alfa
MANAGED BY
ORASCOM TELECOM

CONNECT 4-LIFE
ALFA SUSTAINABILITY REPORT
2014-2015

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1. CEO Message

The mobile telecommunications sector is widely regarded as the backbone of socio-economic development, providing connectivity and access to information in a fast-developing world.

While the Lebanese economy is witnessing constant stagnation as a result of the regional uncertainty and local political turmoil, the telecommunications sector is bucking the economic slowdown to report solid growth in terms of market penetration and profits.

In the last two years, Alfa has continued to perform strongly on mobile market penetration, report a solid growth in data subscribers and lead in technology innovation. Yet, Alfa has been consciously trying to balance shareholder value creation with broader stakeholder value creation.

As a company that is ever expanding in a dynamic sector and a technology innovation trend-setter, we are also keen to operate and grow sustainably and meet social and environmental expectations.

> *Being a leader in the mobile telecommunications market, we recognize that we have a significant role to play in the Lebanese context that exceeds generating economic profit.*

Our broader purpose pertaining to creating more resilient communities requires supporting our community on all aspects. Within this strategy, we have therefore worked hard to craft a long-term sustainability strategy to support the community in which we operate.

As disclosed in this report, our commitment to providing our customers with quality products and excellent customer experience goes hand in hand with our community-support programs that put our society needs at the heart of our strategy and add value to our stakeholders.
In fact, the last two years represented a remarkable transformation in Alfa's sustainability journey.

Our social involvement started with "Alfa 4-Life" program in 2006 and gradually expanded to include initiatives addressing Children in Communications Needs, Women Empowerment, Alfa 4-Nature, in addition to joining international CSR platforms such as the UN Global Compact and the ISO 26000- Guidance on Social Responsibility.

Furthermore, in 2014-2015, we have developed and formalized a unique Corporate Sustainability Strategy (CSS) that incorporates the triple bottom-line approach by advocating economic, social and environmental prosperity within our organization and our community.

Our CSS addresses five core pillars including Good Governance, Customer Centricity and Experience, Economic Spillover, Employee Nurturing and Community Investment. The rolling-out of our sustainability strategy over the past years is a continuous journey, full of determination to integrate and embed the five pillars within our business processes and daily activities.

Innovative technology is revolutionizing the way we work and interact.

As a committed socially responsible operator, we are well aware that we need to be constantly updating our socially responsible frameworks to stay in line with the digital revolution and amplify our positive impact and externalities on local communities and the environment.

Accordingly, we promise you to continue to raise the bar and push our involvement further, to strengthen our society and economy and protect our environment while remaining your preferred digital service provider and employer.

Sustainable development is by now part of our DNA and we remain highly committed to integrating sustainable practices in all aspects of our business.

It is with great pride that I present Alfa's first Sustainability Report mapping the progress made in relation to our five sustainability pillars in 2014 and 2015.

> *"To our stakeholders: I am also pleased to confirm that Alfa reaffirms its support of the Ten Principles of the United Nations Global Compact in the areas of Human Rights, Labour, Environment and Anti-Corruption. In this biannual report, we describe our actions to continually bolster the integration of the Global Compact and its principles into our business strategy, culture and daily operations."*

We also commit to sharing this information with our stakeholders using various channels of communication. I take the opportunity to express my deepest thanks to the Alfa team whose continuous and unwavering commitment have made this progress and this report possible.

Our Alfa team welcomes comments and feedback from our different stakeholders.

2. Who we are
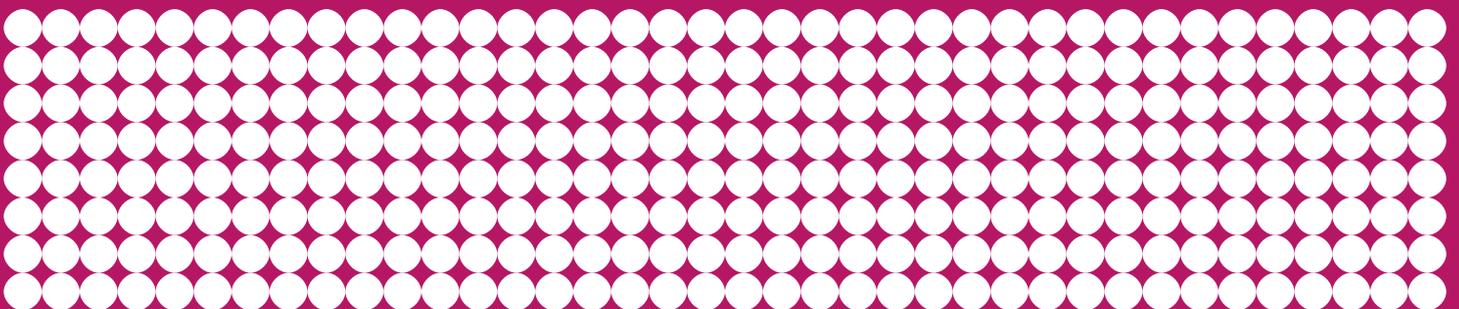
MIC1 S.A.L. (Brand Name: Alfa) (G4-3) is a mobile network operator that provides mobile lines & related services (G4-4) and that is headquartered in Parallel Towers, Dekwaneh - Lebanon.

(G4-5) Alfa is the first Lebanese mobile network owned by the Republic of Lebanon and managed by Orascom Telecom, Media and Technology (OTMT).

