



ieng Group

# Annual Sustainability Report

2023



# Sustainability

|  |           |   |           |
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# ■ Executive Summary

The **2023 ieng Group Sustainability Report** underscores our steadfast commitment to **Environmental, Social, and Governance (ESG)** practices, detailing how our initiatives generate long-term value for stakeholders.

This report, covering the period from January 1, 2023, to December 31, 2023, highlights our global operations and dedication to sustainable development, demonstrating ieng Group's commitment to sustainability.

Our social responsibility efforts have yielded positive outcomes for communities and enhanced our stakeholder relationships. Our initiatives prioritize the well-being and development of our employees, fostering a supportive work environment that emphasizes occupational health and safety. Diversity and inclusion are integral to our values, and we strive to uphold human rights and good labor practices throughout our supply chain while actively engaging with local communities.

Governance became a crucial focus in 2023 to maintain business continuity and ethical standards, ensuring robust practices across operations.

Despite operating in challenging and vulnerable geographical regions, we have not identified any significant actual or potential negative impacts on local communities. Due diligence ensures environmental compliance and community cohesion.

To further reduce our environmental footprint, we are rolling out short- and long-term targets aligned with the **Science Based Targets Initiative (SBTi)**. The scope of our sustainability efforts encompasses all major business activities, including ieng global operating companies, subsidiaries like **GreenPole** and **EkiStruct**, and our asset management company, **CREI**.

The report focuses on material topics identified through an extensive double materiality exercise, establishing our commitment to transparency and accountability.

Prepared in accordance with the Global Reporting Initiative (GRI) Standards, with the GRI content index listed in Annexure 1, our report ensures a thorough and credible account of our sustainability efforts, though it has not undergone external assurance. We have made every attempt to develop this report in line with the principles of **Timeliness, Accuracy, Comparability, Clarity, and Reliability (TACCR)**.

We recognize our role in creating value for stakeholders and have contributed significantly to local economies. Our commitment to product innovation and research and development keeps us competitive, with customer satisfaction

and product quality paramount to our success. By aligning our core competencies with our clients' businesses, we provide cost-effective, sustainable solutions, employing a dynamic, customized approach. Aware of global sustainability challenges, particularly climate change, resource scarcity, and pressure on natural resources, ieng is dedicated to delivering sustainable growth while operating in an environmentally sound manner. This commitment is reflected in continuous improvements in our environmental and social performance, ensuring the safety and well-being of our workforce and the communities in which we operate.

This comprehensive overview illustrates how our core business operations positively impact the economy, environment, and society through innovative solutions and sustainable practices.

Aligned with frameworks such as the **UN Global Compact**, our report reflects our significant achievements and sets the stage for continued progress in **addressing ESG challenges and creating a sustainable future**.

Contact points for any queries on this report are:



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## ■ CEO Letter

Dear Stakeholders,

I am pleased to present the **2023 ieng Group Sustainability Report**, which highlights our commitment to Environmental, Social, and Governance (ESG) principles and our drive toward sustainable development.

We are steadfast in our sustainability commitment and our efforts towards Science Based Targets (SBT), **comprehensive Scope 3 assessment** focuses on reducing our carbon footprint and addressing climate change. In the global telecom sector, where renewable energy integration is growing rapidly - with renewable sources expected to power over 50% of telecom networks by 2030 - we are at the forefront in integration renewable energy into telecom networks in developing and marginalised regions. In 2023, our total energy usage from renewable sources was 1,070 MWh and we equipped 1,150 new sites/cells with hybrid solutions through our regional operations. To boost circularity, ieng Group diverted 3.99 tonnes of paper, 2.58 tonnes of plastic, and 55.27 tonnes of metals from disposal to industry, generating USD 59.8K in revenue through our waste-to-revenue approach. In addition to improved employee engagement, we are enhancing our community development projects to drive positive social impact. Our commitment to governance compliance helps us operate responsibly in challenging regions without significant negative impacts on local communities. We are abiding by IFC performance standards and have integrated E&S screening and indigenous people management in our policies and

procedures. We place great importance on diversity - in 2023, 33% of our board members were female, with 2 women among 6 men, reflecting an increase from 1 to 2 female board members - and raised the percentage of females in management position from 6.6% to 11.5%.

On the technological front, our subsidiaries **GreenPole** and **EkiStruct**, along with our asset management company **CREI**, are pivotal in driving sustainable growth and innovation in both telecom and renewable energy sectors. This supports our broader objective of integrating renewable energy solutions, underscoring our commitment to reducing our environmental impact.

We are transparent in our disclosures and have gained considerable improvements with an **EcoVadis Gold Medal** for our 2023 submission and a **CDP** Disclosure Score of 'D' in our first-time response to CDP's climate change questionnaire in 2023.

Looking ahead, as we address global challenges in a VUCA world, ieng Group remains committed to innovative, sustainable solutions that positively impact the economy, environment, and society. We thank our investors including IFC, BluePeak, Mirova Sunfunder, Finfund, and Cygnum Capital for their continued trust in ieng Group.

Sincerely,

**Rami Shibley**

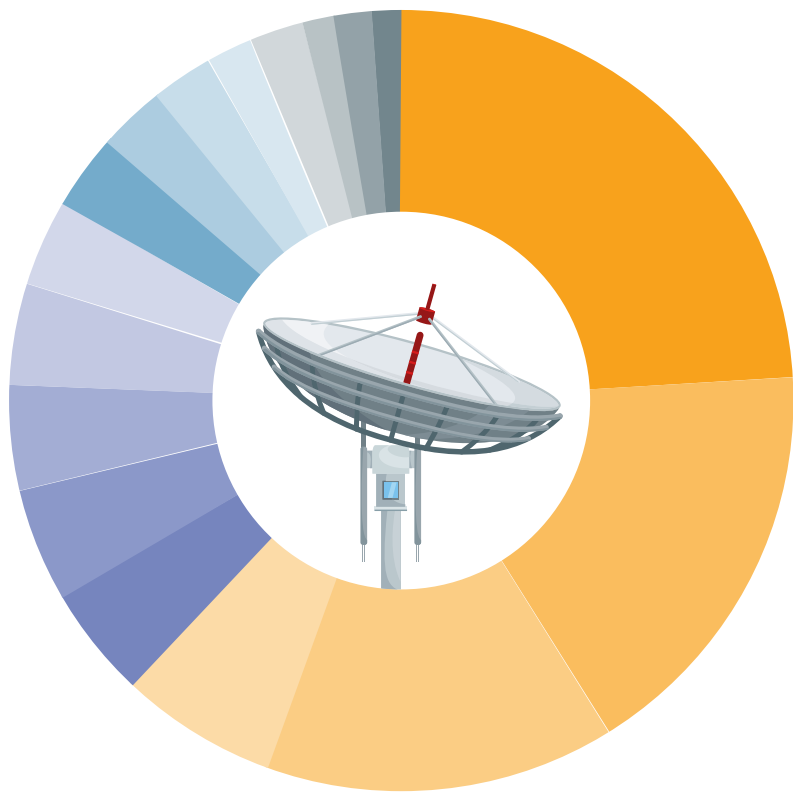
Chief Executive Officer  
ieng Group

# About ieng

Founded in 2007, ieng Group is a premier provider of telecommunication infrastructure and managed services, with operations across Europe, the Middle East, Africa, and the Asia Pacific. Headquartered in Mauritius, ieng Group and its subsidiaries, EkiStruct and GreenPole, along with the affiliated asset management company CREI, cover the entire value chain, creating value for **Mobile Network Operators** (MNOs), **Tower Companies** (TowerCos), and communities alike.

We specialize in delivering engineering, procurement, and construction (EPC) services, as well as operations and maintenance (O&M) contracting services, primarily to the telecom and power sectors. Since our inception, we have rapidly expanded and now operate in 23 countries, including Afghanistan, Algeria, Cameroon, Central African Republic, Chad, DR Congo, Ethiopia, Ghana, Guinea Conakry, India, Ivory Coast, Kenya, Kingdom of Saudi Arabia (KSA), Lebanon, Liberia, Mali, Myanmar, Nigeria, Pakistan, the Philippines, South Sudan, and Uganda.

Currently, we manage over 31,200 sites for Africa’s largest MNOs and all TowerCos.



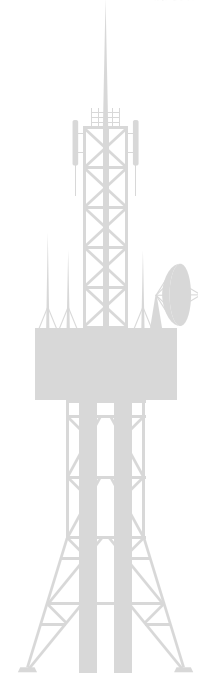
|        |                   |       |             |
|--------|-------------------|-------|-------------|
| 23.44% | Pakistani         | 3.04% | Lebanese    |
| 16.81% | Afghan            | 2.68% | Ethiopian   |
| 14.08% | Burmese (Myanmar) | 2.32% | Saudi       |
| 6.63%  | Indian            | 2.09% | Liberian    |
| 4.36%  | Congolese         | 1.82% | Egyptian    |
| 4.36%  | Nigerian          | 1.59% | Algerian    |
| 4.32%  | Kenyan            | 1.54% | Ghanaian    |
| 4.23%  | Ugandan           | 1.09% | Cameroonian |
| 3.32%  | Filipino          |       |             |

We have

41

nationalities across the globe

ieng.



21

Operations



4,000+

Employees



729+

Towers built

6%

Progress



31,200+

O&amp;M sites

1%

Progress



1,135+

Power solutions

59%

Progress



2,862+

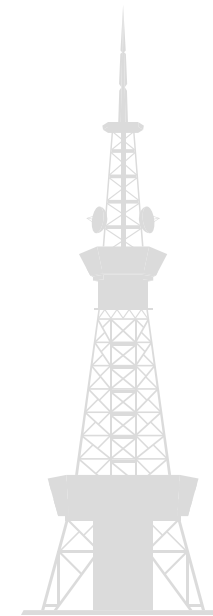
Tons of steel

66%

Progress

All % progress are since 2022

CREI



4

Operations



50+

Employees



400+

Towers built

38%

Progress



900+

O&amp;M sites

From 329 - 900



40+

NaaS sites

From 0 - 40



600+

ESCO orders

From 150 - 600

Our continuous expansion into sectors such as telecom and power infrastructure, fibre optics, TowerCos, data centres, Energy Service Companies (ESCO), and Network as a Service (NaaSCO) projects in emerging economies highlights our commitment to delivering cutting-edge solutions and services in the rapidly evolving telecommunications and power industries.





## ■ Guiding Principles

At ieng Group, our core values of creativity, innovation, and communication guide everything we do. We are committed to building a culture of honesty and mutual respect, fostering an environment of positivity and innovation, and pursuing our interests with a focus on community enhancement and environmental protection. Our ultimate goal is to deliver eco-friendly and innovative services to underdeveloped areas, ensuring that our growth benefits everyone and sustains the planet for future generations.



### Creativity

We believe in the power of creativity to transform lives and industries. By bringing a world of creation to people, we inspire innovation and foster a culture where new ideas thrive.



### Innovation

Our commitment to innovation drives us to shape a new, inspiring future. We constantly seek out cutting-edge technologies and methodologies to stay ahead of the curve and deliver exceptional value to our stakeholders.



### Communication

Effective communication is at the heart of our operations. We help the world communicate by developing and maintaining robust telecommunication infrastructure that connects people across the globe, enabling seamless interaction and collaboration.



### Culture

Our culture is built on a foundation of honesty, mutual respect, and shared values. We believe in forming strong relationships that are rooted in trust and a common purpose. This bond empowers us to work together towards changing the world for the better. We foster an inclusive environment where every team member feels valued and motivated to contribute their best.



### Environment

We are committed to creating a positive and innovative environment that reflects our core values and motivations. By tapping into our collective creativity and drive, we strive to build a workplace that encourages growth, sustainability, and a forward-thinking mindset. Our environmental efforts are aimed at minimizing our ecological footprint and promoting sustainable practices within our operations and beyond.



### Interests

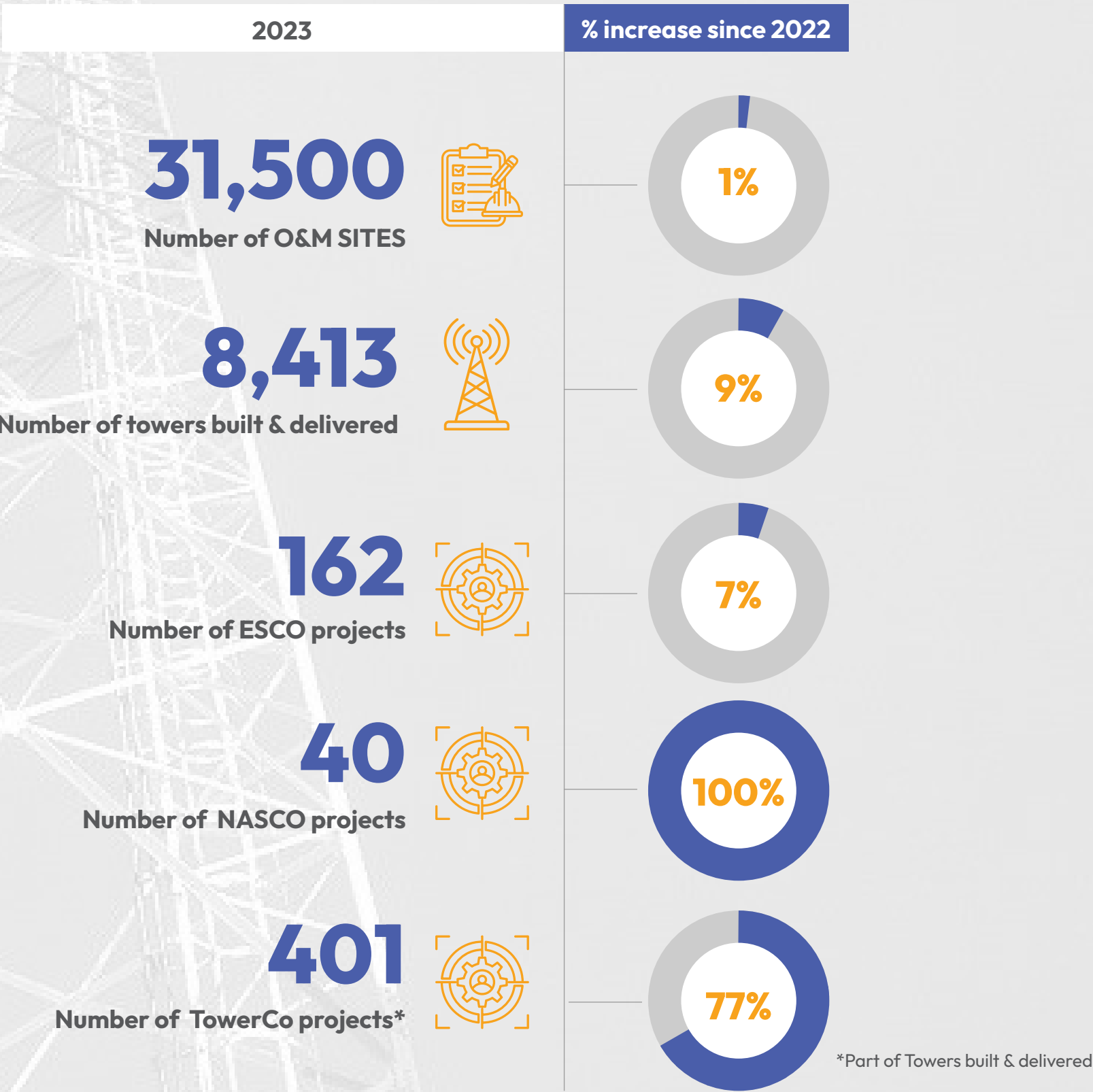
Our strong attitude towards innovation and equality fuels our passion for technology. We integrate these values into our work, ensuring that our efforts not only advance technological frontiers but also enhance the community and protect the environment. We believe that technological progress should be inclusive and beneficial to all, particularly those in underdeveloped areas.

■ Our Goal

Our overarching goal is to provide services to underdeveloped areas in an eco-aware and innovative manner.

We are dedicated to leveraging our expertise in telecommunication and infrastructure to bridge the digital divide and bring modern conveniences to underserved communities. By doing so, we aim to uplift these areas, foster economic development, and ensure that our progress does not come at the expense of the environment.

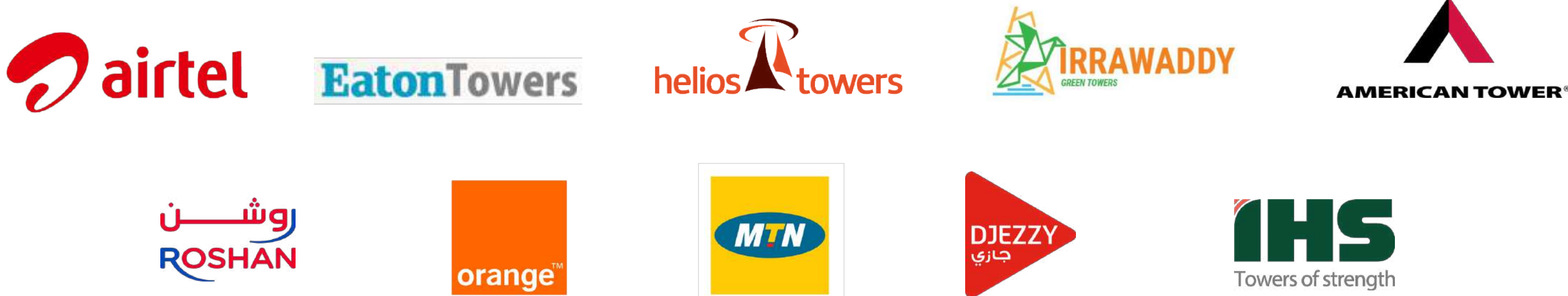
■ Group Portfolio





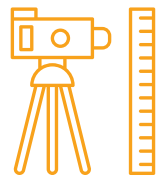
■ Our Clients

Main Clients



Main Technology Partners





**ieng provides EPC Services, including Tower Mapping, Site Acquisition, Survey, and Design:**

Comprehensive site assessments and designs tailored to meet specific requirements.



**Procurement, Logistics, and Management:**

Efficient procurement and supply chain management to ensure timely delivery of materials and equipment.



**Tower and Power Infrastructure Construction, Installation, and Commissioning:**

Building and setting up robust telecom and power infrastructures.

**The O&M Services include:**



**Passive Infrastructure O&M (Including Service Level Agreements):**

Maintenance of non-active components of the network infrastructure under defined service agreements.



**Security:**

Ensuring the safety and security of the sites.



**Fuel and Grid Management:**

Managing fuel supplies and grid connections to ensure uninterrupted power.



**Core Network Integration and Monitoring (Including Network Operation Centre):**

Integration of core network components and continuous monitoring from our network operation centre.



Our commitment to excellence and innovation has enabled us to expand our footprint across multiple regions and establish ourselves as a trusted partner for the telecom and power sectors. We are dedicated to delivering high-quality services that meet the evolving needs of our clients, ensuring reliable and efficient infrastructure that supports their business operations.

