential opportunities. We also collaborate with the Ericsson supply chain management (SCM) team to share best practices.

To ensure fairness and transparency in our procurement environment and the supply chain, we are careful to apply the approved Mobily procurement process and ensure adherence to our Supplier Code of Conduct. When requested by our vendors, we provide training for operating the new sourcing system to inform them on how to use the features in the system and any updates. The Code is not currently aligned with the UN Declaration of Human Rights, but is aligned with local laws which do not allow child labour. We ensure our customers' data remains protected by having vendors and suppliers commit to the terms and conditions related to data privacy and security in their signed contracts.



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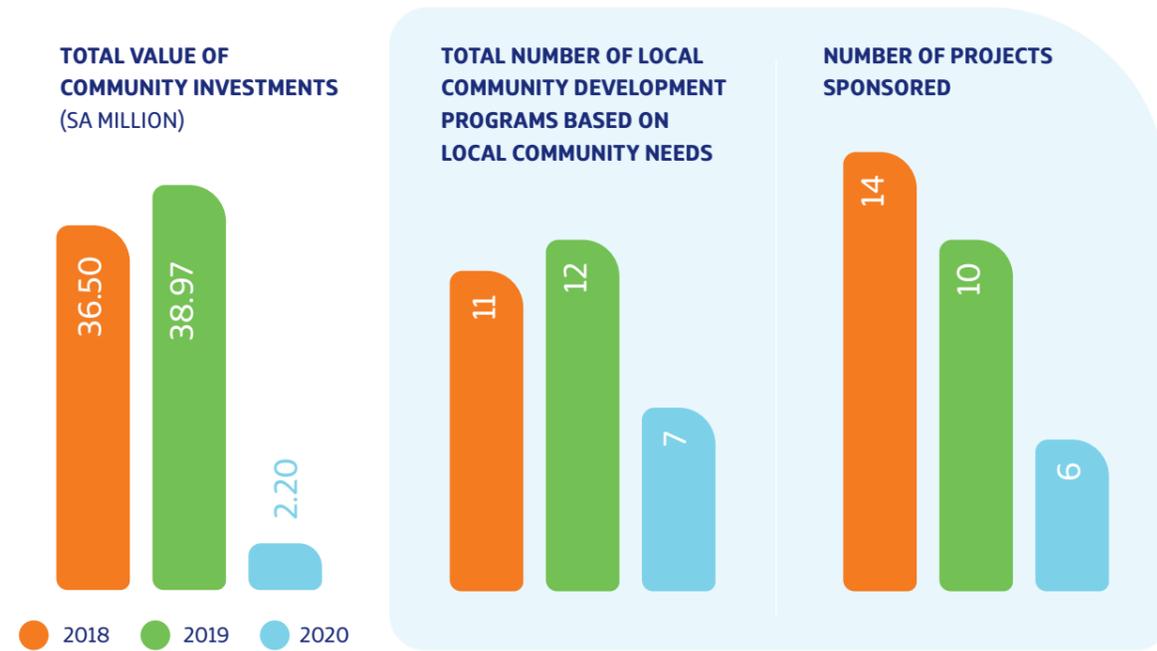
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### Our Performance

The value of our community investments has increased significantly since 2018. While our contributions were higher in 2019, we continued to carry out investments in 2020 in programs and projects despite the constraints created by COVID-19



Key Performance Indicator	Unit	2018	2019	2020
Total value of community investments (SAR)	SAR (Million)	36.50	38.97	2.20
Total number of local community development programs based on local community needs	#	11	12	7
Number of projects sponsored	#	14	10	6

In 2020, our procurement spending on local suppliers made up 94% of our total spending through 279 Saudi-based vendors and suppliers. We issued 24,600 electronic invoices in 2020. We also provided training to approximately 50 third-party vendors for electronic management sourcing and over 400 for electronic orders and invoices.

Key Performance Indicator	Unit	2018	2019	2020
Total procurement spending on local suppliers	%	83	91	94
Number of local suppliers	#	344	334	279
Number of foreign suppliers	#	104	97	91
Percentage of new suppliers that were screened for environmental, labour, and human rights practices	%	N/A	N/A	N/A
Number of electronic orders sent to suppliers	#	3,345	3,631	2,618
Number of electronically issued invoices	#	0	0	24,600
Number of suppliers that were trained in the electronic management of negotiations, orders and invoices	#	Orders & Invoices : >400	10	6

Based on selected vendor evaluation results, recommendations are shared with vendors to enhance their performance based on required capabilities.

Key Performance Indicator	Unit	2018	2019	2020
Number of suppliers identified as having significant actual and potential negative impacts	#	10	10	10
Suppliers with which improvements were agreed upon as a result of audit	#	10	10	10
Suppliers with which relationships were terminated as a result of audit	#	NA	NA	NA
Number of suppliers blocked for reasons of non-compliance with ethical aspects	#	1	NA	NA

Comments: Values are approximated

### Outlook

We look forward to continuing the growth of our commitments and programs with the community. This will build on the momentum of our CSR and Sustainability Program to develop and launch initiatives that create a lasting social impact, including:



**Organizing and encouraging charity, donations, and philanthropy in Mobily and the telecommunication industry.**



**Developing a volunteering system for Mobily employees.**



**Encouraging and influencing individual social responsibility in the telecommunication sector.**



**Building, elevating and supporting the capabilities of the public, private and non-profit sectors and encouraging their growth.**

We also look forward to identifying additional areas of cost optimization and savings in the procurement and supply chain processes to maintain operation and service level agreements. We will monitor key performance indicators, such as inventory turnover ratio, processing time, and inventory value.

## Digital Access & Inclusion

We are dedicated to bringing advanced technology and equal opportunities to the communities we serve. Our activities and initiatives are designed to enable greater digital access and capabilities across the Kingdom.

### Our Approach

We aim to bridge the digital divide by providing access to technology and connectivity. Affordable digital communication services are crucial to serving the entire Kingdom. For this reason, we use wireless broadband to serve rural and desert areas and fixed and wireless broadband to cover urban areas.

Our aim is to continue to develop our infrastructure and services across the Kingdom, including fiber to the home (FTTH), to increase digital access. We signed an Open Access Agreement, along with the other telecom providers in the Kingdom, to use the existing fiber-optic infrastructure available in Saudi Arabia. Through this initiative, our market for FTTH services through fixed line networks rose to 3.5 million households across the Kingdom, effectively quadrupling our footprint in a single year.

To support our customers during the challenging times of the pandemic, we launched promotions to keep them entertained during the national lockdown and to support the national strategy.

### Our Performance

We provided students with discounted packages for remote learning, available for mobile phones and fiber optics, to support pupils and teachers in light of the precautionary measures adopted to prevent the spread of COVID-19.

The unlimited education package offers unrestricted browsing on the Madrasati platform, an interactive digital learning platform, in coordination with the government. The package is available for a three-month subscription for both post-paid and pre-paid lines and entails a 50% discount on fiber service offered to pupils and teachers. In addition, we provided free access to vital Saudi government educational platforms,

the National Education Portal (IEN) and the Unified Education System. The two platforms contain solutions that provide advanced digital educational contents and tools.

We also provided free access to government services such as the Saudi Government Sehha Mobile app, designed to provide online medical consultation, and Absher, an application allowing Saudi residents and citizens to use a variety of governmental services such as to apply for jobs and Hajj permits, and reporting electronic crimes.

To support digital access, we offer free Wi-Fi services in over 13,000 targeted public locations across the Kingdom, including airports, shopping centers, parks, bus stations, hospitals, colleges and universities. The free Wi-Fi spots located in different providences and cities are based on the Communications and Information Technology Commission (CITC) recommendations.

To further enhance digital inclusion in the Kingdom, Mobily supported the Kollonna Attaa campaign launched by Attaa Digital, a non-profit specialized initiative sponsored by the (MCIT) which aims to spread digital awareness among all members of society. The campaign was launched to provide members of society who lack technical tools with personal computers and tablets. We are proud to have supported this initiative by donating 40,000 data SIM cards.