## ■ ieng Achievements 2023



### Enhancing Market Position

- Exceeded targets in Tower and Power GM.
- Increased share of wallet from 48% to 51%.
- Raised repurchase rate from 33% to 42%.



### Business Expansion

- Successfully executed MS projects in 7 new countries with varied Incoterms: Jordan, Iraq, France, Benin, South Sudan, Cameroon.
- Signed the first Fiber Optic contract in KSA for STC through Keir.
- Established operations in Ivory Coast, taking over 600 O&M sites successfully.



### Customer Preference

- Finalized after-sales processes for Material Supply, including implementation of the Zammad platform, KPIs, SLAs, and Dashboard.
- Received numerous client awards for EHS and client appreciations for operational performance.



### Improving Quality & Innovation

- Completed development of ieng's 5G small cells in collaboration with EkiStruct and GP.
- Designed and delivered the first mosaic tower by EkiStruct.
- Introduced a super-silent Anti-theft solution by GP.
- Improved Net Promoter Score (NPS) by 20 points in the E&C business line.
- Achieved a high NPS of 16 for EkiStruct with minimal quality issues.



### Process Strengthening

- Implemented a centralized integrated management system.
- Conducted supplier audits for the first time, achieving 76% compliance.
- Reduced repeated non-conformities (NCs) through **Group Audits** from 13% to 11%.
- Enhanced on-time closure of NCs from 63% to 70%.
- Improved performance in sustainable reporting.
- Successfully completed the first disclosure for CDP (Carbon Disclosure Project).
- Maintained an operational governance score of 80%.



### Digital Transformation

- Agreed on key requirements for all ieng functions, with platform rollout planned for 2024; overall digitalization progress at 30%.
- Made significant strides in EPC digitalization, including Supply Chain ERP, Reversed Auction, Logistics tracking, Project management, and Fleet Management.
- Completed AI Site security Development, potentially reducing security costs by 20%.



### Supply Chain ERP, Reversed Auction, Logistics tracking, Project management, and Fleet Management

- Completed AI Site security Development, potentially reducing security costs by 20%.



### Innovative Approaches

- Implemented OKRs in 5 OPCOs.
- Established shared services in 12 OPCOs.
- Progressed in the EPC2.0 transformation program.



### Driving Employee Engagement

- Revamped the Performance Management process, scheduled to launch in 2024.
- Made progress in mental wellbeing initiatives (12 group sessions, 4 one-on-ones, started in 8 OPCOs).
- Launched grievance mechanisms across OPCOs.



### Talent Development

- Enhanced employer branding through the launch of the Life Tab on LinkedIn.
- Introduced the Employee Referral Program.
- Improved timely recruitment processes at the Group level.



Secured material supply orders worth  
**USD12 million**  
from **20 new clients**



Completed  
**80% of planned CSR**  
activities **across the Group**



Established and measured  
**52 sustainability**  
and **17 health & safety KPIs**



CREI manages a portfolio of telecom tower and renewable power assets across Africa and Asia, focusing on sustainable energy and connectivity for MNOs and rural communities. By leveraging synergies with affiliated companies, CREI offers integrated solutions along the value chain. It oversees telecom ESCOs, TowerCos, and Network as a Service (NaaS) projects, helping MNOs reduce their carbon footprint and enhance network performance and reach.

## ■ Achievements 2023



### Enhancing Market Position

- Successfully launched operational NaaSco sites in Nigeria.
- Secured an indicative term sheet from IFC for the Group's corporate facility.
- Achieved significant milestones with the CAR ESCO flagship project, enhancing our standing with key stakeholders.
- Received a term sheet from Cygnum Capital in a remarkably short timeframe.



### Business Expansion

- Secured the MTN South Sudan ESCO contract.
- Demonstrated aggressive Business Development efforts by submitting a total of 23 proposals, with 5 shortlisted.



### Operational Excellence

- Maintained consistent achievement of O&M KPIs across all CREI OPCOs.
- Implemented Capex & Opex optimization initiatives in PH.
- Established BI reporting for both rollout and operational KPIs.



### Employee Commitment and Talent Development

- Conducted a comprehensive review of Compensation & Benefit schemes and introduced an investment bonus scheme.
- Initiated the development of a competency framework at the Group level.



### Process Enhancement

- Successfully completed Environment and Social Action Plan as scheduled.
- Commenced the in-house development of the Asset Management platform.



Maintaining a pipeline of over

**13,000 ESCO sites**  
and submitted **>13 ESCO proposals**



Achieved

**100% of our CSR**  
planned targets



Launched

**7 critical new processes**  
including **Bidding, QC and HOTO**



# EKI•STRUCT

**EkiStruct**, ieng Group’s design and engineering subsidiary, specializes in steel structures for telecommunications and power. It oversees the entire product lifecycle, focusing on minimizing waste, optimizing logistics, and using sustainable energy. EkiStruct’s recyclable steel products are designed for easy repurposing.

With offices in Hong Kong, Croatia, and Lebanon, and a network of local partners in Africa, Asia, and the Middle East, EkiStruct provides global support. The ISO-certified company offers innovative infrastructure solutions for telecommunications, power, and renewable energy. Key clients include **MTN Group, IHS Africa, American Towers (ATC), Nokia, Airtel, Safaricom, Ooredoo, Ericsson**, and more. EkiStruct is committed to becoming a global leader in infrastructure solutions through efficient, certified procedures.

# GREENPOLE

power solutions

**GreenPole**, the power division of ieng Group, specializes in designing, producing, and supplying hybrid power solutions and related products for various industries in emerging markets. Its offerings include UPS, generators, batteries, solar panels, solar streetlights, solar aviation lights, and renewable energy systems, along with associated services.

GreenPole’s solutions cover a broad spectrum, including affordable solar solutions, mini-grid solar solutions, energy management, remote monitoring and management systems, rapid site deployment, and intelligent pole solutions. By offering comprehensive hybrid power solutions, GreenPole contributes to increasing the use of renewable energy sources in emerging markets.

## Achievements 2023



### Manufacturing Efficiency Improvement

- Enhanced production work environment, achieving a **productivity rating of 5** against a target of 5.5.



### Design & Engineering Improvement Program

- Achieved quality improvement at the design level with 6 Sigma, reaching 4.26 sigma (99.56%) against a target of 4.5 sigma (99.77%)



### Quality Improvement Program

- Implemented statistical analysis through 6 Sigma, achieving **4.04 sigma (99.4%) against a target of 4 sigma (99.38%)**.



### Training Management System

- Established a centralized Knowledge Base and conducted a **Train the Trainer** program, training 95 team members across 8 countries.



### Supplier Quality Improvement Program

- Successfully tested **100% of externally provided products** and implemented a robust warranty support system.

## ■ Leadership and Recognition

At ieng, we believe that adhering to recognized frameworks helps our stakeholders better understand our efforts. The following are the frameworks and standards we follow or support, as well as some indices in which we are listed.



## ■ Transparency in our Sustainability Indices

Our commitment to generating value and meeting stakeholder expectations is materialised through transparency and accountability in sustainability disclosures.



In 2023, ieng Group submitted its first report to the **Carbon Disclosure Project (CDP)**, **securing a D score**. As a beginner in the CDP reporting process, this score represents a significant milestone for us, marking the initial steps in our journey towards enhanced environmental transparency and performance.

### ieng's CDP Submission & Score Report



Questionnaire

### Climate change



Activity Group

### Construction



## ecovadis

Since 2021, ieng Group has actively participated in the **EcoVadis sustainability assessment**, demonstrating our dedication to responsible and sustainable business practices. Over the years, we have diligently collected and reported data on our sustainability initiatives, policies, and performance metrics to EcoVadis, aligning with their assessment framework that evaluates companies based on environmental, social, and ethical criteria. Through our continuous improvement efforts, we have addressed identified areas for enhancement and aligned our operations with best practices and industry standards.



As a result of these endeavours, we are proud to announce that **ieng achieved a gold medal in the EcoVadis assessment in 2023**, marking a significant milestone in our sustainability journey.

This recognition validates our commitment to excellence in sustainability performance and management practices, positioning us as a leader among our peers.

**Moving forward, we remain dedicated to ongoing engagement with EcoVadis, integrating feedback to further enhance our sustainability performance, and communicating our achievements transparently to stakeholders.**

# ■ Double materiality

ieng Group's double materiality assessment process comprehensively evaluated both financial and non-financial impacts to identify key sustainability issues relevant to our organization and stakeholders. We engaged a diverse range of stakeholders, including employees, investors, and community members, to understand their perspectives on sustainability issues. Using stakeholder input and industry benchmarks, we developed a materiality matrix to prioritize issues based on their impact and importance. Financial and non-financial materiality assessments were conducted to identify sustainability issues affecting financial performance and reputation, respectively. We integrated findings to prioritize initiatives aligning with our business strategy and stakeholder expectations.

Validation involved internal reviews and feedback from senior management to ensure accuracy. The results were documented to demonstrate our commitment to addressing material sustainability issues. This process enables us to prioritize key sustainability topics mentioned below and allocate resources effectively towards our goals.



## Our Top 10 Material Topics



**1** Ethics and Anti-Corruption



**6** Client Relations:  
Data Security & Cyber Security



**2** Health and Safety



**7** Establishing Energy  
Management Practices



**3** Regulatory Compliance



**8** Human Capital Development



**4** Enhancing Customer  
Experience & Satisfaction



**9** Human Rights &  
Freedom of Expression



**5** Risk Management



**10** Maintaining Employee  
Wellbeing



# ■ ieng Group's commitment to employee & community

## ⦿ Inclusive Workplace and Women's Support

Our **women-centric policies** address challenges and promote career advancement, bolstered by diversity programs, flexible work arrangements, and professional development opportunities, ensuring equal opportunities for women at every career stage. ieng Group prioritizes inclusivity, exceeding local legal requirements for women by offering extended maternity leave and a dedicated lactation room to support working mothers.

## ⦿ Recruitment and Diversity & Inclusion (D&I) Policy

Our **Recruitment and Diversity & Inclusion (D&I)** policy underscores our commitment to equal opportunities and fair treatment for all employees, including gender equal pay. We strive to maintain a workplace where fairness and equality prevail, contributing to the achievement of our **Sustainable Development Goals (SDGs)**.

## ⦿ Advancing a High-Trust Workplace

Diversity and inclusion are paramount in fostering a high-trust workplace at ieng Group, where openness, kindness, courage, and compassion are actively promoted. We are dedicated to achieving and maintaining gender-diverse representation, with **33% of our board members being female**, ensuring equal opportunities for all individuals, regardless of gender, across all organizational levels. Our gender pay ratio stands at 98.87%, reflecting our commitment to **fair compensation**.

## ⦿ Flexible Work Arrangements

ieng Group is committed to providing flexible work arrangements to **enhance work-life balance** and accommodate diverse employee needs. This includes the option to work from home (WFH), creating a more adaptable and supportive work environment. Recognizing varying individual circumstances, offering flexibility helps our team manage professional and personal responsibilities effectively.

## ⦿ Gender-Based Violence/Sexual Harassment Policy

ieng Group maintains a safe workplace, **free from Gender-Based Violence (GBV)** and sexual harassment. We take all incidents seriously, conducting thorough, confidential investigations when necessary. Individuals found guilty of such misconduct face disciplinary action, including dismissal. We prioritize the well-being and security of our employees, fostering respect and dignity.

## ⦿ Transparent Communication and Benefits

ieng Group emphasizes transparent communication and strong relationships. Our fair compensation surpasses local regulations, offering diverse benefits like extended leave, family care, and unique holidays. We support female employees with extended maternity leave and a dedicated lactation room. **Promoting diversity**, our flexible work arrangements and global WFH options drive impactful contributions worldwide.

## ⦿ Leave Policy

ieng Group's leave policy supports employees during life-changing events like maternity and paternity. While adhering to country-specific regulations, we offer additional support through **WFH and flexible work arrangements**, recognizing diverse workforce needs.

## ⦿ Fair Compensation

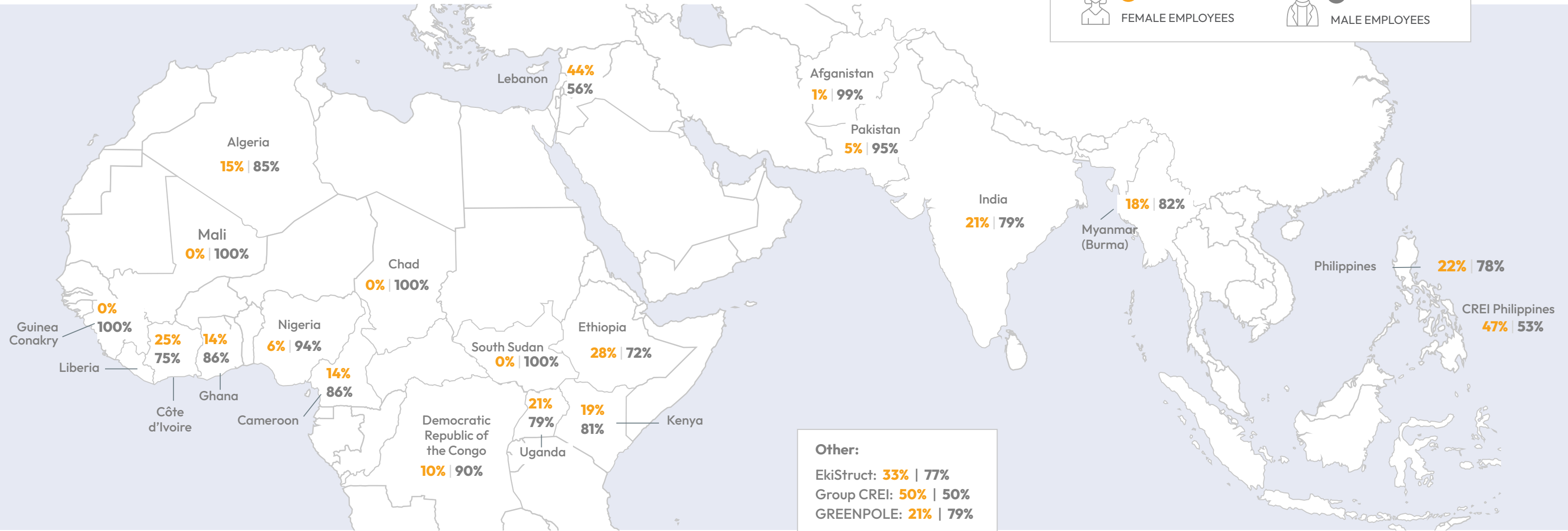
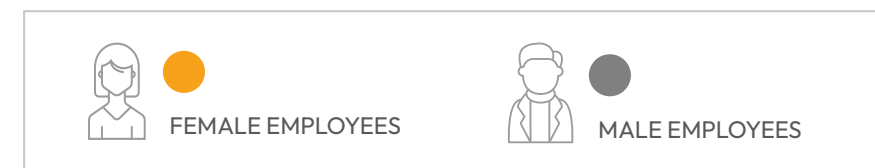
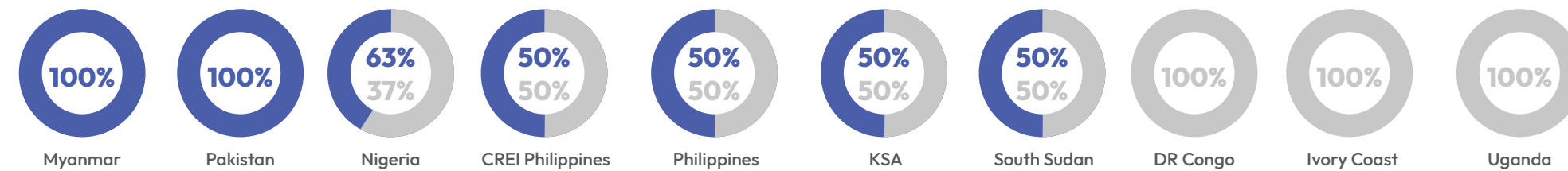
ieng Group's **Recruitment and D&I** policies prioritize fair compensation, ensuring all employees are paid equitably for their work, regardless of gender, race, or other factors. We foster **diversity in leadership**, provide training on fair compensation practices, and regularly assess their impact on diversity and inclusion.

## ⦿ Anti-Discrimination Policy

ieng Group's **Code of Conduct & Ethics** policy emphasizes an Anti-Discrimination stance, prohibiting discrimination based on race, nationality, gender, and other protected characteristics. We maintain a **zero-tolerance approach to discrimination**, fostering an environment of respect and ethical behavior. Proportion of senior management hired from the local community considered the recruitment happened in 2023 for Grade F and above which is Manager and above is mentioned below.