### Outlook

Building on the highly successful roll-out of our services across the Kingdom, we look forward to further enhancing the FTTH portfolio to open a host of new tailored services for gaming, downloading, entertainment, and fixed voice.

## Safeguarding the Planet



We support the view that urgent action is needed to address climate change and have begun to implement measures into our business practices around greenhouse gas emissions, energy, resources and waste.



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# Environmental Management

In 2020, we continued to deliver initiatives to benefit the environment. These included efforts to drive down our energy consumption through efficiency gains and rationalized consumption of resources, as well as to enhance awareness of environmental issues and best practices throughout our organization.

## Our Approach

Our efforts to manage our impacts require employee engagement to align on a shared vision of environmental best practice. To establish this, we raise awareness through engagement campaigns and our internal social network platform, Yammer, in addition to Safety Surveys carried out by our employees for end-user feedback.

At Mobily, we have clearly identified operations and activities that have an impact on the environment through our Hazard Identification and Risk Assessment (HIRA) materials, enabling us to monitor and manage our impact. Facilities and Administrations (F&A) uses periodical reading analyses as well as measurement and reporting tools to monitor identified hazard risks and ensure environmental activities are controlled and goals achieved. We also conduct site inspections and compliance assurance reports.

Energy and the environment are covered in the Operations and Maintenance standard operating

procedures (SOPs) and policies. These cover the implementation of methods and techniques to consume power efficiently, the set-up of special tools to control our cooling systems efficiently, and the process of digitalization and automation to achieve a paperless environment.

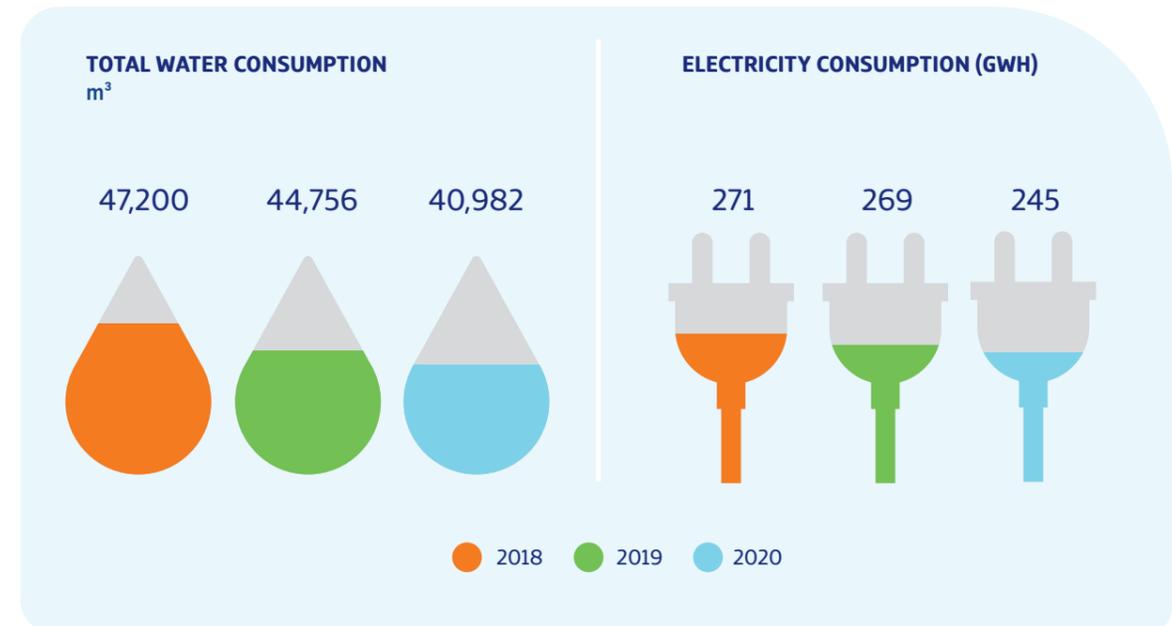
We have adopted engineering controls to reduce our energy consumption, such as the replacement of existing conventional lighting with LED lights in all Mobily outlets, the installation of air containment solutions in all data centers, and the study of smart meter system deployment to monitor power consumption directly. Our administration controls, aimed at engaging all our workforce, address sustainability measures and initiatives, including the implementation of Mobily environmental policies and procedures, encouraging the participation of all staff in environment related activities, the enhancement and enforcement of control measures related to the environment, and the implementation of our paperless policy.



## Our Performance

Our project to replace conventional lighting with LED bulbs in flagship Mobily locations has achieved a 16% reduction in electricity consumption, resulting in lower carbon emissions. The LED lighting solution reduces the need for frequent maintenance and brings down ambient indoor temperatures, thereby also minimizing air conditioning demand.

Similarly, the installation of air containment systems in our data centers has achieved significant energy and cost savings. The aim of the project is to reduce the temperature of these spaces by separating cold supply airflow from the hot air coming from equipment exhausts, reducing energy consumption by as much as 30-40%, whilst improving overall equipment performance and efficiency.



Mobily has not been involved in environmental allegations.

**Outlook**

We aim to bridge the digital divide by providing We will seek to implement more initiatives to raise employee awareness and reduce our environmental footprint. We are aiming to implement the following activities:

- Increase staff and customer awareness of e-waste
- Deliver more environmentally conscious waste management policies and procedures, including the recycling of scrap materials through certified third parties
- Implement smart tools to reduce water consumption
- Implement digitization and automation to progress toward a paperless environment by 20%
- Raise awareness among Mobily people of Earth Day
- Roll-out a no-smoking policy across all Mobily buildings.
- Continue to implement more efficient patterns and methods of power consumption, as part of our ongoing low-energy lighting and heat separation solutions.
- Explore the potential implementation of a smart meter system to measure power consumption and identify opportunities for further cost savings and rationalization.
- Introduce a building management system (BMS) at some of our key sites.
- Explore the possibility of installing roof-top solar photovoltaic power infrastructure.

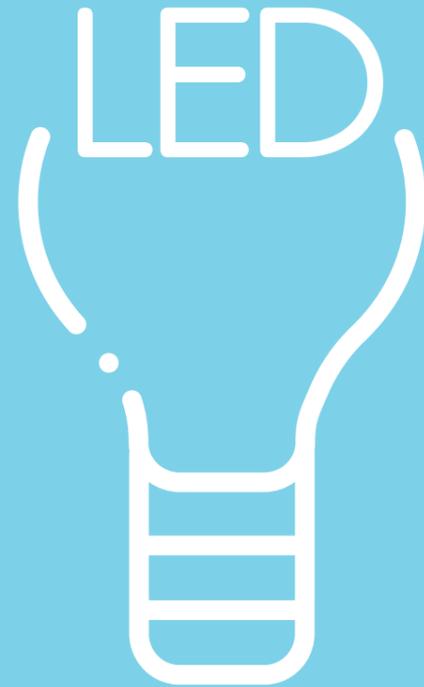
**Highlight story**

We aimed to enhance the lighting systems in 33 of our flagship sites to fully equip them with LED lighting solutions.

The benefit of this program will be an energy efficiency improvement through reduced heat emitted from lighting – anticipated to deliver 60-80% expected savings – and longer light lifespans. In 2020, electricity consumption fell by 24% compared to the previous year, as a result of this initiative.

We are targeting the reduction of energy consumption and bills,

**forecasting SAR 250,000 in savings.**



**Appendix 1  
GRI Content Index**



CONTENT INDEX SERVICE

2022

This report was prepared according to the GRI Sustainability Reporting Standards: core option. The table below serves as the GRI content index. For the GRI Content Index Service, GRI Services reviewed that the GRI content index is clearly presented and the references for all disclosures included align with the appropriate sections in the body of the report. This service was performed on the English version of the report.