## ■ Group Diversity Statistics



## ■ Diversity Deep Dive



Females at  
ieng & CREI  
Mancoms



Females on Board

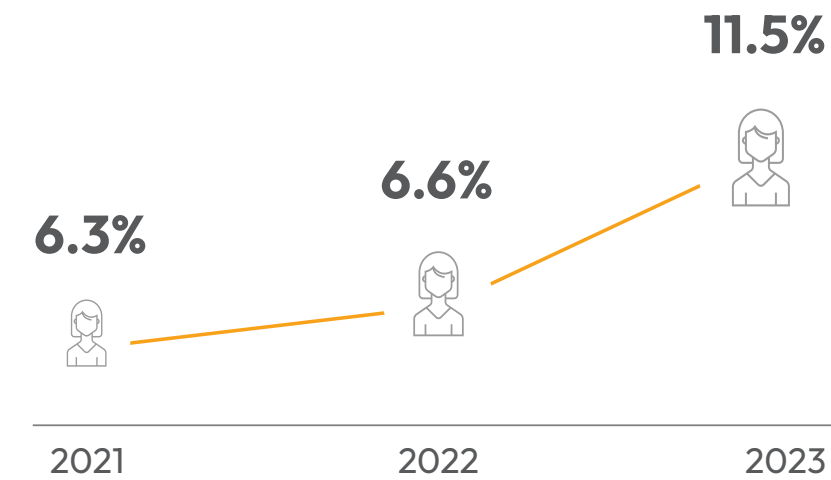


Females at  
CREI Group  
departments

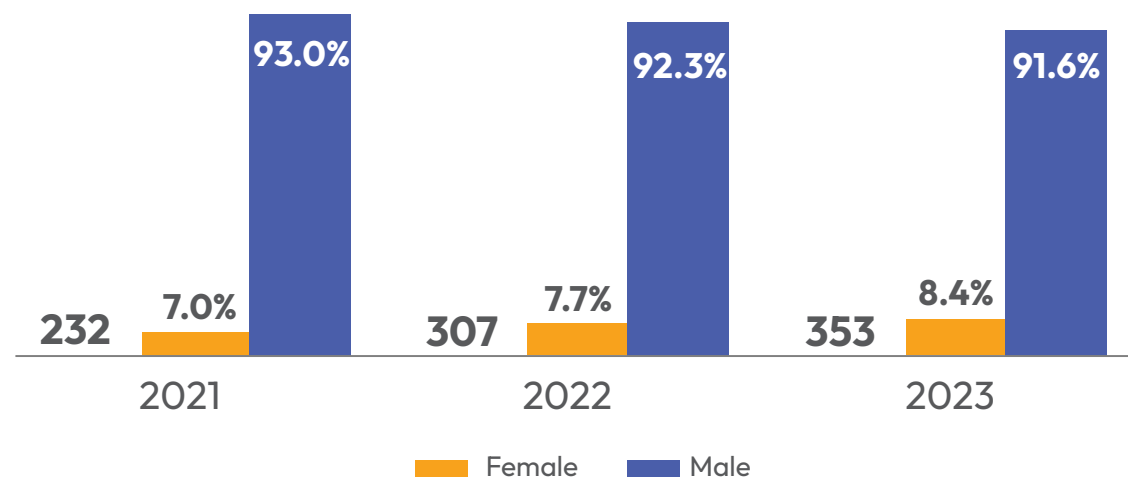


Females at  
ieng Group  
departments

Females in Senior Managerial Role



Females vs Males



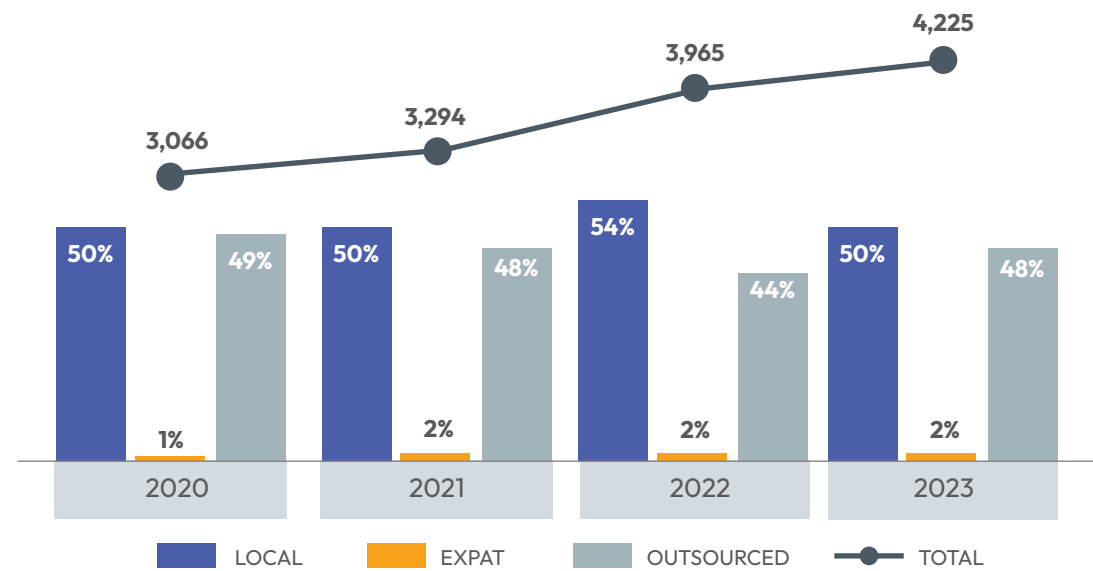
Female Board Members  
increased from 1 - 2

**100%** ▲  
**increase vs  
2022**

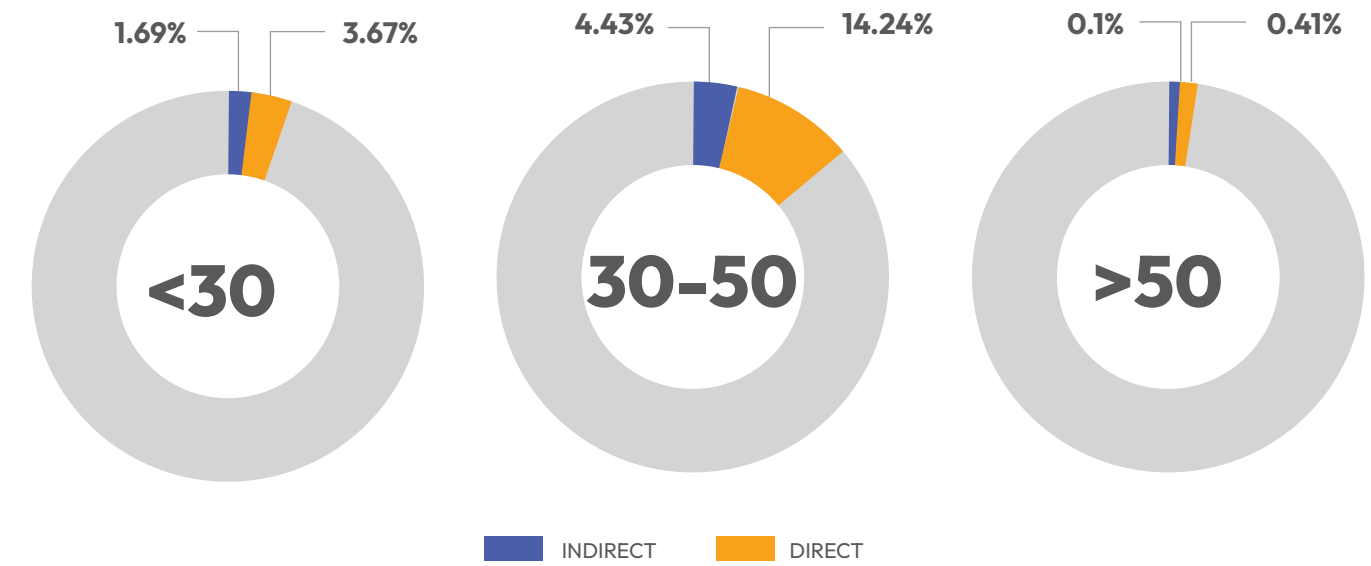


## Employee Statistics 2023

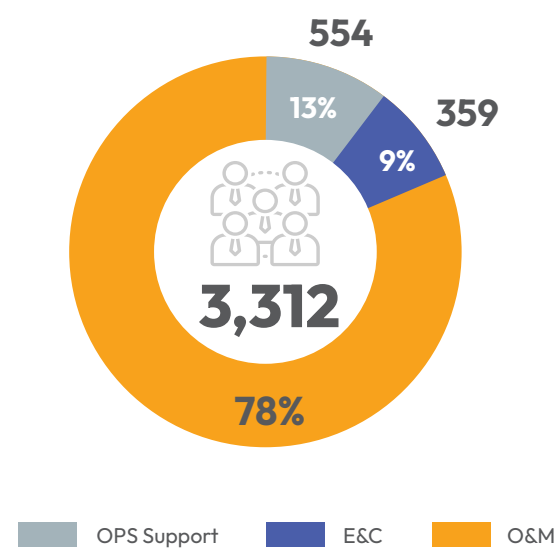
Headcount growth



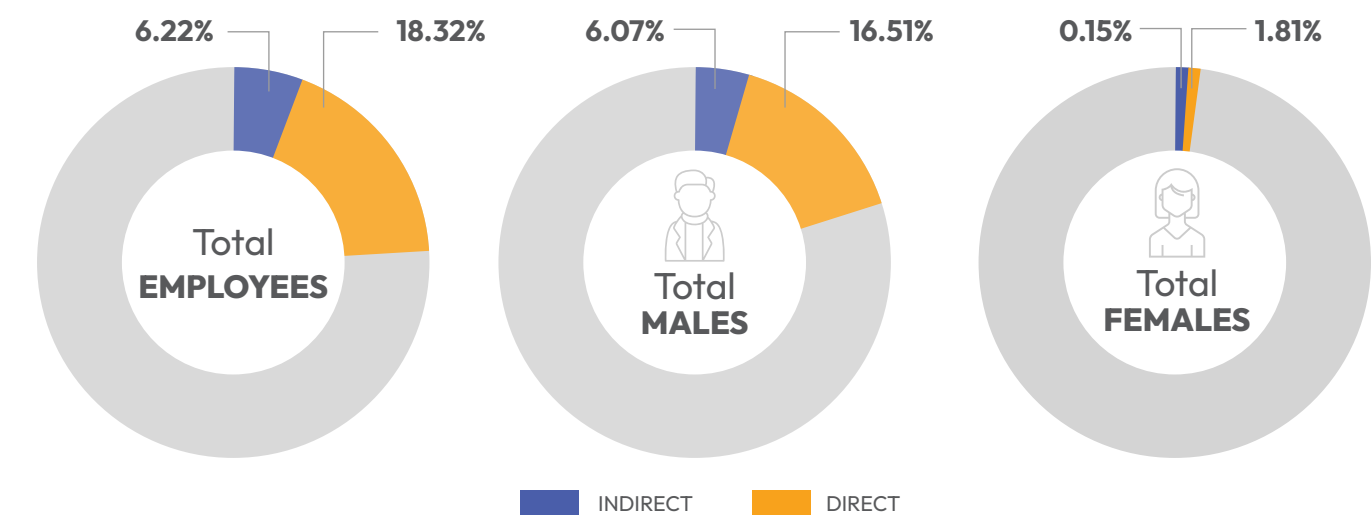
Employee turnover by age (#)



2023 Headcount by BU



Employee turnover by gender (#)



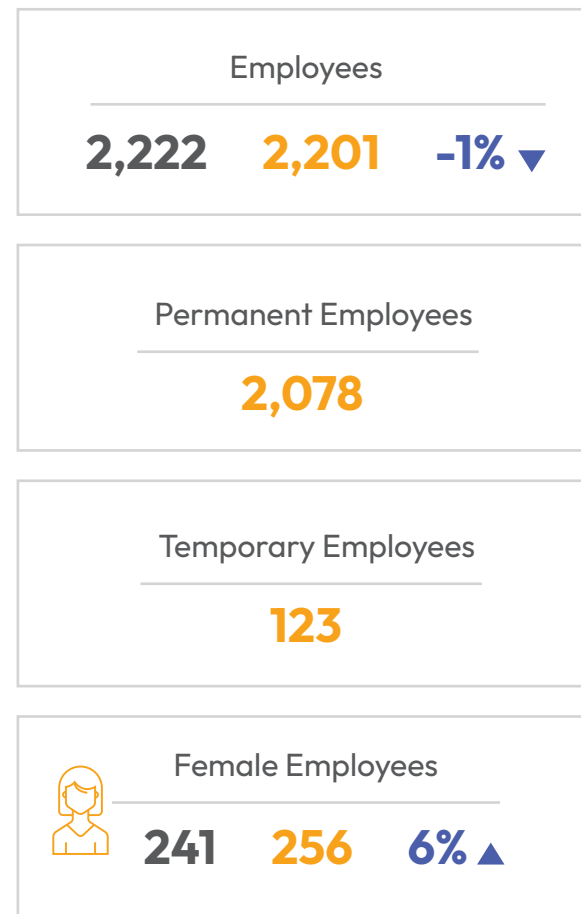


## ■ ESG Indicators

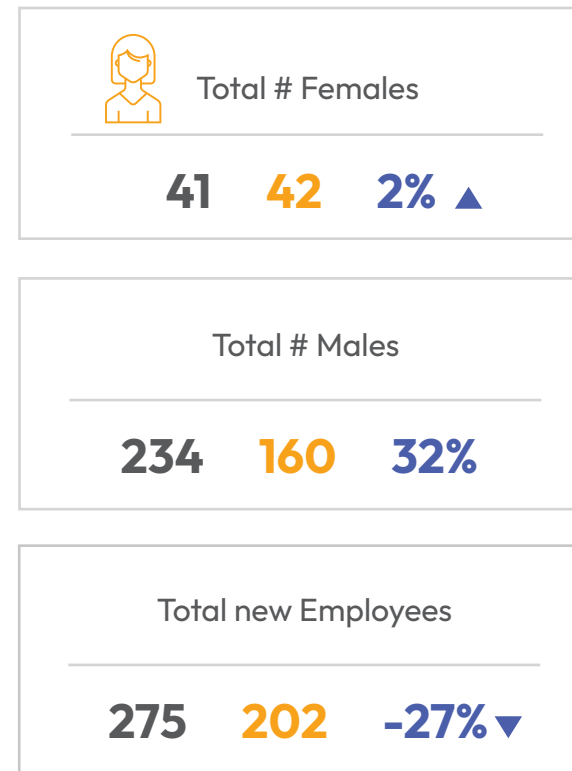
■ 2022 ■ 2023 ■ Percentage change



### Direct Employees



#### New Hires



#### Employees age <30

81 85 5% ▲

#### Employees age 30 - 50

190 112 -41% ▼

#### Employees age >50

4 5 25% ▲

#### Director/Executive/Managerial

##### Average age of Directors

41 41 0%

##### Females in Executive / Managerial roles



5 5 0%

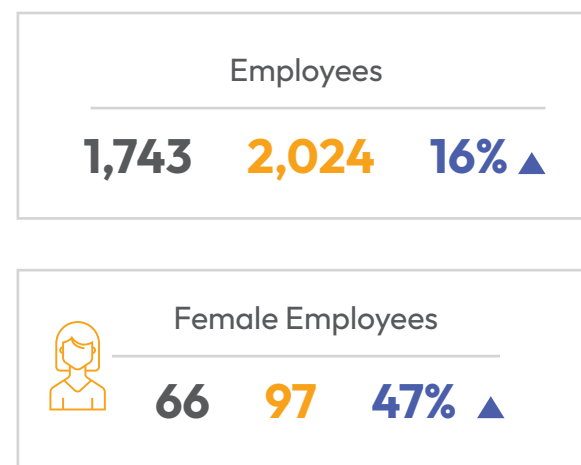
##### Females in Executive role (C-suite)



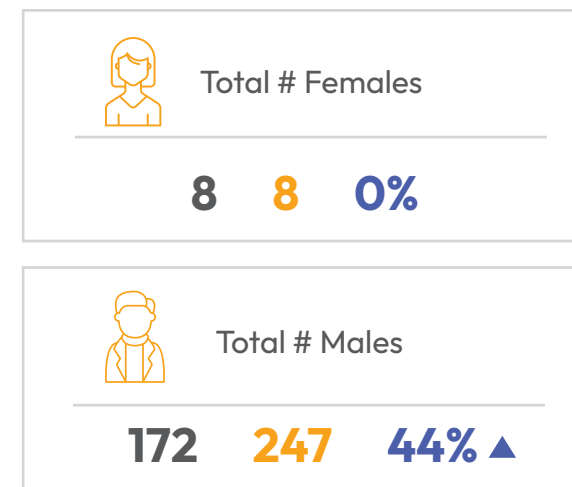
4 4 0%



### Indirect/Outsourced Employees



#### New Hires



#### Employees age <30

52 77 48% ▲

#### Employees age 30 - 50

125 175 40% ▲

#### Employees age >50

3 3 0%

#### Total new Employees

180 255 42% ▲

## ■ Skill Development/Training

### Learning & Development 2023

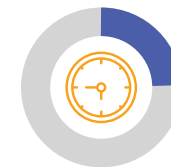
In 2023, ieng Group significantly advanced our skill development and training initiatives, underscoring our commitment to fostering a culture of continuous learning and professional growth. We began with a thorough training needs assessment to identify skill gaps and align our training programs with both individual and organizational goals.

Based on this assessment, we implemented a series of targeted training programs, including leadership development and coaching initiatives designed to enhance the capabilities of our current and future leaders. Our training policies and procedures were updated to ensure a structured and consistent approach across the organization. A key milestone was the development of an online **Learning and Development** (L&D) platform, including a comprehensive e-learning module tailored for our subsidiary, Eki, providing employees with easy access to training resources and development opportunities.

We launched four new L&D procedures to streamline and enhance our training processes and introduced an L&D newsletter to keep employees informed and engaged. To broaden our training offerings, we launched the **LinkedIn Learning Champion** program, providing employees with access to a vast library of online courses. Additionally, we rolled out the iBuild program, focusing on emotional intelligence training for **Corporate Heads** (CHs) and **Group Senior Managers/Heads**, equipping them with the skills necessary to navigate complex interpersonal dynamics and lead effectively. Embracing innovative approaches, we launched a gamified training solution, making learning more engaging and interactive.



**6** average training hours per employee



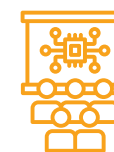
**24%**  
increase in average training hours of HoDs



**33%**  
increase in group workshops delivered



**3** internal soft-skills trainers → **33%** ▲ increase from 2022



**29** internal technical trainers → **163%** ▲ increase from 2022



**21** employees coached for **35** hours



Through these comprehensive skill development and training initiatives, ieng Group has strengthened its commitment to employee growth and development, ensuring our workforce is well-equipped to meet the challenges of a dynamic and competitive business environment.

## ■ 2023 Training Statistics



# 1,470

total number of trainings



# 23,476

total training hours

Employees receiving regular performance and career development reviews



## 44%



## 49

Programs for career development of employees

Employees trained on specific topics under ESG



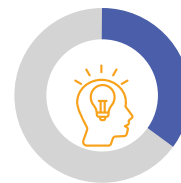
## 3%



## 3,662 hours

Training on specific topics under ESG

Employees who attended awareness sessions on specific topics under ESG



## 35%



## 911 hours

Awareness sessions on specific topics under ESG

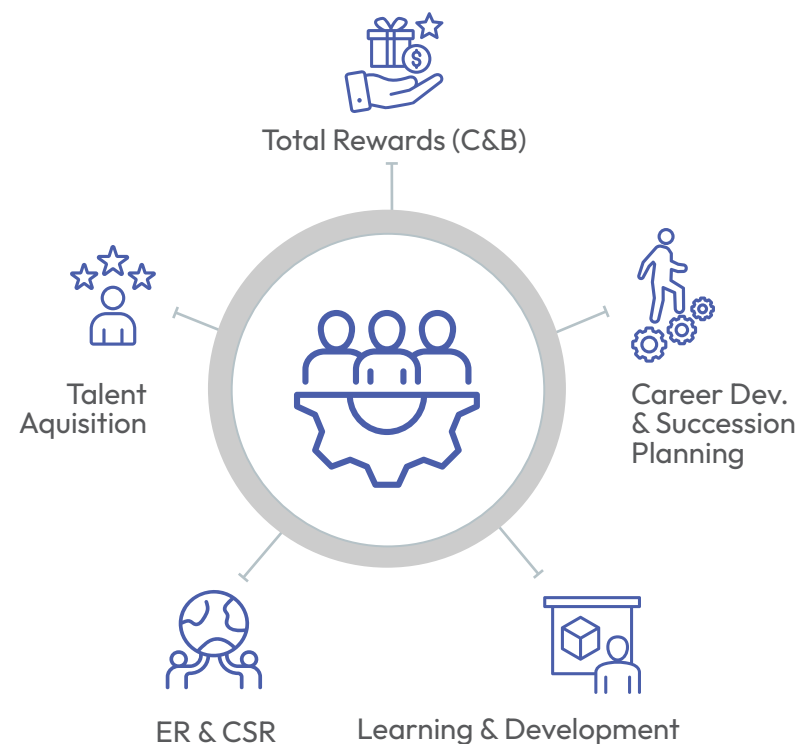
In 2023, ieng Group has prioritized enhancing our people operations to foster a supportive and growth-oriented workplace environment. Our total rewards strategy encompasses comprehensive **Compensation and Benefits** (C&B) packages designed to attract and retain top talent by offering competitive salaries, benefits, and performance incentives. Career development and succession planning initiatives ensure that our employees have clear pathways for advancement and are prepared for future leadership roles. Through robust learning and development programs, we provide continuous education and training opportunities that enable our workforce to acquire new skills and knowledge, supporting both personal and professional growth.

**Employee Relations** (ER) and **Corporate Social Responsibility** (CSR) initiatives focus on creating a positive and inclusive work culture, addressing employee concerns, and engaging in community service projects that benefit society. Our talent acquisition efforts are aimed at identifying and recruiting individuals who align with our company values and possess the skills needed to drive our business forward. These comprehensive efforts in people operations reflect ieng Group's commitment to developing a dynamic, skilled, and motivated workforce that can sustain our growth and success in the competitive global market.



## ■ 2023 People Focused Achievements

In 2023, ieng Group has prioritized enhancing our people operations to foster a supportive and growth-oriented workplace environment. Our total rewards strategy encompasses comprehensive **Compensation and Benefits** (C&B) packages designed to attract and retain top talent by offering competitive salaries, benefits, and performance incentives. Career development and succession planning initiatives ensure that our employees have clear pathways for advancement and are prepared for future leadership roles. Through robust learning and development programs, we provide continuous education and training opportunities that enable our workforce to acquire new skills and knowledge, supporting both personal and professional growth. **Employee Relations** (ER) and **Corporate Social Responsibility** (CSR) initiatives focus on creating a positive and inclusive work culture, addressing employee concerns, and engaging in community service projects that benefit society.



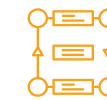
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Through these comprehensive skill development and training initiatives, ieng Group has strengthened its commitment to employee growth and development, ensuring our workforce is well-equipped to meet the challenges of a dynamic and competitive business environment.



### ⦿ Digital Roadmap

- ERP Data centralization and optimization
- Enhancement of the Employee data module
- Kicked off payroll module for the Lebanon entity
- 6 TA online forms live at Group level
- Open vacancies tracker live
- Development of an online recruitment platform
- Development of online L&D platform
- Built an e-Learning training for EkiStruct
- Launching of 4 L&D procedures



### ⦿ Policies/Procedures

- Reviewed C&B policies in 7 OPCOs
- Released the EVP Benefits Scheme in 2 OPCOs



### ⦿ Employer Branding

- "Life" section on ieng Group's LinkedIn page
- Interview process enhanced
- Onboarding initiatives enhanced in 16 OPCOs



### ⦿ Mental Wellness

- Siira Platform
- 12 mental wellbeing sessions / 1:1 delivered
- Mental wellbeing introduced in 8 OPCOs



### ⦿ Events & Engagement

- 53 events organized across OPCOs Introduction of International days initiative
- iBuild and Emotional Intelligence for CHs and Group SM/Heads
- Launching of gamified solution training



# ■ Environmental Management

At ieng, we prioritize environmental sustainability and adhere to stringent standards to ensure our operations minimize their impact on the environment. To this end, we maintain an **Environment Management System (EMS)** in accordance with the **ISO 14001:2015 Environmental Management Standard** for all our 20 OPCOs. This system is implemented across all our primary facilities, each of which is certified to this standard.

As part of our commitment to environmental responsibility, we conduct regular internal audits across key environmental functional areas to ensure compliance with EMS requirements. These audits are comprehensive and cover various aspects of our operations, from waste management to energy consumption.

ieng has launched numerous initiatives aimed at reducing our environmental footprint, such as waste management programs, energy efficiency measures, and renewable energy projects.



## Managing Environmental Footprint

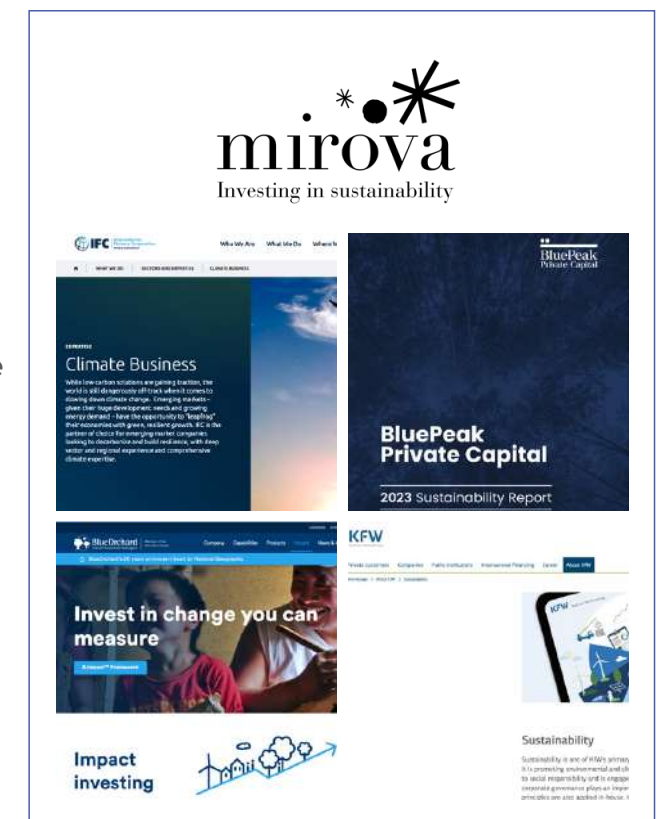
We are committed to managing our environmental footprint in our operations. This is enabled through various ongoing efforts that involves optimising energy consumption, reducing wastage of resources and recycling and reusing wherever possible. We believe that making environment an integral part of our business operations will create a positive impact on our business considering our large and widespread operations. In our ESCO sites, we are supporting clients to transition from fossil fuel to renewable/hybrid solutions. We are contributing towards greening the telecom industry and shifting from diesel-based energy source to renewable source in the network infrastructure. This leads to reduction in global telecom fossil fuel energy consumption and cleaner form of energy.

ieng goes beyond corporate responsibility, viewing sustainability as a core strategy for a better future. Telecom technologies connecting people and businesses should also contribute positively to the environment and society. This drives our commitment to responsible practices, with the **Integrated Management System (IMS)** guided by SDGs, stakeholder needs, brand reputation, and futureproofing. As a leader in sustainability implementation, ieng achieved an EcoVadis silver medal within two years and is committed to **Science-Based Targets (SBTs)** for carbon management and net-zero goals.

We actively manage projects with development funds and impact investors, ensuring environmental and social considerations have a positive impact. Through the support of our funding agencies and targeted regional **Environmental and Social Action Plans (ESAPs)**, we are improving our E&S risk assessment, management and resilience across different geographies with assets under management worth around USD 100 million.

Assets under management worth

# ~USD 100 million

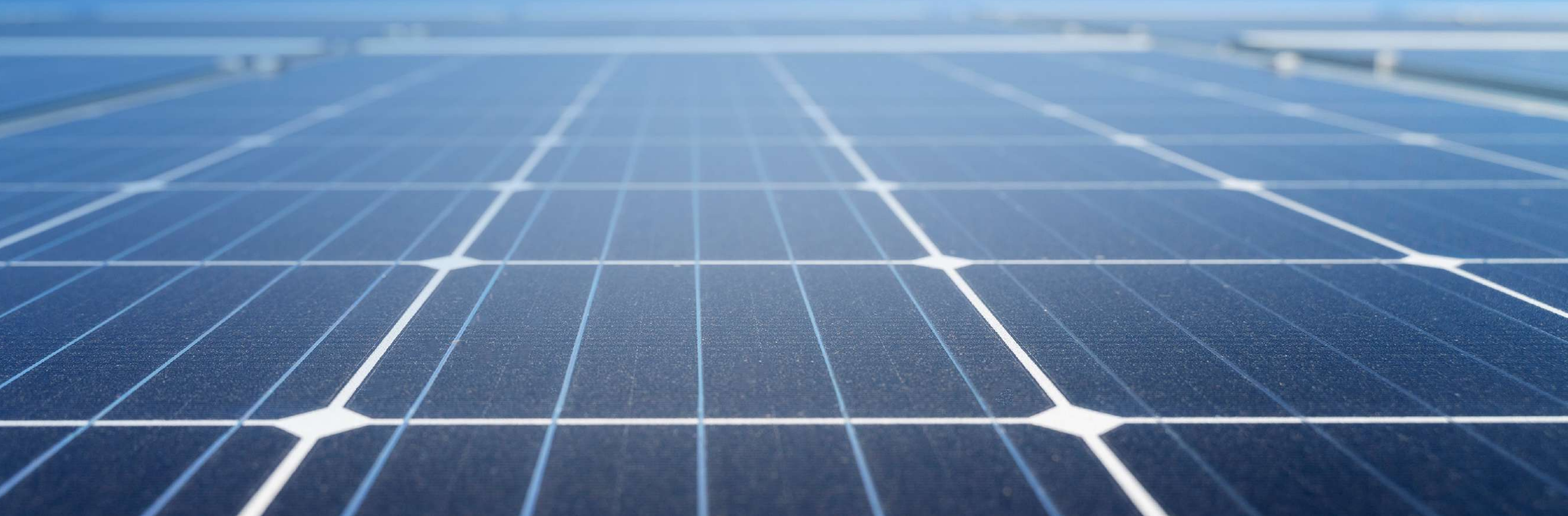


## ■ Environment & Climate Change Strategy

We pledge to uphold environmental conservation, lead in transitioning to sustainable energy, and safeguard resources by setting precise objectives, implementing targeted initiatives, and launching programs tailored to each country in which we conduct business. At ieng, we update our **Greenhouse Gas** (GHG) inventory annually to ensure our emissions data is transparently monitored and continually improved in accuracy. This involves collecting comprehensive data from all departments and using recognized methodologies like the **Greenhouse Gas Protocol**. Annual updates enhance transparency, ensure compliance with regulations, track our progress against sustainability targets, and inform strategies for reducing emissions. This rigorous process supports our sustainability goals, aligns with stakeholder expectations, and contributes to the broader fight against climate change. **Currently we are using GHG protocol to measure our carbon footprint.**

We are contributing towards greening the telecom industry and shifting from diesel-based energy source to renewable source in the network infrastructure. This leads to reduction in global telecom fossil fuel energy consumption and cleaner form of energy. **In our ESCO sites, we are supporting clients to transition from fossil fuel to renewable/hybrid solutions.**

By prioritizing financial investment in these areas, we demonstrate our commitment to long-term sustainability and the proactive management of our environmental impact.





■ Our 2030 Climate Target & Progress in Reporting Year 2023

Specific SDGs








**Target**  
By 2030, increase substantially the share of renewable energy in the global energy mix.

**Target**  
By 2030, double the global rate of improvement in energy efficiency.



**Target**  
Significantly increase access to information and communications technology and strive to provide universal and affordable access to the internet in least developed countries.

Total energy consumption

|   |   |               |
|---|---|---------------|
|    | Project energy consumption                              | 1,141.218 GWh |
|    | Average amount of water consumed by the Project         | 13,992 KI     |
|  | Share of renewable energy in Project energy consumption | 0.094%        |
|  | Share of diesel / fuel in Project energy consumption    | 74.052%       |
|  | Share of national grid in Project energy consumption    | 25.915%       |

## ■ Greenhouse Gas Emissions in 2023

In 2023, ieng Group maintained its focus on managing and reducing greenhouse gas (GHG) emissions across its operations. The emissions have been categorized into Scope 1, Scope 2, and Scope 3 according to GHG Protocol Corporate Standard, providing a comprehensive view of the company's carbon footprint. The GHG emissions have been computed using operation control boundary approach. The inventory period was **1 January to 31 December 2023**.

### Scope 1 emissions

**Direct emissions** from sources owned or controlled by ieng Group, included fuel consumption by the company's vehicles and diesel generators in office premises. Our Scope 1 emissions have reduced from the previous year due to change in calculation methodology, where previously we had included our services sites owned by client under our Scope 1.

### Scope 3 emissions

Other **indirect emissions** from sources not owned or controlled by ieng Group, were notably high. We assessed our Scope 3 categories and have considered the following categories for our Scope 3 emissions in 2023.

- ⦿ Category 1 **Purchased Goods and Services**
- ⦿ Category 2 **Capital Goods**
- ⦿ Category 3\* **Fuel & Energy related Activities**
- ⦿ Category 4 **Upstream Transportation & Distribution**
- ⦿ Category 5 **Waste generated in Operations**
- ⦿ Category 6 **Business Travel**
- ⦿ Category 7 **Employee Commuting**
- ⦿ Category 9 **Downstream Transportation**
- ⦿ Category 11 **Use of Sold Products**

\* For category 3, we have considered energy consumption in our client sites as our indirect emissions due to our services.

### Scope 2 emissions

**Indirect GHG emissions** from purchased electricity, were considered from electricity usage in office premises. Since our onsite electricity consumption is part of client owned sites, this has not been considered under our scope.

By categorizing and quantifying these emissions, we demonstrate our commitment to transparency and accountability in sustainability practices. This detailed reporting aligns with GRI Standards, ensuring that stakeholders have a clear understanding of the company's environmental impact and ongoing efforts to manage and reduce GHG emissions.



**Scope 1 (tCO<sub>2</sub>e)**  
**7,447.14**



**Scope 2 (tCO<sub>2</sub>e)**  
**366.76**



**Scope 3 (tCO<sub>2</sub>e)**  
**330077.32**

# ■ Renewable Energy Performance in 2023

In 2023, ieng Group’s significantly increased its use of renewable energy and implemented various hybrid solutions across its operational sites. The company utilized a total of 1,070 MWh of energy from renewable sources, and when combining all renewable sources, resulted in a renewable energy ratio of 0.094%. This highlights the significant share of renewables in the company’s energy mix. The usage of generated solar energy at Greenpole has contributed to a slight reduction in energy consumption from 2022 to 2023, decreasing from 48.5799 MWh to 44.802 MWh. This reduction in energy consumption has also led to a corresponding decrease in **Greenhouse Gas** (GHG) emissions at **India Greenpole** office, highlighting the effectiveness of integrating renewable energy sources into our operations and supporting our commitment to sustainability.

**By the end of 2023, 1,150 operational sites were equipped with hybrid energy systems**, integrating renewable and conventional power sources to enhance efficiency and reliability. Additionally, ieng Group upgraded 1,034 sites and cells with advanced energy technologies, contributing to improved operational efficiency, with a total of 4,486 sites and cells upgraded during the year.

In rural areas, ieng Group installed 56 new sites and cells, bringing the total to 102, demonstrating its commitment to improving energy access in underserved regions. The company also installed battery systems with a capacity of 62,100 Ah and 2,980.8 kW, crucial for storing renewable energy and ensuring a stable supply. Throughout 2023, 370.98 kW of solar capacity was developed, and an equal amount was under development by year-end, with no additional solar projects currently planned.

1.070 GWh

Total Energy usage from renewable sources

1,141.218 GWh

Total energy usage/consumption non-renewable sources

4,486

Cumulative number of sites/cells upgraded till date

1,034

Number of sites/cells upgraded in 2023

1,150

Number of sites/cells equipped with hybrid solution till date

224

Number of sites or cells equipped with Hybrid solution in 2023

2,980.8 kW

Installed battery capacity

62,100 Ah

Installed battery capacity

56

Number of new sites/cells installed in rural areas

370.98

Total solar capacity developed in 2023/Solar capacity under development at the end of 2023



0.094%

Renewable Energy Ratio

Looking ahead, ieng Group remains dedicated to enhancing its renewable energy capabilities and investing in innovative solutions to reduce environmental impact.

The focus will continue to be on increasing the share of renewable energy in operations and expanding hybrid systems to ensure energy efficiency and sustainability, positioning ieng Group as a leader in sustainable practices.



## ■ Waste Management System at ieng

ieng Group emphasizes the importance of waste management by coordinating with clients and relevant bodies to control the generation, treatment, storage, transportation, and disposal of industrial waste. ieng is committed to preventing environmental pollution and adhering to legal guidelines. ieng manages both non-hazardous and hazardous waste at offshore facilities, including office waste, packaging, oils, used batteries, chemicals, and other materials, ensuring proper segregation. A comprehensive waste management plan is developed with a tracking system to follow waste from its origin to final disposal, ensuring regulatory compliance. ieng prioritizes sustainable practices, evaluating each waste stream for the best disposal methods. In our efforts to enhance sustainability and reduce environmental impact, ieng Group successfully diverted significant amounts of waste from disposal. **Specifically, we diverted 3.99 tonnes of paper, 2.58 tonnes of plastic, and an impressive 55.27 tonnes of metals.**