GRI Standard	Disclosure	Page number(s) and/or direct answer
	GRI 101: Foundation 2016	
	<b>General Disclosures</b>	
	<b>Organizational profile</b>	
	102-1 Name of the organization	6
	102-2 Activities, brands, products, and services	6
	102-3 Location of headquarters	6
	102-4 Location of operations	6
	102-5 Ownership and legal form	6
	102-6 Markets served	6
	102-7 Scale of the organization	6,49
	102-8 Information on employees and other workers	46-59
	102-9 Supply chain	63-65
	102-10 Significant changes to the organization and its supply chain	63-65
	102-11 Precautionary Principle or approach	27
	102-12 External initiatives	20, 21
	102-13 Membership of associations	13
	<b>Strategy</b>	
GRI 102: General Disclosures 2016	102-14 Statement from senior decision-maker	4,5
	102-15 Key impacts, risks and opportunities	26,27
	<b>Ethics and integrity</b>	
	102-16 Values, principles, standards, and norms of behavior	11
	102-17 Mechanisms for advice and concerns about ethics	23 - 26
	<b>Governance</b>	
	102-18 Governance structure	23-27
	102-19 Delegating authority	23-27
	102-20 Executive-level responsibility for economic, environmental, and social topics	23-27
	102-21 Consulting stakeholders on economic, environmental, and social topics	16-17, 23-24
	102-22 Composition of the highest governance body and its committees	23-26
	102-23 Chair of the highest governance body	23
	102-24 Nominating and selecting the highest governance body	23



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GRI Standard	Disclosure	Page number(s) and/or direct answer	
GRI 102: General Disclosures 2016	102-25 Conflicts of interest	23, 24	
	102-30 Effectiveness of risk management processes	26,27	
	102-35 Remuneration policies	26	
	102-36 Process for determining remuneration	26	
	102-37 Stakeholders' involvement in remuneration	26	
	102-38 Annual total compensation ratio	59	
	102-39 Percentage increase in annual total compensation ratio	29	
	<b>Stakeholder engagement</b>		
	102-40 List of stakeholder groups	16	
	102-41 Collective bargaining agreements	Collective bargaining agreements are illegal in KSA	
	102-42 Identifying and selecting stakeholders	16	
	102-43 Approach to stakeholder engagement	16	
	102-44 Key topics and concerns raised	16,17	
	<b>Reporting practice</b>		
	102-45 Entities included in the consolidated financial statements	28,29	
	102-46 Defining report content and topic Boundaries	3	
	102-47 List of material topics	17	
	102-48 Restatements of information	No restates were made	
	102-49 Changes in reporting	No changes	
	102-50 Reporting period	3	
	102-51 Date of most recent report	N/A	
	102-52 Reporting cycle	Annual	
	102-53 Contact point for questions regarding the report	3	
	102-54 Claims of reporting in accordance with the GRI Standards	3	
	102-55 GRI content index	71-76	
	102-56 External assurance	Not assured	
	<b>Material Topics</b>		
	GRI 200 Economic Standard Series		
	<b>Economic Performance</b>		
	GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	28,29
103-2 The management approach and its components		28	
103-3 Evaluation of the management approach		28,29	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	29	
	201-2 Financial implications and other risks and opportunities due to climate change	28,29,68	

GRI Standard	Disclosure	Page number(s) and/or direct answer
<b>Market Presence</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	57
	103-2 The management approach and its components	57
	103-3 Evaluation of the management approach	57
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	49
<b>Procurement Practices</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	63-65
	103-2 The management approach and its components	63-65
	103-3 Evaluation of the management approach	63-65
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	10, 64
<b>Anti-corruption</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	24,25
	103-2 The management approach and its components	24,25
	103-3 Evaluation of the management approach	24,25
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	24,25
<b>Anti-competitive Behavior</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	24-26
	103-2 The management approach and its components	24-26
	103-3 Evaluation of the management approach	24-26
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	26
<b>Material Topics</b>		
GRI 300 Environmental Standards Series		
<b>Energy</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	68 - 70
	103-2 The management approach and its components	68 - 70
	103-3 Evaluation of the management approach	68 - 70
GRI 302: Energy 2016	302-1 Energy consumption within the organization	68 - 70
	302-4 Reduction of energy consumption	69, 70
	302-5 Reductions in energy requirements of products and services	69
<b>Emissions</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	68-70
	103-2 The management approach and its components	68-70
	103-3 Evaluation of the management approach	68-70
GRI 305: Emissions 2016	305-5 Reduction of GHG emissions	69