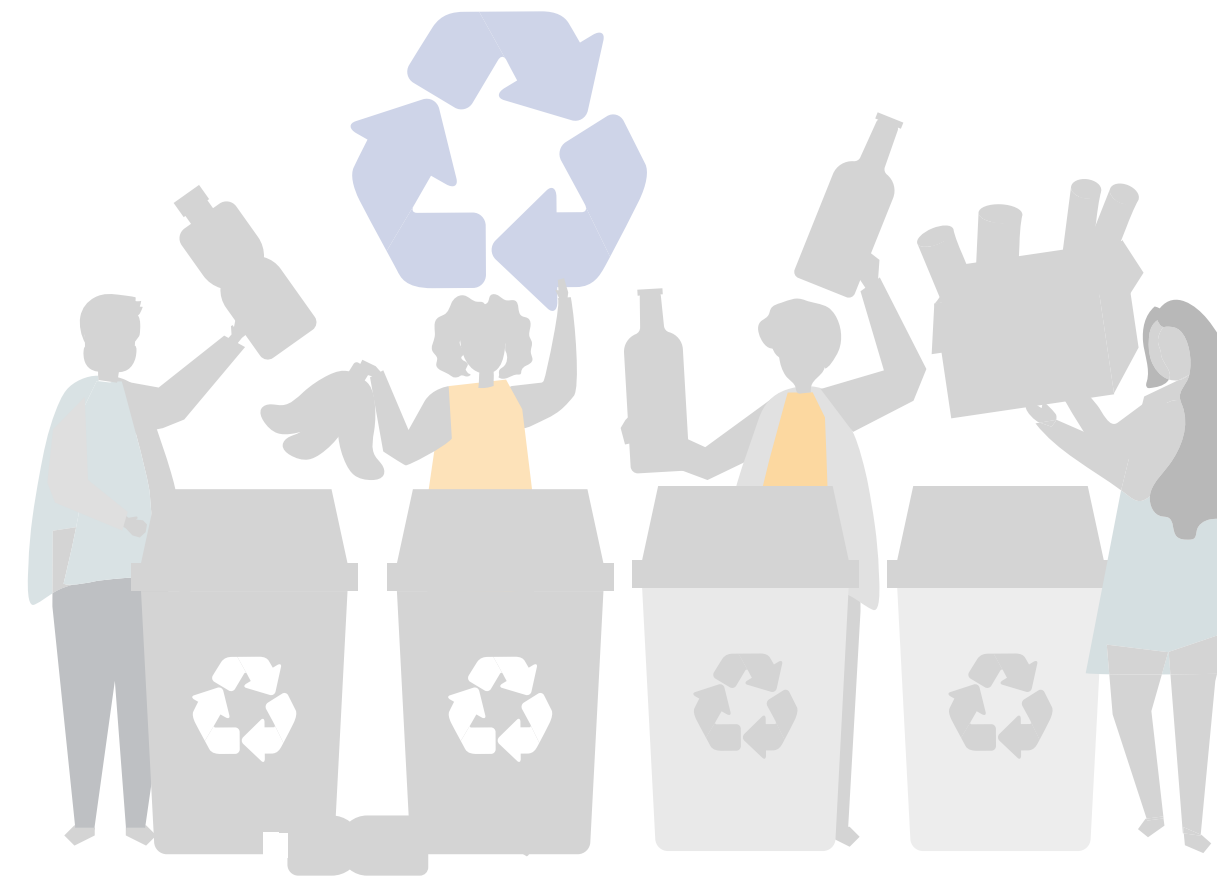
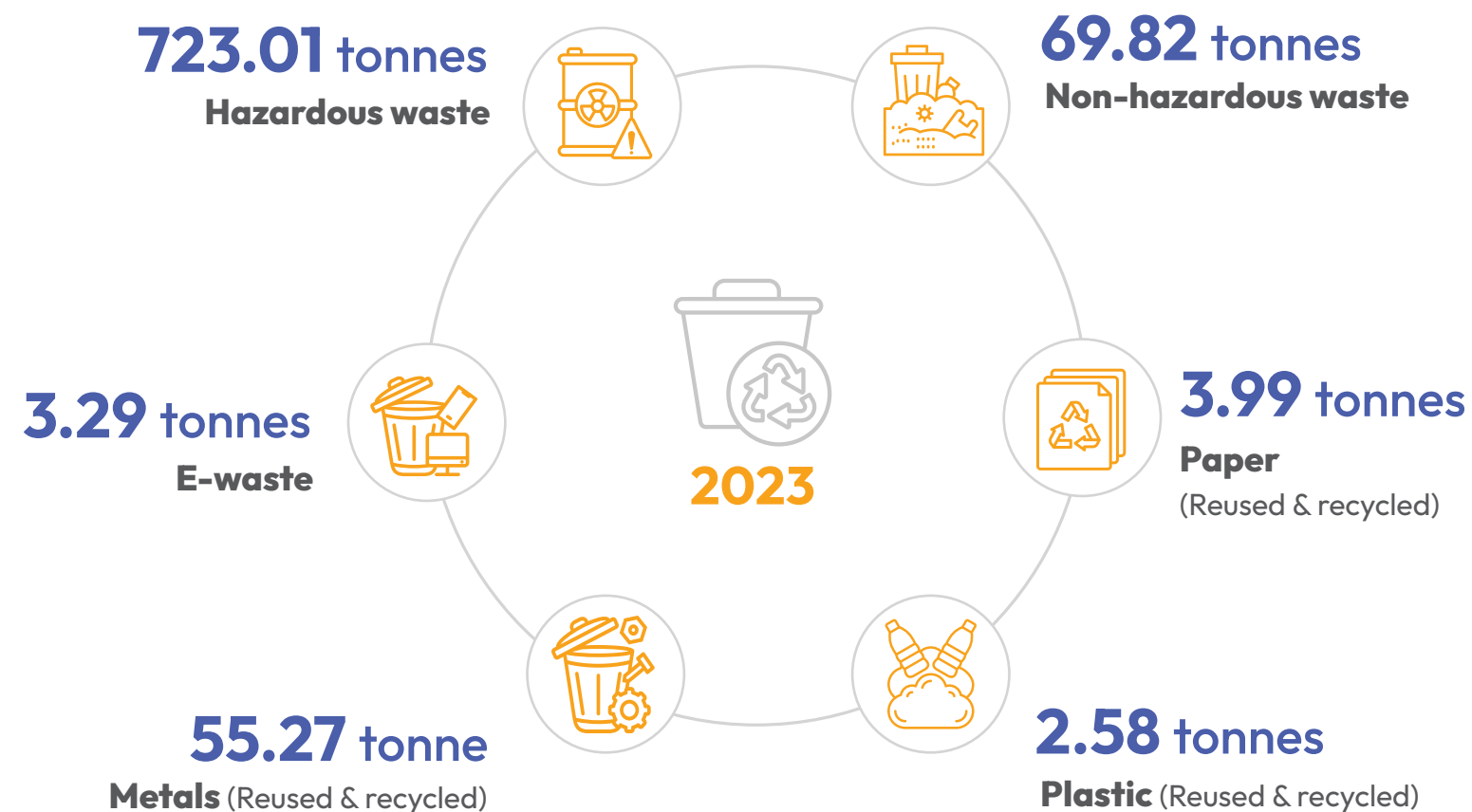
These initiatives reflect our commitment to responsible waste management and contribute to our overall environmental goals. In 2023, ieng Group generated **USD 59.8K** in revenue through its innovative waste-to-revenue method and achieved **USD 184K** in savings from spare parts repair across four OPCOs.

# USD 59.8K

**generated revenue through ieng Group's innovative waste-to-revenue method**

# USD 184K

**achieved in savings from spare parts repair across 4 OPCOs**



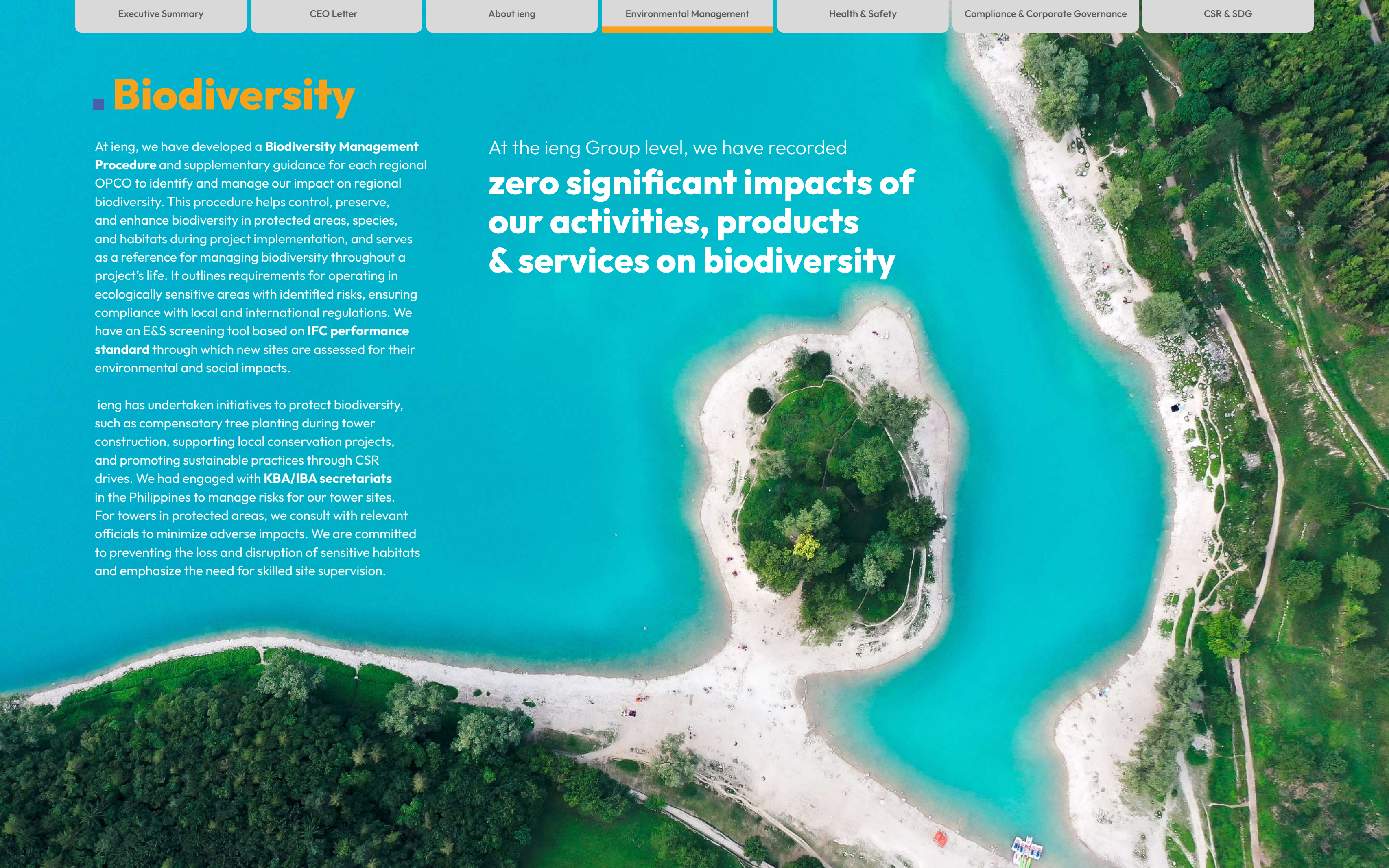


# Biodiversity

At ieng, we have developed a **Biodiversity Management Procedure** and supplementary guidance for each regional OPCO to identify and manage our impact on regional biodiversity. This procedure helps control, preserve, and enhance biodiversity in protected areas, species, and habitats during project implementation, and serves as a reference for managing biodiversity throughout a project's life. It outlines requirements for operating in ecologically sensitive areas with identified risks, ensuring compliance with local and international regulations. We have an E&S screening tool based on **IFC performance standard** through which new sites are assessed for their environmental and social impacts.

ieng has undertaken initiatives to protect biodiversity, such as compensatory tree planting during tower construction, supporting local conservation projects, and promoting sustainable practices through CSR drives. We had engaged with **KBA/IBA secretariats** in the Philippines to manage risks for our tower sites. For towers in protected areas, we consult with relevant officials to minimize adverse impacts. We are committed to preventing the loss and disruption of sensitive habitats and emphasize the need for skilled site supervision.

At the ieng Group level, we have recorded  
**zero significant impacts of  
our activities, products  
& services on biodiversity**





# ■ Health & Safety at ieng

## Safety is paramount.

We proactively prevent accidents and prioritize the well-being of our team members. Additionally, we respect the freedom of association with trade unions, fostering collaboration between management and employee representatives for the benefit of our workforce.

At ieng, we prioritize the well-being and safety of our employees, customers, and other stakeholders. Our commitment is to create a safe work environment and address health and safety-related issues associated with our products, services, and operations. To foster a strong safety culture, we actively promote safety training programs, safety awareness campaigns, and employee engagement in health and safety matters among employees, contractors, and partners.

Our ultimate goal is to achieve zero fatalities and significantly decrease the **Lost Time Injury Frequency Rate** (LTIFR) and **Total Recordable Severity Rate** (TRSR). We extend our commitment to safety beyond our immediate operations to include the health

and safety of the community throughout our construction projects. At ieng Group, **100% of our workers are covered by a comprehensive Occupational Health and Safety Management System** (OHSMS), ensuring that all employees, including permanent, temporary, and contract workers, operate under stringent health and safety protocols. This system, aligned with recognized standards such as ISO 45001, is actively implemented, monitored, and continuously improved to manage risks effectively and comply with legal requirements. By covering our entire workforce, we significantly reduce incidents, injuries, and illnesses, enhancing overall worker well-being and morale. This commitment not only meets regulatory standards but also bolsters our reputation as a responsible employer dedicated to maintaining a safe and healthy working environment.

A key component of our safety strategy is our **Accident/ Incident Investigation Procedure**, which provides clear guidelines on accident classification based on severity, the reporting process, and the investigation method. This ensures a systematic approach to understanding incidents and implementing preventive measures. ieng Group emphasize worker participation, consultation, and communication regarding **Occupational Health and Safety** (OHS) in their sustainability reports.

We showcase initiatives such as safety committees, worker engagement in decision-making processes impacting OHS, and effective communication of policies and hazards. These efforts underscore our commitment to transparency, accountability, and continuous enhancement of workplace safety and health practices, promoting a culture of safety within the organization.



# 100%

of our workers are covered by a comprehensive Occupational Health and Safety Management System (OHSMS)



## ■ Significant Achievements in 2023

In 2023, we achieved remarkable improvements in our safety performance.

### ⦿ Minor Injuries

There was a 67% reduction in minor injuries. This significant decrease demonstrates the effectiveness of our safety training programs and awareness campaigns in mitigating less severe incidents.

### ⦿ Moderate Injuries

We achieved a 100% reduction in moderate injuries, effectively eliminating them. This milestone highlights our success in implementing robust safety measures and ensuring thorough risk assessments and management.


### ⦿ Major Injuries


Similarly, there was a 100% reduction in major injuries. The complete elimination of major injuries underscores the impact of our stringent safety protocols, regular inspections, and continuous improvement in safety practices.


These achievements are a testament to the dedication and proactive efforts of our entire team. By maintaining our focus on safety training, awareness, and engagement, and through the diligent application of our safety procedures, we have substantially improved our safety record. Our ongoing commitment to health and safety ensures that we continue to protect our workforce, stakeholders, and the communities we serve.

We aim towards zero fatality, reduction in **Loss Time Injury Frequency Rate (LTIFR)**, reduction of **Total Recordable Severity Rate (TRSR)**, and enhancing community health and safety during our construction activities.

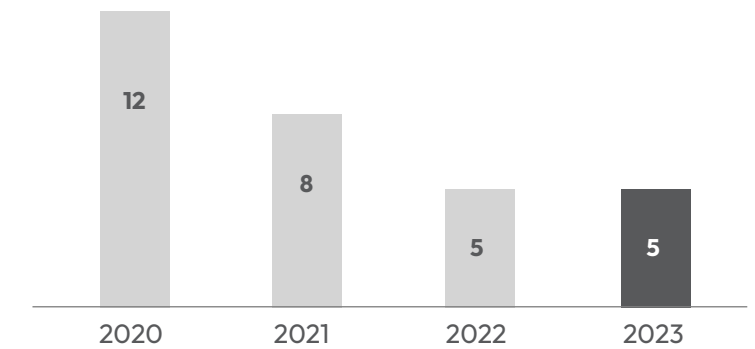
## ■ Accidents & Incidents Breakdown

 ▼ **67%**  
reduction in **minor**  
injuries vs 2020

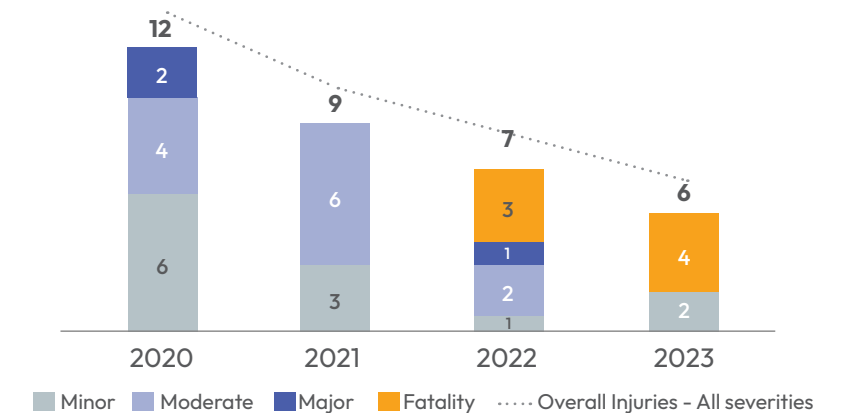
 ▼ **100%**  
reduction in **moderate**  
injuries vs 2020

 ▼ **100%**  
reduction in **major**  
injuries vs 2020

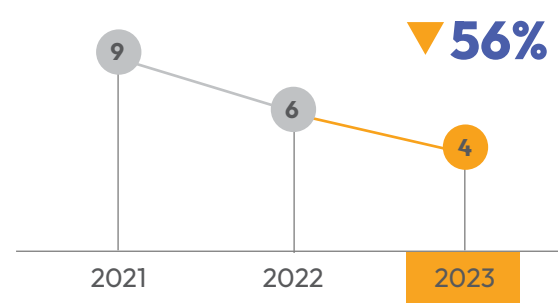
Injuries Trend (recordable)



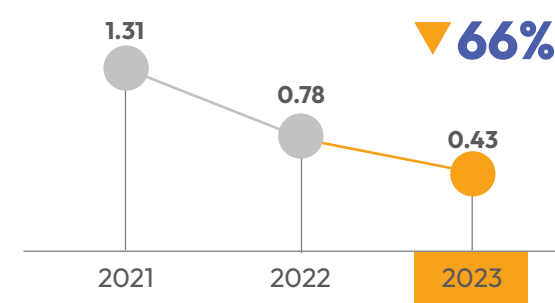
Injuries Trend (recordable & non-recordable)



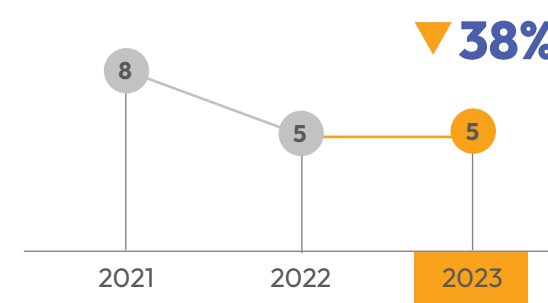
Lost Time Injuries



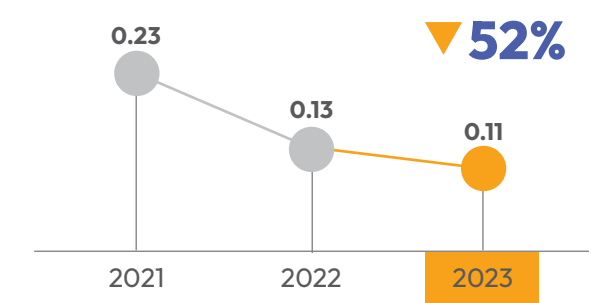
Lost Time Injury Frequency Rate



Total Recordable Injuries



Total Recordable Injury Rate



## ■ Driving Safety Management at ieng

At ieng, improving road safety management involves establishing comprehensive safe driving guidelines, planning and monitoring journeys through risk assessments and real-time tracking, providing mandatory defensive driving training, implementing GPS tracking systems to monitor driving behaviors, and conducting regular vehicle inspections. These strategies ensure adherence to best practices and regulatory standards, enhance driver competency, ensure vehicles are in optimal condition, and enable prompt corrective actions.

By integrating these elements, organizations can significantly reduce accident risks, ensure safer journeys, and maintain high safety standards for all road users. Driving safety is a paramount concern across the global telecommunication industry, necessitating a comprehensive array of control measures and the integration of various departments and team members to ensure effective mitigation.

At ieng, fleet management is spearheaded by the **Supply Chain Management** (SCM) department, which is responsible for onboarding qualified vehicle providers in the **Operating Companies** (OPCOs). These providers must comply with local legal requirements as well as adhere to best industry practices. The **Journey Risk Register** is a crucial tool that enables team members to conduct thorough risk assessments prior to embarking on their journeys. This ensures that all potential risks are identified, and appropriate control measures are implemented, allowing travel only under secure conditions. This proactive approach significantly mitigates potential hazards associated with vehicular travel. The integration of GPS tracking systems in vehicles provides the SCM and **Quality**,

**Health, Safety, and Environment** (QHSE) teams with real-time data on driver behaviors and patterns. This data is instrumental in monitoring compliance and identifying violations, thereby allowing the identification of top-performing drivers as well as those requiring additional training and support. By leveraging this technology, ieng can maintain high standards of driving safety and performance. To ensure vehicle fitness and safety, a comprehensive vehicle inspection checklist is utilized. This checklist allows team leads and drivers to perform a quick yet thorough pre-use inspection of the vehicles, confirming their readiness for the journey. Regular inspections help in maintaining the vehicles in optimal condition, preventing potential mechanical failures and enhancing overall safety.

Effective driving safety management at ieng necessitates close collaboration between various departments, including SCM, QHSE, and the operational teams. This integrated approach ensures that all aspects of fleet management, from vehicle procurement and maintenance to driver training and journey planning, are aligned with the organization's safety objectives. By implementing these robust safety protocols and leveraging advanced technologies, ieng is committed to maintaining the highest standards of driving safety within the telecommunication industry. This multifaceted approach not only ensures compliance with legal and industry standards but also fosters a culture of continuous improvement and safety excellence.

As part of our commitment to promoting road safety, ieng held a **Road Safety Week** from 15th to 21st May 2024 in Kenya, Pakistan, Liberia, Ghana, Cameroon, Ethiopia, Myanmar, and RCA, reinforcing our dedication to safe driving practices across all our operations.





■ Health & Safety Training

As a part of our comprehensive skill development program, we successfully conducted trainings session covering 40 distinct topics. These sessions were strategically designed to enhance the competencies of our QHSE teams. The training was attended by 46 QHSE professionals representing all our OPCO’s ensuring a board and impact-full transfer of knowledge across the organization.



EHS awareness sessions  **1,424** ▲ **377%** vs 2022

Emergency response drills  **142** ▲ **150%** vs 2022

QMS awareness sessions  **181** ▲ **31%** vs 2022

Safe manhours  **9.3m** ▲ **22%** vs 2022

# ■ Integrated Management System

At ieng Group we are certified with four management systems:

ISO 9001:2015, ISO 14001:2015, ISO 45001:2018, ISO 22301:2019

## IMS Framework Overview

The **Integrated Management System (IMS)** framework implemented by ieng Group, showcasing various functions and their interconnections within the IMS function. Central to the framework are the IMS functions, encompassing key areas such as **Procedures & Guidelines** for continual improvement, **OHS Risk Profiling** for periodic and dynamic risk assessments, **Incident Management** focusing on reporting and root cause analysis, and **Road Safety Management** involving guidelines and training for vehicle inspections. Additionally, **Site Management** includes audits and performance reporting, **Warehouse Management** covers safety guidelines and waste management, and **Supplier/Subcon Management** handles EHS requirements and audits. **OPCO OHS Governance** ensures regular performance reporting and assessments, while **Capacity Building** focuses on training to enhance competency. Lastly, **MIS for IMS** is concerned with safety performance reporting using KPIs.

Each of these functions is depicted as interconnected cogs, emphasizing the integrated nature of the management system, aimed at holistic and effective organizational governance and safety management within ieng Group.



■ Group Certifications Journey

Implementing an **Integrated Management System (IMS)** at ieng offers numerous benefits that significantly enhance our performance and strategic capabilities. Key advantages include standardized processes and unified objectives that ensure consistent quality and performance across operations, and a holistic approach to risk management that enables better identification, assessment, and mitigation of potential risks. The

IMS promotes regular monitoring, feedback loops, and proactive measures, fostering continual improvement and reducing incidents and non-compliance issues.

IMS provides an adaptive and scalable framework, allowing ieng to efficiently respond to changes in regulations and market conditions while optimizing resource use and integrating audits to save time.

Enhanced data collection and analysis support informed decision-making, improving operational performance, product quality, and customer satisfaction. By integrating various management systems into a cohesive IMS, ieng can achieve greater coherence in operations, manage risks more effectively, and drive superior operational performance.

|   |   |  |   |   |   |   |   |
|---|---|--|---|---|---|---|---|
|  |  |  |  |  |  |  |  |
| 27 FEBRUARY 2012  | 12 MARCH 2015   | 11 APRIL 2017  | 23 OCTOBER 2017   | 07 JUNE 2018  | 28 APRIL 2020   | 01 DECEMBER 2020  | 21 FEBRUARY 2023  |
| Quality Management System   | Occupational Health & Safety Management System                                    | Quality Management System  | Environmental Management System   | Business Continuity Management System   | Occupational Health & Safety Management System                                      | Environmental Management System   | Quality Management System   |
| ISO 9001 : 2008   | OHSAS 18001 : 2007  | OHSAS 18001 : 2007   | ISO 14001 : 2015  | ISO 22301 : 2012  | ISO 45001 : 2018  | ISO 9001 : 2015   | ISO 14001 : 2015  |



ISO 9001 Quality MS

ISO 14001 Environmental MS

ISO 45001 Occupational Health & Safety MS

ISO 22301 Business Continuity MS

ISO 27001 Information Security MS

On-plan for 2024



ISO 9001 Quality MS

ISO 14001 Environmental MS



ISO 9001 Quality MS



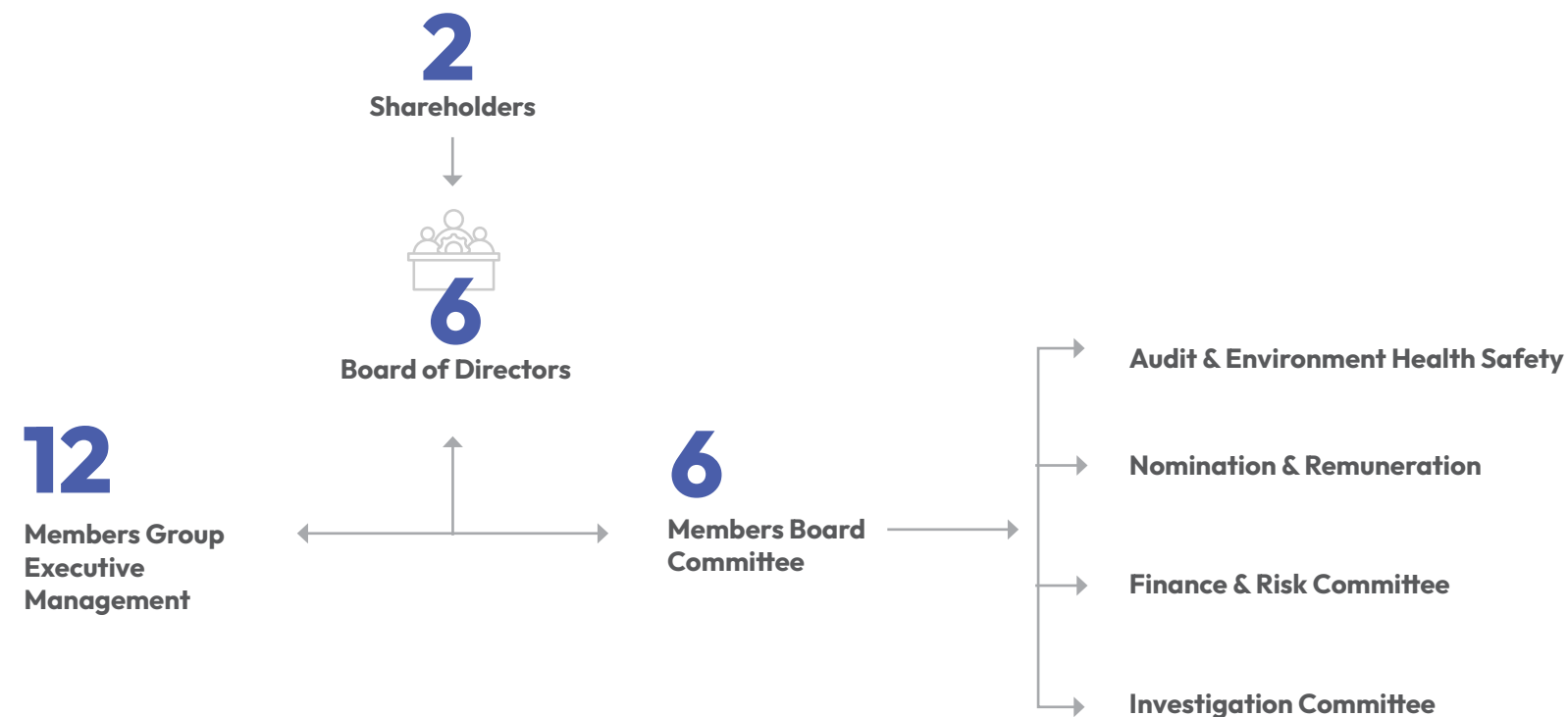
Environment & Social MS

ISO 9001 Quality MS

On-plan for 2024

ieng’s centralized IMS and sustainability system ensures consistency across its operations. Standardized Group-level requirements minimize the need for individual sites to develop separate systems, saving resources and streamlining implementation, especially at new locations or acquisitions. However, each local operation remains responsible for managing and reporting on QHSE and sustainability progress. ieng’s Group-level QHSE protocols and resources support local operations (OPCOs) in managing QHSE and social risks. Our IMS policy followed by **IMS Procedures and Guidelines** and **IMS and Sustainability Manual** ensures consistent QHSE and sustainability practices across ieng.

# ■ Compliance & Corporate Governance



ieng Group's Compliance function ensures regulatory adherence and effective compliance management. Our compliance system encompasses several key components:



ieng group prioritizes exceptional client service while upholding ESG principles. Dedicated policies guide our operations towards excellence and long-term value creation.

We actively support local communities and promote diversity as an equal opportunity employer. **Our focus is on bringing connectivity to underserved regions, empowering marginalized populations.**

Our commitment to environmental protection, human rights, community well-being, and ethical practices remains unwavering. Strong governance with a diverse board and dedicated committees ensures transparency and accountability.

ieng recognizes strong governance as key to its sustainability and social responsibility. The nomination and selection process for its highest governing body reflects this commitment. A **Nomination Committee** of independent directors uses a skills-based approach to identify candidates with diverse backgrounds and expertise. Rigorous criteria ensure director independence, while transparency and shareholder engagement are prioritized. This process ensures a board with the ability to guide ieng towards sustainable and ethical practices in the telecom sector.

## ■ Results of Audits and Inspections Conducted in 2023

94%

⦿ **Audit completion rate:**

The ratio of audits conducted to planned audits was 94%. This means that we were able to complete almost all our planned audits in 2023.

10%

⦿ **Repeat non-conformities:**

The ratio of non-conformities to corrective measures (repeated non-conformities) is 10%. This means that out of all the non-conformities identified in audits, 10% were not addressed by the corrective measures that were taken.

12%

⦿ **Timeliness of corrective actions:**

12% of non-conformities took more than 10 days to close. This could indicate that some corrective actions are taking a long time to implement.

0

⦿ **Certification/customer audit anomalies:**

There were zero anomalies identified in certification or customer audits with regards to audit management. This is a positive finding, and it suggests that the company is following good practices for managing audits.

0

⦿ **Human rights lawsuits:**

There were no human rights lawsuits filed against the company in 2023.

0

⦿ **Underage employment:**

There were no employees or trainees recruited who were under the legal age of employment.

Overall, the audit and inspection results appear to be positive. The company completed most of its planned audits, and there were a relatively low number of repeat non-conformities. However, there is some room for improvement in terms of the timeliness of corrective actions.

## ■ Compliance Achievements



Increased the coverage  
of Group audits  
by

▲ 37%



Enhanced legal & regulatory  
compliance at the OPCO level and  
achieved score of

▲ 83%



Reduced major  
non-conformance  
by

▼ 27%



Improved non-conformity  
closure. Increased on-time  
closure by

▲ 9%



Strengthened collaboration  
among audit teams  
across OPCOs





## ■ Compliance Management



### Ethics

ieng operates with the utmost ethical principles and strives for complete compliance with all applicable governmental laws, rules, and regulations in every country we function in. Our global programs are designed to ensure consistent compliance across the organization, actively aiming to eliminate potential breaches caused by a lack of awareness. We offer compliance training to employees throughout the year, with a strong emphasis on anti-harassment, anti-discrimination, and anti-bribery and corruption practices. In 2023, ieng did not incur any fines or sanctions related to noncompliance in any aspect of our business.



### Anti-corruption

At ieng Group, we have implemented anti-corruption policies and procedures across all our OPCOs. To further strengthen our commitment to integrity and transparency, we are working on adopting the ISO management system for anti-corruption. This initiative ensures that our operations adhere to the highest standards of ethical conduct, fostering a culture of accountability and trust throughout our organization. In the reporting year, 21% of our employees received training on anti-corruption, which includes comprehensive instruction on our **Code of Conduct & Ethics and Anti-Corruption** policies. Out of a total of 869 employees, this training initiative highlights our dedication to promoting ethical behavior and preventing corruption within our organization.



### Operations Assessed for Risks related to Corruption

ieng prioritizes ethical conduct throughout its operations. To proactively identify and mitigate corruption risks, the company conducted an **Ethics and Corruption Audit** in 2023. This comprehensive assessment covered six of its Operating Companies (OPCOs) in Cameroon, DRC, KSA, Lebanon, Liberia, and Uganda. The audit delves into each OpCo's practices, seeking potential vulnerabilities to corruption. By analysing the findings, ieng can develop targeted mitigation strategies to safeguard against these risks and ensure the highest ethical standards across its global operations. In 2023 we had 15 corruption cases which are related to fuel theft.



### Grievance Reporting

In 2023, the internal grievance channel played a crucial role in addressing 26 reported grievances across different departments and categories within the organization. Instances of tense communication between subordinates and line managers, as well as conflicts between managers from different departments, were effectively resolved through calm and transparent discussions facilitated by HR. Efforts were also made to improve work conditions, hygiene standards, workload management, and employee well-being, resulting in tangible improvements such as upgraded office conditions and the engagement of a new food supplier, etc. Additionally, inappropriate behaviour exhibited by superiors towards subordinates was addressed through thorough investigations and discussions led by the CHRO, leading to enhanced employee engagement. The collaborative efforts between HR, department heads, and employees contributed significantly to the successful resolution of grievances and overall improvements in various aspects of the workplace environment.

In 2023, ieng encountered 8 community grievances stemming from construction site activities. These challenges ranged from blocked rainwater drainage to access issues for surveyors due to a court order. However, through effective collaboration with the local government, ieng successfully addressed these issues. For instance, the repair of the drainage was promptly undertaken following evidence provided by ieng/ CREI confirming their non-involvement in the blockage. Additionally, the subcontractor addressed concerns by compensating a family member of the lessor for broken fences, though improved communication with the lessor was deemed necessary. To resolve a site blockage resulting from a lack of payment, ieng committed to informing the deceased lessor's family about the required steps for payment and issued an apology for any inconvenience caused. Despite not directly causing poor road conditions, ieng allocated funds for road rehabilitation in response to pressure from the barangay, highlighting the importance of clarifying responsibilities with local authorities. Moreover, ieng fulfilled its agreement to donate an industrial fan to the barangay, and access issues for surveyors were resolved with the assistance of the actual lessor and additional security measures. Moving forward, ieng emphasizes proactive communication, thorough documentation of agreements, and continued collaboration with stakeholders to effectively address and prevent similar issues in future construction endeavours.

We also have a whistleblower policy and a monitored email id where whistleblowers can confidentially report harmful violations by emailing [wb@ieng-group.com](mailto:wb@ieng-group.com) or anonymously through an online **Microsoft Form** via this link.

**8** community grievances stemming from construction site activities (2023)

**15** corruption cases which are related to fuel theft (2023)

**21%** of our employees received training on anti-corruption





## Conflict of Interest Management at ieng

At ieng, we recognize that upholding the highest standards of ethical conduct is essential to our sustainability commitment. We are dedicated to identifying and managing conflicts of interest to ensure our actions are in line with our core values and serve the best interests of our stakeholders.

Our **Conflict-of-Interest Policy** provides clear guidance and procedures for the identification, disclosure, and effective management of conflicts of interest. We take appropriate actions to mitigate these conflicts, which may include recusal from decision-making processes, divestment of conflicting interests, or restructuring of roles and responsibilities. We emphasize transparent communication about conflicts of interest, both internally and externally, as needed and in accordance with legal requirements.

Any violations of the conflict-of-interest policy are addressed promptly, and disciplinary actions are taken when necessary. We hold ourselves accountable for maintaining a conflict-free environment and are committed to continually improving our policies and procedures.



## Human Rights Principles at ieng

At ieng, we uphold the principles of equality, safety, dignity, privacy, and voice through our commitment to human rights. We adhere to ILO guidelines and collaborate with stakeholders during the development and implementation of our standards. We have developed OPCO wise **Stakeholder Engagement Plan** (SEP) which is aimed towards actively engaging with

potentially affected groups and other stakeholders, linking to our employee engagement, diversity and inclusion, and anti-child labour efforts.

**We are vehemently opposed to child labor and any practice that exploits children. Our standardized recruitment procedures across all locations strictly prohibit hiring anyone under 18, both directly and through agencies. This ensures a zero-tolerance policy for child labor.**

Our practices emphasize fostering a diverse and inclusive workplace, recognized as a driver for workplace equality, and are reflected in all company policies to deliver equal value to all individuals. ieng's fair and inclusive employment practices. We strive to create a level playing field for all by ensuring equal opportunities in recruitment, remuneration, training, promotion, and termination decisions, regardless of gender, race, age, disability, sexual orientation, or political affiliation. **Discrimination has no place in our company.**

In 2023, ieng Group ensured that its operations did not adversely affect any indigenous peoples or communities. This commitment aligns with our goal of conducting business ethically and respecting the rights and cultures of all communities. There were no reported incidents or grievances related to the displacement or adverse impact on indigenous peoples. Our operations, including site expansions and infrastructure projects, were planned and executed to avoid any negative impact on indigenous populations or communities.

Our membership with **UNGC** aligns with principles grounded in international human rights standards. Through our CSR activities, we contribute to the **UN Sustainable Development Goals** by improving access to education, promoting gender equality, reducing environmental impact, and supporting community development. This supports key SDGs such as **SDG 4** (Quality Education), **SDG 5** (Gender Equality), and **SDG 13** (Climate Action).

Our organisational **Code of Conduct and Ethics** along with **Supplier Code of Conduct and Ethics** ensure that we abide by international human rights standards across our value chain.

Security personnel at ieng are trained in human rights policies and procedures. This training ensures that security staff are well-versed in human rights standards, promoting a respectful and secure environment for all employees and stakeholders. Specific training clauses are incorporated into our subcontractor agreements to guarantee that these essential training sessions are conducted regularly.





## Information Security and Data Privacy

Our **General Information Security** policy assesses data risks and implements safeguards to ensure the confidentiality, integrity, and availability of all physical and electronic information assets at ieng. We are working on **Information Security Management System** certification in immediate future.

### - Transparent Reporting System

We voluntarily reported to **CDP Climate Change** questionnaire in 2023 as our commitment to transparent reporting system. Our annual SG performance is communicated to stakeholders through the yearly sustainability report in accordance with GRI standards and the UNGC Communication on Progress (COP) report.

### - Security Risk

Security risks pose significant threats to the safety of personnel and assets, which can potentially disrupt management systems and operations. These risks are particularly pronounced in regions prone to political instability, social unrest, or environmental hazards. Ensuring the security of staff and infrastructure is crucial, as any breach could lead to operational downtime, loss of valuable assets, and compromised safety protocols. Effective risk management strategies, including robust security measures, regular risk assessments, and contingency planning, are essential to mitigate these threats and ensure the resilience of operations. ieng **Corporate Security Management Plan** is developed to identify, assess and mitigate security related risks, potential and perceived threats along with security guard management contracts in our sensitive sites/regions.