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GRI Standard	Disclosure	Page number(s) and/ or direct answer
<b>Environmental Compliance</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	68,69
	103-2 The management approach and its components	68,69
	103-3 Evaluation of the management approach	68,69
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	69
<b>Supplier Environmental Assessment</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	63,65
	103-2 The management approach and its components	63,65
	103-3 Evaluation of the management approach	63,65
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	65
GRI 400 Social Standards Series		
<b>Employment</b>		
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	103-2 The management approach and its components	46,47, 59
	103-3 Evaluation of the management approach	46,47, 59
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	49, 56, 57
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	59
	401-3 Parental leave	56
<b>Occupational Health and Safety</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	51-54
	103-2 The management approach and its components	51-54
	103-3 Evaluation of the management approach	51-54
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	51, 52
	403-2 Hazard identification, risk assessment, and incident investigation	51, 52
	403-3 Occupational health services	51, 52
	403-4 Worker participation, consultation, and communication on occupational health and safety	51,52
	403-5 Worker training on occupational health and safety	53, 54
	403-6 Promotion of worker health	51, 52, 54
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	51-54
	403-8 Workers covered by an occupational health and safety management system	51-54
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GRI Standard	Disclosure	Page number(s) and/ or direct answer
<b>Training and Education</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	46-50
	103-2 The management approach and its components	46-50
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GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	47, 54
	404-2 Programs for upgrading employee skills and transition assistance programs	46 -48, 51-58, 62, 63
<b>Diversity and Equal Opportunity</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	55-59
	103-2 The management approach and its components	55-59
	103-3 Evaluation of the management approach	55-59
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	55-59
<b>Non-discrimination</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	24, 25, 59
	103-2 The management approach and its components	24, 25, 59
	103-3 Evaluation of the management approach	24, 25, 59
GRI 406: Non- discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	59
<b>Human Rights Assessment</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	24, 63, 64
	103-2 The management approach and its components	24, 63, 64
	103-3 Evaluation of the management approach	24, 63, 64
GRI 412: Human Rights Assessment 2016	412-1 Operations that have been Subject to human rights reviews or impact assessments	64
<b>Local Communities</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	61-66
	103-2 The management approach and its components	61-66
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GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	62-65



GRI Standard	Disclosure	Page number(s) and/ or direct answer
<b>Supplier Social Assessment</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	63-65
	103-2 The management approach and its components	63-65
	103-3 Evaluation of the management approach	63-65
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	64,65
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	103-2 The management approach and its components	50-53
	103-3 Evaluation of the management approach	51,52
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	53,54
<b>Marketing and labeling</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	44
	103-2 The management approach and its components	44
	103-3 Evaluation of the management approach	44
'GRI 417: Marketing and Labeling 2016'	417-1 Requirements for product and service information and labeling	44
	417-2 Incidents of non-compliance concerning product and service information and labeling	44
<b>Customer Privacy</b>		
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its Boundary	36-39
	103-2 The management approach and its components	36-39
	103-3 Evaluation of the management approach	36-39
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	39