### - Regulatory Compliance Risk

Inconsistent enforcement of regulations and weak legal frameworks present considerable compliance risks to management systems, especially in areas such as environmental management and labor practices. The variability in regulatory enforcement across different regions can create challenges in maintaining uniform compliance standards. Companies must navigate these complexities by developing flexible compliance strategies, engaging with local regulatory bodies, and investing in comprehensive training programs for employees. By doing so, they can ensure adherence to regulatory requirements and minimize the risk of legal repercussions and reputational damage.

At ieng Group, we proactively manage sustainability-related risks through regular assessments, stakeholder engagement, and robust internal policies, while also seizing opportunities to create long-term value. By innovating sustainable technologies, improving operational efficiency, and expanding into green markets, we enhance our competitive advantage. Our commitment to corporate social responsibility, transparent reporting, and collaboration with partners reinforces our reputation and brand value. Strategic actions such as implementing an Integrated Management System (IMS) and aligning with the UN Sustainable Development Goals (SDGs) guide our efforts, ensuring we mitigate risks, capitalize on opportunities, and drive sustainable growth.



## Highest Governance Body in Sustainability Reporting

ieng's leadership, from Group executives to Country Heads, is committed to implementing the IMS policy. The **Group CEO** oversees policy implementation and resource allocation, while personnel across departments (CFO, CHRO, etc.) are responsible for integrating QHSE and social considerations into decision-making. Regular committee meetings ensure IMS and social issues are addressed at all levels.



## Compliance Structure

The compliance function is part of **IMS & Sustainability** at group level. At OPCO level, each OPCO has QHSE representatives, including managers and supervisors, who execute policies and procedures on the ground, ensuring data monitoring and reporting are effectively carried out.

■ 2023 Sustainability Highlights



⦿ Compliance

- Increased the coverage of **Group audits by 37%**.
- Enhanced legal and regulatory compliance at the OPCO level and **achieved score of 83%**.
- Reduced major non-conformances **by 27%**.
- Improved non-conformity closure. **Increased on time closure by 9%**.
- Strengthened collaboration among audit teams across OPCOs.



83% scored

Enhanced legal and regulatory compliance at the OPCO level.



⦿ IMS

Environment, Health and Safety Performance

- ISO 14001 - EMS certificate for GP in 2023.
- EHS Awareness Sessions 1424 , **377% vs 2022**.
- QMS Awareness Sessions 181, **31% vs 2022**.
- Emergency Response Drills , 142 **150% vs 2022**.
- Safe Manhours 9.3M, **22% vs 2022**.

Warehouse Management

- Warehouse Safety Guidelines.



Operational Control

- Rolled out 17 target-based KPIs and achieved **82% completion**.
- Achieved **99% site audit completion**.
- Improved site audit governance from **75% to 85%**.
- Improved warehouse safety compliance from **42% to 86%**.
- Rolled out Supplier / Subcontractor auditing program and achieved **76% audit completion**.





## ☉ Sustainability

### Improvement in Sustainability Reporting Performance

- Number of Reporting OPCO 19, **↑ 4 vs 2022.**
- Average Consolidated Score 71, **↑ 26% vs 2022.**

### Diversity

- Board female members increased from 1 to 2, **↑ 100% vs 2022.**
- Direct female employees increased from 85 to 153, **↑ 80% vs 2022.**

### GHG Emissions

- Enhanced GHG inventory to encompass **Scope 1, 2, and 3 emissions.**

### Waste Management

- Monitored Plastic waste that was reused and recycled: **78%.**

### Disclosures & Certifications

- First-time CDP disclosure resulted in a score D, which is one level above beginner scores.
- Our **EcoVadis score has increased from 66 in 2022 to 77 in 2023.**  
We currently hold a **gold medal** and have an **Advanced Level Scoring** compared to our sectoral peers.
- The first **Sustainability Internal Audit** was conducted in 2023 for all active OPCOs.

### Waste to Revenue

- **Generated USD 59.8K** revenue through waste-to-revenue method and **USD 184K savings** from spare parts repair across 4 OPCOs.

### Investor Recognition Grants

- Applied & acquired a **50% financing grant from DEG for IMSS Digitization and Carbon Management.**



## ☉ Finance

- **100% ERP Migration Progress:** EkiStruct Croatia completed full ERP migration, and Greenpole India finalized financial dimensions and chart of accounts.
- **Consolidation Module:** Launched **intercompany transactions module** and finalized financial statement setups for all OPCOs.
- **100% Group-Wide Trainings:** Delivered **Financial Reporting** training to all accounting managers and completed ERP training for all accounting staff.
- **Reporting Skills Improvement:** Improved local accounting reporting scores from 89% in Q1 to **93% in Q4.**



## ☉ Legal

- Established a process to update the **Companies records.**
- Developed and implemented a **model-based signature authority matrix** at group level.
- Initiated the development of **model-based contracts** which secure the Group's rights and interests.
- Established a process for **incorporating new entities.**
- Provided **full legal support** to the group members.



# ■ Supply Chain Management

We incorporate ESG and forced labor considerations into our **procurement selection process by vetting vendors**. Across all ieng OPCOs, ongoing assessments are conducted on suppliers, evaluating them against **14 ESG criteria**. This information is subsequently included in our sustainability report. We strive our supplier follows quality and environment management system, anti-slavery/anti-forced labor policy and/or **Supplier Code of Conduct**. ESG evaluation of our suppliers is a continual process across all the OPCOs in ieng.

Every supplier has to sign the CoC before conducting business with ieng. We aim to have 80% of our suppliers comply with the Suppliers Code of Conduct by the end of 2024, and the top 10 suppliers in each OPCO to have signed it by the end of 2024. In addition all our sub-contracts have clauses on EHS which has to be signed by all suppliers.

Many of our suppliers are **small vendors and shopkeepers** which is making it difficult for us to collect the evidence for our ESG criterion. Nevertheless, we are improving the collection of evidence and evaluation of more and more suppliers. We are going to include the basic ESG criteria in our bidding requirements which our suppliers are supposed to abide.

We started the ESG evaluation of suppliers in 2021 and by 2023, we had covered 100% of all group suppliers. Currently, all OPCO suppliers are on-boarding these evaluation processes, and the target is to have 100% of OPCO active suppliers' ESG evaluations completed by the end of 2024.

The ieng Group at the OPCO levels encourages allocating **100% of their procurement spending to local suppliers**. This promotes transparency, supports local economies, and contributes to sustainable development goals by fostering regional economic growth and resilience. **Priority is given to local suppliers**; however, if the required goods or services are unavailable locally, if local prices are not competitive, or if lead times might jeopardize project timelines, the **second priority is sourcing from nearby operations**. If the requirements are still unmet, the third option is to seek support from the group supply chain for offshore supply.



## Significant indirect economic impacts

ieng is developing their services and expanding projects in developing as well as difficult regions across the globe in order to bring telecom infrastructure to marginalised society and create digital equity. While doing so, ieng prioritised contracting local vendors irrespective of their sizes for supply chain and local people for employees thus creating livelihood across the chain.



# ■ Corporate Social Responsibility



## Global CSR Performance Improvement Competition

As part of our commitment to corporate social responsibility (CSR) and sustainable development, we have launched an innovative competition across all our operations worldwide. This competition aimed to enhance the performance of our CSR projects by encouraging our teams to develop and implement impactful and sustainable initiatives within their local communities.

From launching educational programs and health initiatives to implementing renewable energy solutions and environmental conservation projects, the breadth and depth of our teams' contributions have been inspiring. This competition has underscored our commitment to integrating CSR into the core of our operations and has highlighted the significant role our employees play in driving our sustainability agenda.



## ■ OPCO-wide CSR Initiatives



As part of ieng Group's CSR activities in **Afghanistan**, at the local level, the company has undertaken several impactful initiatives. One such initiative focused on environmental stewardship involved the **planting of 3,500 trees**. This effort aims to contribute positively to local biodiversity and environmental sustainability. Additionally, in a meaningful social initiative, ieng Group distributed essential food packages to needy individuals. Each of the **20 packages** included vital items such as oil, sugar, beans, salt, and flour, providing crucial support to disadvantaged communities. These initiatives exemplify our commitment to corporate social responsibility and its dedication to making a positive difference in the communities it serves.

**3 500** trees planted



**20** vital food packages distributed







ieng **OPCO Cameroon**, implemented an environmental initiative aimed at reducing plastic waste pollution in the vicinity of its main office. This initiative focused on raising awareness among employees and local communities about the environmental impact of plastic waste along with cleaning of plastic waste from nearby community regions. Additionally, the company introduced measures to minimize plastic usage within its operations

and encouraged recycling practices. By taking proactive steps to address plastic waste pollution, ieng Group demonstrates its commitment to environmental sustainability and responsible corporate citizenship in Cameroon.



ieng Group demonstrates its commitment to environmental sustainability & responsible corporate citizenship in Cameroon.



In the **Democratic Republic of Congo**, at the local level, ieng demonstrated its commitment to social responsibility by aiding two orphanages in Kinshasa.

Specifically, the company supplied essential food supplies and house furniture to **Orphelinat Cité de Refuge** and **Orphelinat des Sœurs de la Sainte Famille Catholique**. This initiative directly benefited 20 participants, contributing to their well-being and improving living conditions within the orphanages. ieng Group's support underscores its dedication to making a positive impact on the local community and fostering social welfare in the region.

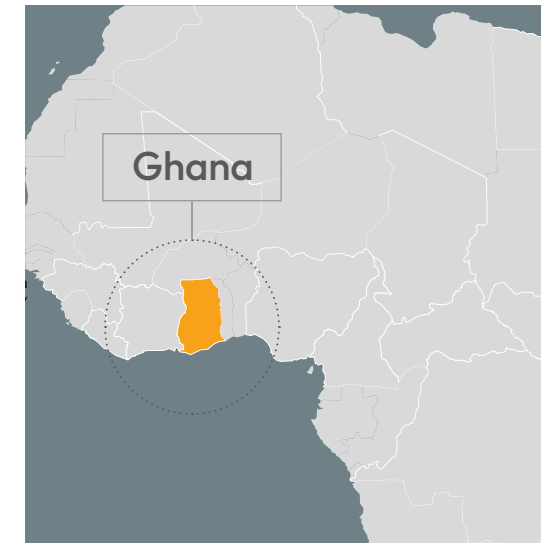
**20 participants** benefitted (from essential food supplies & house furniture) for the orphanages.







ieng **Ethiopia** organized a social initiative centred on **blood donation** to support local healthcare needs. By encouraging participation from employees and community members, the initiative aimed to provide crucial blood supplies for life-saving transfusions, thereby contributing directly to healthcare accessibility and potentially saving lives in the region.



ieng **Ghana** sponsored the inaugural district school quiz competition. Our support included **stocking the winning school's library with educational books and awarding cash prizes** to deserving participants. This initiative aims to promote a strong reading culture among the youth and nurture them as future leaders in our community.







## GREENPOLE

power solutions

In **India**, as part of a social initiative, we organized a blood donation drive with 28 participants contributing to the cause.



As part of ieng Group's CSR activities at Pakistan OPCO included **Ramadan Ration Packs**.

ieng Group provided Ramadan ration packs to support staff as a social initiative.



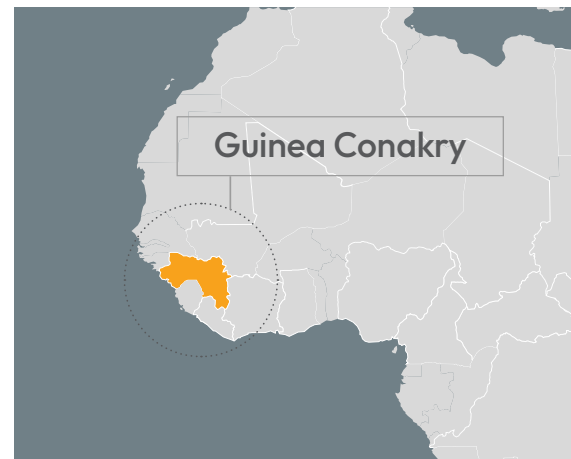
### Support for the needy:

- Donations were collected to support the office boy with his marriage expenses along with financial assistance to office employee family.
- Widow assistance bill covering monetary support to a widow and heart surgery expenses support given to another widow.
- An orphan girl was supported by covering her hostel fees. Similarly, a poor lady was supported with monthly groceries after her cow which was her primary income source passed away.
- Another social initiative involved donating clothes to those in need, providing clothing assistance to vulnerable individuals and communities.



An **anti-littering** hike was organised where participants engaged in a cleaning drive while hiking.





In **Guinea Conakry**, as part of ieng Group's CSR activities, we visited an orphanage and donated food and sanitary items to support the residents. Additionally, we undertook an environmental initiative by planting 1,000 trees, with active participation from 22 employees, to conserve the environment.



**22** active employee participants



**1 000** trees planted by employees



In **Kenya**, ieng staff engaged in several impactful social initiatives. They visited **Acts Learning and Development Centre**, donating desks and stationary items, benefiting five individuals locally. Another initiative was a blood donation drive, where 24 employees participated, addressing critical healthcare needs in the community.

Additionally, ieng staff supported **Havilla Children's Home**, contributing to an organization aiding poverty-stricken areas, particularly vulnerable children and communities facing economic challenges. Moreover, in collaboration with **Friends Church Quakers Ruaraka**, ieng staff visited widows in the Ruaraka constituency, offering companionship, support, and assistance to widows within the community.







### Here are the activities conducted as part of ieng Group's CSR activities at Lebanon OPCO:

ieng **Lebanon** is contributing to corporate social responsibility across various fronts. Environmental stewardship is central to their ethos, as evidenced by initiatives like providing tree plantings as welcome gifts, fostering green spaces and sustainability within

communities. In education, the Group contributes significantly by supporting **Collège Louise Wegmann (CLW)** through donations specifically aimed at scholarships, empowering students and enhancing educational opportunities.

Medical assistance forms another pillar of their social responsibility efforts, demonstrated by funding the surgery for a valet parking attendant, ensuring access to critical healthcare services. In times of humanitarian crisis, such as the earthquake in Syria, the Group swiftly responds by donating essential food items to alleviate the suffering of affected communities, underscoring their commitment to global solidarity and relief efforts.

Moreover, the Group actively engages with local organizations like the **Lebanese Red Cross**, supporting their operations and conducting awareness sessions on earthquake preparedness and post-crisis management. Special occasions and social causes are also embraced wholeheartedly, with initiatives ranging from donations to KAFA NGO on **International Women's Day** to organizing Ramadan food distributions, providing vital sustenance

during the holy month. Additionally, the Group extends medical aid to individuals in need ensuring they receive necessary support for their healthcare needs. These multifaceted efforts reflect the Group's holistic approach to corporate social responsibility, addressing environmental conservation, educational empowerment, medical aid, humanitarian relief, and community welfare in Lebanon and beyond.







During 2023, ieng **Myanmar** actively engaged in a range of impactful corporate social responsibility initiatives. These efforts included organizing a successful blood donation drive, resulting in **24 donations** that significantly contributed to local healthcare needs. An educational initiative, the On-the-Job Trainees Program, provided valuable skills development through a **three-month fast-track program involving 10 employees**, enhancing their professional growth. During the **Water Festival**, the company demonstrated its commitment to community welfare by donating food, underscoring its support for local traditions and festivities.

Furthermore, ieng Group focused on **youth education**, aiming to broaden access to learning opportunities and foster

academic development among young individuals. Environmental stewardship was also a priority, marked by a **tree planting** initiative involving **43 participants**, contributing to regional biodiversity and sustainability efforts. Additionally, a social initiative aimed at **elder care** ensured the well-being and dignity of the elderly within the community. The company's cultural engagement was exemplified through the **Kahtain cultural donation ceremony**, celebrating local traditions and potentially supporting various social causes, thereby reinforcing its commitment to holistic community development in Myanmar.







In Nigeria, a social initiative involved **visiting the homes of destitute individuals** in the suburbs of Lagos State and providing palliatives to physically challenged individuals residing there. This support aims to alleviate the impact of inflation in the Nigerian economy by assisting them with food and easing the effects of their challenging circumstances.



In 2023, ieng Philippines undertook several impactful initiatives.

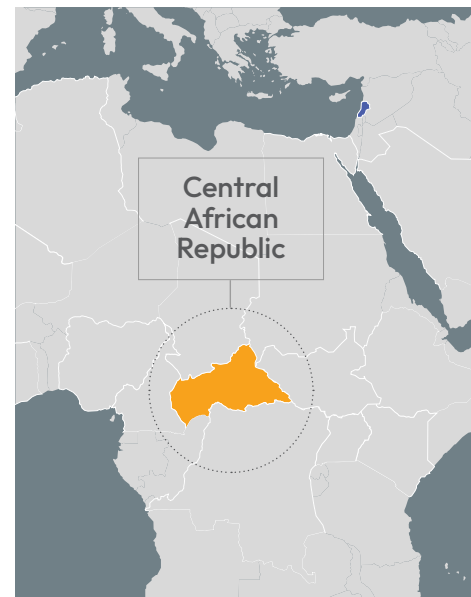
A **Community Outreach Program** in San Rafael, Bulacan aimed at supporting the local community through various activities. Under CREI, **50 packages of essential goods and hygiene kits were distributed**, along with packed lunches and candies to families in need. An environmental initiative under CREI involved **planting 500 mangrove seedlings to protect coastal communities from erosion and natural disasters**, coupled with a visit to **Angeles Caglate Integrated Schools** where school supplies were distributed and educational sessions on environmental stewardship were conducted. A social initiative encompassed **food donations and bandaging support**, providing immediate relief to vulnerable communities. Another initiative under CREI included **a feeding program and donation of school supplies** to address nutritional and educational needs for children in the community. These initiatives showcase ieng Group's commitment to social responsibility and community development in the Philippines.



An initiative under **CREI** included a **feeding program** and donation of school supplies to address nutritional and educational needs for children in the community.







**In CAR,** a social initiative involved making donations to support orphans, demonstrating compassion and solidarity with vulnerable members of the community.



In South Sudan, ieng Group demonstrated significant support towards uplifting human life. They provided **accommodation and food to a Sudanese refugee family** fleeing the war in Sudan, aiding them during their time of need. An educational initiative involved providing supportive materials to the **House of Blinds**, enhancing educational resources for the visually impaired. Another educational initiative focused on women's empowerment by **teaching skills such as sewing**, aiming to improve economic opportunities and foster self-sufficiency among women in the community.



# ■ Our Commitment to SDG's

At ieng we are committed to achieving the **2030 Agenda** and the **17 Sustainable Development Goals** (SDGs). We are part of member reporting company to UNGC as an expression of our commitment to internalising the SDGs into our operational strategy, culture and CSR. Each year we publish the **Communication on Progress** (COP) in accordance with the ten principles of the **Global Compact**.

In alignment with **SDG 1** to end poverty in all its forms everywhere, ieng Group has made significant contributions across its operations. In **Cameroon**, ieng has directly helped 154 lives, including OPCO employees and suppliers who depend on the company. In the **Democratic Republic of Congo** (DRC), ieng supports 66 direct families and 355 indirect families, with two new projects launched last year further aiding 15 families. On May 22, 2023, ieng **South Sudan** extended compassionate support to Sudanese families seeking refuge amid conflict, providing accommodation and essential food items to 8 Sudanese families who had fled for safety. These efforts collectively underscore ieng Group's commitment to alleviating poverty and supporting vulnerable communities.