## Appendix 2 List of Acronyms

<b>ACA</b>	Chartered Accountant Qualification	<b>GSM</b>	Global System for Mobile Communications
<b>GAM</b>	General Assembly Meeting	<b>GWh</b>	GigaWatt per Hour
<b>AI</b>	Artificial Intelligence	<b>HIRA</b>	Hazard identification and risk assessment
<b>B2B</b>	Business to Business	<b>HQ</b>	Head Quarter
<b>BI</b>	Business Intelligence	<b>HR</b>	Human Resources
<b>BMS</b>	building management system	<b>HRDF</b>	Human Resources Development Fund
<b>BoD</b>	Board of Directors	<b>HSE</b>	Health, Safety and Environment
<b>CEO</b>	Chief executive officer	<b>HSSE</b>	Health, safety, security and environment
<b>CFO</b>	Chief Financial officer	<b>ICAEW</b>	Institute of Chartered Accountants in England & Wales
<b>CITC</b>	Communications and Information Technology Commission	<b>ICT</b>	Information and communication technology
<b>CMA</b>	Capital Market Authority	<b>IEN</b>	National Education Portal
<b>Coop</b>	Cooperative	<b>IoT</b>	Internet of things
<b>CSA</b>	Cloud Security Alliance	<b>IR</b>	Incident Response
<b>CSR</b>	Corporate Social responsibility	<b>ISO</b>	International Organization for Standardization
<b>CSSC</b>	Cyber Security Steering Committee	<b>IT</b>	Information technology
<b>DSS</b>	Data Security Standard	<b>IVR</b>	Instant Voice Recognition
<b>EBITDA</b>	Earnings Before Interest, Taxes, Depreciation, and Amortization	<b>KPI</b>	key performance indicator
<b>ERM&amp;R</b>	Enterprise Risk Management and Resiliency	<b>KSA</b>	Kingdom of Saudi Arabia
<b>ERP</b>	Enterprise resource planning	<b>LED</b>	Light Emitting Diode
<b>F&amp;A</b>	Facility and Administrations	<b>LLC</b>	Limited Liability Company
<b>FAHSS/ TUV</b>	National Inspection and Technical Testing Company	<b>MarCom</b>	Marketing Communications
<b>FCR</b>	First call Resolution	<b>Mbps</b>	Mega-bits per second
<b>FTE</b>	full-time equivalent	<b>MCIT</b>	Ministry of Communications and Information Technology
<b>FTTH</b>	Fiber-to-the-home	<b>MDP</b>	Mobily Digital Partnership
<b>FZE</b>	Free Zone Establishment	<b>MENA</b>	Middle East and North Africa
<b>GDP</b>	Gross domestic product	<b>MHz</b>	Megahertz
<b>GED</b>		<b>MoH</b>	Ministry of Health
<b>GOSI</b>	General Organization for Social Insurance	<b>MS</b>	Microsoft
<b>GRI</b>	Global Reporting Initiative	<b>MSB</b>	Minimum Security Baseline



<b>MTR</b>	Mobile Termination Rates	<b>SME's</b>	Small and medium enterprises
<b>NBD</b>	National Bank of Dubai	<b>SOPs</b>	standard operating procedures
<b>NCA</b>	National Cybersecurity Authority	<b>TRI*M</b>	A tool to measure the strength of the relationship between a specific customer group and the company
<b>NCBS</b>	National Company for Business Solutions	<b>UAE</b>	United Arab Emirates
<b>NLP</b>	Neuro-Linguistic Programming	<b>UHD</b>	Ultra-High Definition
<b>OTT</b>	Over-The-Top	<b>UN SDGs</b>	United Nations Sustainable Development Goals
<b>PCI</b>	Payment Card Industry	<b>USA</b>	United States of America
<b>PII</b>	personally identifiable information	<b>VA</b>	Vulnerability Assessment
<b>PPE</b>	personal protective equipment	<b>VAT</b>	Value Added Tax
<b>PS</b>	PlayStation	<b>VoLTE</b>	Voice over Long-Term Evolution
<b>SA</b>	Standalone	<b>VoNR</b>	Voice call Over 5g New Radio
<b>SABIC</b>	Saudi Arabia Basic Industry Corporation	<b>VoWifi</b>	Voice over Wifi
<b>SAMBA</b>	Saudi American Bank	<b>Wifi</b>	Wireless Fidelity
<b>SAR</b>	Saudi Arabia Riyal		
<b>SCM</b>	supply chain management		
<b>SIEM</b>	Security Information and Event Management		