In alignment with **SDG 2** to end hunger, achieve food security, improve nutrition, and promote sustainable agriculture, ieng Group has undertaken impactful social initiatives. In the **Philippines**, facilitated by **CREI**, the initiative distributed 50 packages containing essential goods such as rice, canned goods, groceries, and 50 hygiene kits with facemasks, alcohol, toothbrushes, toothpaste, soap, shampoo, and vitamins to vulnerable communities, addressing immediate needs for food and hygiene. Similarly, in **Guinea Conakry**, the social initiative included visiting an orphanage and donating food and sanitary items to support the residents, ensuring their nutritional and hygiene needs are met. These efforts highlight ieng Group's commitment to fostering food security and promoting health and well-being in communities.



In alignment with **SDG 3** to ensure healthy lives and promote well-being for all at all ages, ieng Group undertakes several initiatives across its OPCOs. All employees receive annual medical check-ups, and field technicians are provided with adequate PPEs. The company also organizes sports activities and team-building events to promote physical health and workplace cohesion. In **Myanmar**, a blood donation drive resulted in 24 donations, while **Greenpole India** and **Kenya** saw 9 and 24 donations respectively. Additionally, in Kenya, ieng staff visited the **Acts Learning and Development Centre**, donating desks and stationery items, positively impacting 5 individuals. These initiatives demonstrate ieng Group's commitment to fostering health, safety, and well-being within its workforce and the broader community.

In alignment with **SDG 2** to end hunger, achieve food security, improve nutrition, and promote sustainable agriculture, ieng Group has undertaken impactful social initiatives. In the **Philippines**, facilitated by **CREI**, the initiative distributed 50 packages containing essential goods such as rice, canned goods, groceries, and 50 hygiene kits with facemasks, alcohol, toothbrushes, toothpaste, soap, shampoo, and vitamins to vulnerable communities, addressing immediate needs for food and hygiene. Similarly, in **Guinea Conakry**, the social initiative included visiting an orphanage and donating food and sanitary items to support the residents, ensuring their nutritional and hygiene needs are met. These efforts highlight ieng Group's commitment to fostering food security and promoting health and well-being in communities.







In alignment with **SDG 5** to achieve gender equality and empower all women and girls, ieng Group is committed to fostering an inclusive workplace with no gender preference in recruitment and promotions. In **Nigeria**, the **Human Resources (HR)** department plays a pivotal role in promoting gender equality through initiatives focused on hiring practices, training programs, and enhancing organizational culture. In the **Democratic Republic of Congo (DRC)**, ieng emphasizes mutual respect and the inclusion of women, significantly improving the gender ratio from 2.08% (7 women out of 336 employees) to 5.70% (24 women out of 421 employees) by 2024. Notably, in 2022, ieng DRC promoted its first woman to a management position, highlighting ongoing efforts to increase female representation at the management level. Furthermore, ieng **DRC** ensures equal recruitment opportunities for local individuals in regions involved in site construction, fiber deployment, and site maintenance, reinforcing its dedication to gender equality and empowerment.



In alignment with **SDG 6** to ensure the availability and sustainable management of water and sanitation for all, ieng Group prioritizes these critical areas alongside health and safety. The organization provides comprehensive training to employees, monitors compliance with water and sanitation standards, and fosters a culture of awareness and responsibility. These efforts ensure that all employees understand the importance of sustainable water use and sanitation practices, contributing to the overall well-being of communities and the environment.



In alignment with **SDG 7** to ensure access to affordable, reliable, sustainable, and modern energy for all, ieng Group has implemented various energy conservation and renewable energy initiatives across its operations. In **Myanmar**, light sensors have been installed to reduce unnecessary electricity use. In **Ghana**, the office has implemented energy-saving bulbs, photocells, and LED bulbs, along with a practice of energy conservation that includes three days in the office and two days on-site, turning off lights and electrical appliances, and providing energy-saving training. In the **Central African Republic (RCA)**, ieng has set targets for solar energy availability and fuel energy consumption through the ESCO project, replaced bulbs at office premises, and installed batteries to support energy storage in case of grid outages. In the **Democratic Republic of Congo (DRC)**, ieng aims to replace bulbs, install solar energy where possible, reduce water consumption, and relocate and reduce air conditioners. At **Greenpole**, ieng's subsidiary, the office utilizes solar energy for lighting, highlighting the organization's commitment to sustainable and renewable energy sources. These initiatives reflect ieng Group's dedication to promoting affordable and clean energy.



In alignment with **SDG 8** to promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all, ieng Group is dedicated to these principles through various initiatives. The ieng RCA operation complies with the Department of Labor and Employment's criteria, ensuring health and safety standards, fair salaries, and equal opportunities for all employees. ieng's subsidiary, **Greenpole**, received the **Best Exporter Award from the Federation of Karnataka Chamber of Commerce & Industry (FKCCI)**, recognizing its exceptional achievements and contributions to international trade. Additionally, ieng **DRC** prioritizes the recruitment of local individuals, providing them with decent salaries for site construction, fiber deployment, and site maintenance. These efforts reflect ieng Group's commitment to creating a safe, equitable, and productive work environment while fostering sustainable economic growth.



In alignment with **SDG 9** to build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation, ieng Group undertakes several significant initiatives. ieng **Myanmar** engages in tower construction and maintenance activities adhering to ISO 14001:2015 for environmental management and ISO 45001:2018 for occupational health and safety. This commitment ensures that their infrastructure projects are sustainable, safe, and environmentally responsible, reflecting ieng Group's dedication to fostering innovation and resilience in their industrial activities.

In support of **SDG 14** to conserve and sustainably use oceans, seas, and marine resources, ieng Group undertakes specific initiatives. At ieng **Myanmar**, food donations for fishes are conducted, contributing to marine ecosystem sustainability. Additionally, ieng Myanmar's waste management system prevents plastics, clothes, and papers from reaching rivers and ultimately the ocean, aiming to mitigate marine pollution and preserve marine resources for sustainable development. These efforts exemplify ieng Group's commitment to promoting responsible environmental practices that align with SDG 14 goals.



In alignment with **SDG 13** to combat climate change, ieng Group implements various environmental initiatives globally. In 2023, ieng **Myanmar** planted over 3000 trees, while in **Guinea Conakry**, 1000 trees were planted with employee participation. ieng **Cameroon** monitors its carbon footprint weekly and conducts regular awareness sessions on pollution's health impacts. Similarly, in **RCA**, burning of garbage at sites is prohibited, with ongoing awareness efforts on pollution and eco-friendly practices. In **DRC**, carbon footprint monitoring is regular, alongside awareness sessions promoting eco-friendly practices and waste reduction. In the **Philippines**, **CREI** planted 500 mangrove seedlings and conducted educational sessions on environmental stewardship at **Angeles Caglate Integrated Schools**, supporting SDG 13 and SDG 4 by fostering environmental conservation and education.



In alignment with **SDG 12** for sustainable consumption and production, ieng Group implements rigorous waste management practices across its operations. Locations like ieng Pakistan, ieng Myanmar, and ieng RCA adopt the reduce, reuse, recycle approach for materials, while ieng DRC emphasizes paper reuse and digital processes to minimize printing. Greenpole, ieng's subsidiary, focuses on reducing energy consumption and promoting renewable sources, highlighting the organization's commitment to sustainable practices.



In alignment with **SDG 11** to make cities and human settlements inclusive, safe, resilient, and sustainable, ieng Group implements various initiatives across its operations. In ieng **DRC**, significant emphasis is placed on road traffic safety, exemplified by the establishment of a **Mobility Control Room** in 2022. This facility monitors real-time driving behavior and vehicle locations around the clock, enhancing safety for teams. **Regular Event Data Recorders** (EDRs) cover diverse scenarios like earthquakes, street riots, and fires, ensuring preparedness and resilience in urban settings. Moreover, **Environmental Impact Assessments** (EIAs) are integral before construction begins at each site to assess potential environmental impacts comprehensively. In 2022, ieng DRC integrated screening tools from **IMS&S Group** sustainability into local and client EIAs, reinforcing the company's commitment to sustainability and environmental responsibility. These initiatives collectively contribute to making cities and settlements inclusive, safe, resilient, and sustainable, aligning with SDG 11's objectives.



In alignment with SDG 10 to reduce inequality within and among countries, ieng Group implements inclusive practices across its operations. At ieng Myanmar, quarterly awareness sessions are conducted to prevent workplace bullying, discrimination, and inequalities, fostering a fair and respectful work environment. In ieng Cameroon, comprehensive support is provided for expatriates arriving for work, including handling relevant documents and legal authorizations, comfortable accommodations, and ensuring smooth integration into teams. Similarly, employees relocated between regions and main towns receive similar support, promoting equality in opportunities. In ieng DRC, a similar approach is taken with expatriate management, ensuring legal compliance, comfortable housing, and seamless integration into teams. Moreover, ieng DRC prioritizes a policy aimed at reducing salary inequalities between local and expatriate employees, maintaining fairness and equity in compensation practices. These initiatives demonstrate ieng Group's commitment to reducing inequalities and promoting inclusivity within its workforce, in line with SDG 10 goals.



In support of **SDG 17** to strengthen means of implementation and revitalize global partnerships for sustainable development, ieng **Myanmar** collaborates with trusted partners who share a commitment to sustainability. Together, they contribute to the development of telecommunications infrastructure in ieng Group adhering to standards such as ISO 9001:2015, ISO 14001:2015, ISO 45001:2018, and ISO 22301:2019. This partnership exemplifies ieng dedication to fostering sustainable development through robust alliances and adherence to international standards. Our funding partners have supported us to implement **Environmental and Social Actions** plans across our OPCOs along with supporting us in our **Carbon Management Plan**.



In alignment with **SDG 16** to promote peaceful and inclusive societies and build effective, accountable institutions, ieng Group upholds principles of fairness and autonomy in its operations. The nomination or election of employee union representatives is free from management influence, ensuring independence and equity. Internal conflicts are resolved through open communication and dialogue, fostering a harmonious work environment.



Moreover, ieng Group maintains comprehensive procedures for managing expatriate arrivals, which include handling necessary documents and legal authorizations, providing comfortable accommodations, and facilitating seamless integration into teams. These practices underscore ieng Group's commitment to promoting inclusivity, fairness, and effective institutional governance at all levels of its operations.

The election of employee union representatives is free from management influence, ensuring fair representation of employees. Conflict management is prioritized through effective communication, dialogue, and formal grievance redressal and whistle-blower mechanisms. To ensure on-site security personnel receive regular training on security and conflict management, specific training clauses are included in our subcontractor agreements.

ieng **DRC** is committed to **SDG 15** by conducting **Environmental Impact Assessments** (EIAs) before construction begins to assess environmental impacts. They have proposed a soil bioremediation plan with **Helios DRC** to address soil pollution from petroleum products. Regular awareness sessions discourage harm to on-site animals like snakes and bees. Collaborating with Helios, they've established a bee management system with a local NGO, aiming to include it in site maintenance SOPs. ieng waste management procedure prevents pollution.



# ■ Sustainability Way Forward

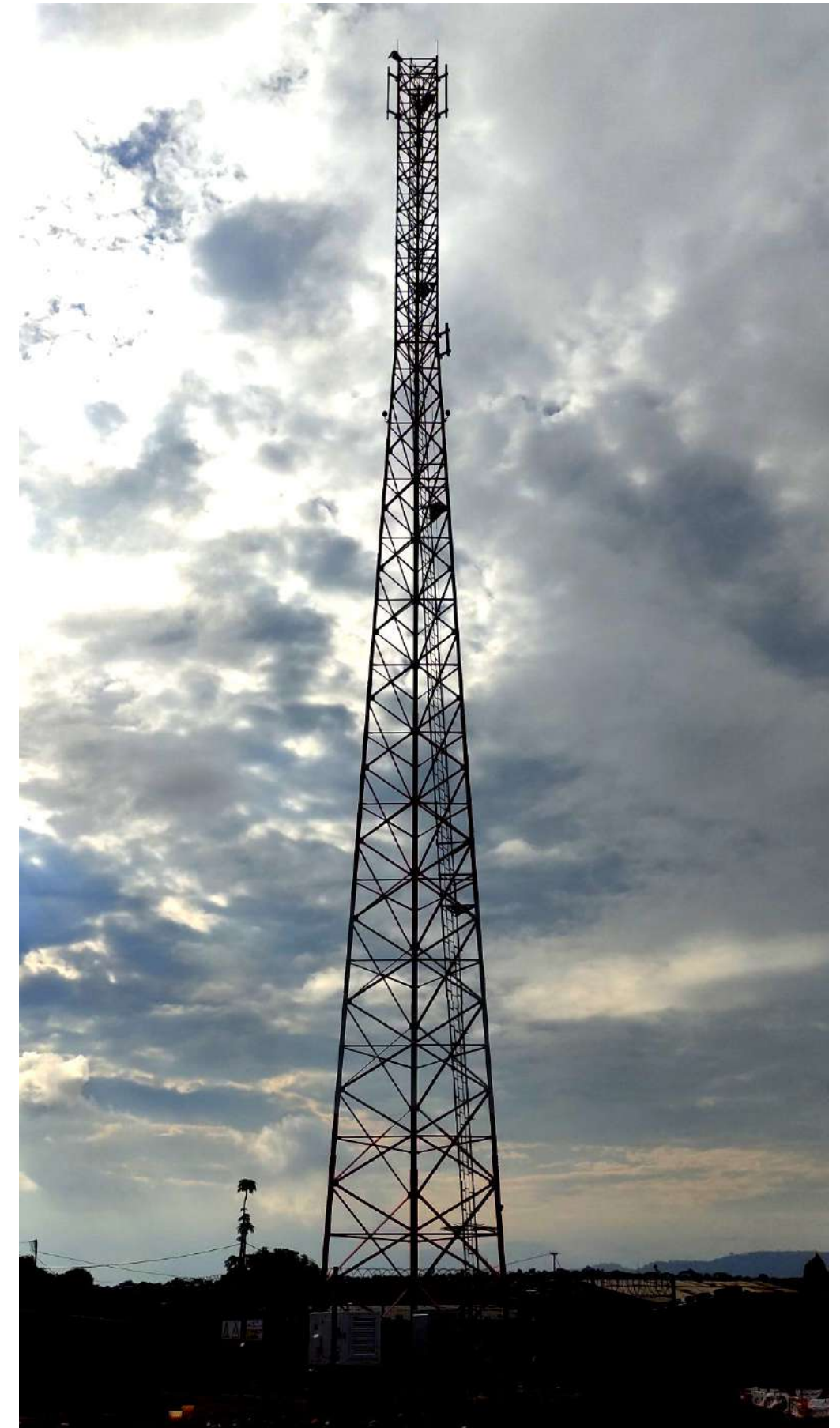
ieng Group is committed to advancing our sustainability journey with ambitious goals and strategic initiatives for the coming years. We have set our sights on achieving a C- score in the Carbon Disclosure Project (CDP) as a first step towards greater climate accountability and transparency. Simultaneously, we are aiming to attain the Platinum rating from Ecovadis, reflecting our dedication to the highest standards of sustainability performance across Environmental, Social, and Governance (ESG) criteria.

Central to our sustainability strategy is robust carbon management and the implementation of comprehensive reduction strategies. By 2025, we plan to obtain third-party verification of our Greenhouse Gas (GHG) data to ensure accuracy and credibility. Selecting an appropriate carbon standard will also be a priority, enabling us to align our efforts with internationally recognized benchmarks and protocols.

Looking ahead, we aim to establish a carbon issuance plan that will allow us to effectively market and sell carbon credits. This initiative will not only help us offset our emissions but also contribute to global carbon reduction efforts. We plan to reinvest the proceeds from carbon credit sales into further sustainability projects, fostering a cycle of continuous improvement and innovation in our environmental practices.

These forward-looking initiatives underscore our commitment to sustainable growth and environmental stewardship. By setting clear targets and engaging in rigorous planning, ieng Group is poised to make significant strides in reducing our carbon footprint, enhancing our sustainability credentials, and contributing to a greener future. Our proactive approach ensures that we remain at the forefront of sustainable business practices, driving progress and creating long-term value for our stakeholders.

Integrating digitization into sustainability reporting at ieng Group can enhance accuracy and transparency. We started our ESG digitisation project in 2023 and in future are looking towards automating data collection through IoT devices, using advanced analytics and AI for trend analysis, and adopting centralized platforms for real-time data aggregation, cloud-based solutions, integration with existing systems, and compliance tools streamline processes and ensure regulatory adherence. Additionally, digital audit trails and verification tools enhance data integrity and credibility, making sustainability reporting more efficient and impactful.





## Certifications and Appreciation Letters from our Clients



**Greenpole** awarded with the Trade & Commerce & Awards the best achievers in the region with “Export Excellence Awards”.



**ieng Myanmar** in the top 10 Most promising Infrastructure service provider in 2023.

## Other major achievements 2023

- Digital Transformation & Automation Organization, Management Systems & Processes;
- Continuous Learning on Soft Skills, Hard Skills, Process & System related Skills.

### Social Media Awareness



### Client Awards & Recognition

- Highest HSE Performer from **Nokia**.
- Highest Score of Client Audit from **Ericsson**.



**ieng DRC** award from Helios Towers on Safety Management.



**ieng Pakistan:** Star HSE performer award from Nokia: Muhamed Hashsar.



**ieng Ghana:** World Day for Safety award from Helios Towers.

## EPC



**ieng Cameroon** with Huawei (Solar Project) and Orange (on time deployment).



**ieng Pakistan** with CMPAK on achievement of EPA NOC.



**ieng Ghana** with Helios on timely mobilization and meeting delivery targets.



**ieng Ethiopia:** 2nd best subcontractor for HSE Compliance.



**ieng DRC** with Helios on the timely mobilization and meeting delivery targets.

## O&M



**ieng Uganda** with ATC Uganda on exceptional performance in Fuel Management of ATC Network – War on Diesel.



**ieng Pakistan** – with Zong Pakistan on Flood Operations 2023 Awards.



**ieng KSA** – with Ericsson on Hajj Operations 2023 ERI-Mobily successfully completed, Awarded excellent performers of the Biggest Event in KSA.



**ieng Kenya** with ATC Kenya on major O&M performance improvements.

## Other major achievements of O&M

### New Contract

- IVC Established July 23
- ERI STC Awarded
- Fiber optic scope (DRC)

### Renewals

- ATC-Ghana-300 Additional Sites
- Kenya ATC
- ERI Mobily 3 years renewal

### Digital Platforms - Integrations

- ERI Integration & Automation ( IP , Core , TXN )
- SOC Automation ( Core ZTE )
- Multiple Clients integration in single contract (Tower Co)
- AI Security Model Training
- Features ( Smart Search , Fuel Theft model , Remote Device Access )



# GRI Content Index

## STATEMENT OF USE

ieng Group has reported in accordance with the GRI Standards for the period [Jan-Dec 2023].

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ieng Group

# Annual Sustainability Report

## 2023