Alfa capitalizes on the vast know-how and international expertise of OTMT in order to deliver quality and professional solutions for the mobile sector in Lebanon. On October 25, 2011, Alfa became the first mobile operator to launch 3G+ mobile broadband services in Lebanon and in another major technological leapfrog, Alfa was the first to commercially launch 4G-LTE services in the country on May 15, 2013. Moreover, Alfa launched the first 4G+ live sites in Lebanon in Q3, 2015 and Q2, 2016.

> **Alfa has been recently ranked 7th worldwide in the quality of its 3G+ network among 79 Ericsson markets and 16th worldwide in 2G network quality among 119 Ericsson markets.**

MIC1 S.A.L (Alfa) is a Joint Stock Company with around 1,000 employees (G4-9) managed by Orascom Telecom / Legal (registration number R.C. 72514).

(G4-7) We provide a varied menu of Telecom services across Lebanon (Figure 1).

Alfa currently serves close to 2 million subscribers and its state of the art network covers 99% of Lebanon. (G4-6). Our customers represent the Lebanese population at large and encompass various categories of Lebanese society with 48% market share as of May 2016.

Therefore, Alfa customers include, without limitation: individuals, businesses, governmental entities, military institutions, media bodies, in addition, Alfa customers are inbound roamers holding non local GSM lines and using the Alfa network in Lebanon. (G4-8)

We are also proud that the scope of our operations covers nearly the entire Lebanese territory. While our operations cover 48% of the Lebanese market, Alfa has stores across Lebanon in Beirut, Jounieh, Tripoli (Maarad and Mina), Halba, Saida, Nabatieh, and Chtaura.

We also have franchises geared towards catering for Alfa subscriber needs and making our products and services accessible to the largest number of customers. Our franchise stores include Power Group, Telia, Teleserve Plus, IPIN, and OMTs.

As for our distributors, Alfa has based its indirect sales policy on a strong, extensive and exclusive distribution network forming a motivated team in charge of business training and support. This team makes regular visits to Alfa distributors and POS's to ensure that a steady flow of merchandise and information reaches the market. The network consists of 2000 Alfa stores across the country. The range of distributors includes E-Charge, Expertel Group, Libanpost, Nexus, As Tech, and Sbeity Group. (G4-9)

Despite the dynamic changes in the operating conditions in the telecommunications sector, Alfa's market presence has been reinforced in the past few years. Our customer base is increasing year after year to include a wide range of individuals, small and medium businesses, large companies and government organizations.

Our goal is to keep serving our customers in the best way possible by providing competitive high quality innovative Telecommunications services all while upholding our commitments to responsible business and sustainable development.

More importantly, we are citizens of our community, proud of our roots and our belonging. We aspire to continue to lead the change in the telecommunications industry through nurturing talent inside and outside our organization, connecting people and organizations across locations and across generations and prioritizing the well-being of the community in which we live and operate as illustrated in box below which summarizes in a nutshell who we are and what we stand for as an organization.

Figure 1   Alfa's Services (G4-9)

📱 **Prepaid / Postpaid lines & bundles**

🎞️ **Mobile TV**

💬 **Alfa media advertising SMS service**

📂 **Alfa Business: a private network for businesses**

🔊 **Voice & Data roaming for postpaid & prepaid**

📡 **Mobile Internet & Movile Broadband over 3G & 4G networks**

📱 **Blackberry service for postpaid, prepaid, enterprise solution & enterprise service express**

🏠 **"BAYTI": a fixed wireless landline that allows customers to make & receive national & international voice calls & gives them access to internet service from home**

🛒 **Alfa Application Store**

Alfa's Purpose:

We are the citizens of our Community, Proud of our Belonging, We provide Competitive Telecommunications Services while maintaining the highest Quality of Service by upholding our Sustainable Commitments.

Alfa's Vision:

We aspire to lead the Change in Telecommunications Industry by employing Advanced Technologies and Adaptable Mobile Solutions to the Lebanese Market, creating an innovative model of social responsibility and fostering our Stakeholders Engagements through an Agile Value Creation system.

Alfa's Beliefs:

■   We believe in the potential of *our PEOPLE* by building on talents through the development of the right knowledge and skills, enabling our Talented and Engaged PEOPLE to lead the way and secure sustainable growth.

■   We believe in building a *Sustainable Business Model* by investing our talents and engaging our stakeholders for the benefit of our Society, our People and our Environment through pioneering Responsible operations and initiatives.

■   We believe in the Power of *AGILITY* by constantly enhancing our Business Processes, Talent Management and Technologies, stimulating thus, Competitive Advantage and Strategic Differentiation.

■   We believe in delivering an *Outstanding Customer Experience* by striving for Excellence and anticipating our customers' needs, thus, turning them into our Brand Ambassadors.

Alfa's Commitments:

■   We are willingly committed to the well-being of our PEOPLE by improving their lives, creating OPPORTUNITIES and building their capacities in an equal and synergistic environment.

■   We are committed to being a Socially Responsible Corporate Citizen, by contributing to the community in which we live and grow, and by achieving and maintaining the highest standards of ethical conduct and integrity.

■   We are committed to act with agility by reinforcing our ability to adapt to complex clients' requirements while keeping abreast of the changes in markets and business environment and by embracing the latest technologies in terms of energy savings and operational efficiency towards renewable energy sourcing.

■   We are committed to provide state-of-the-art and innovative services to our clients by maximizing satisfaction through continuous improvement of our quality management system.

Alfa's Aspirations:

■   We aspire to be the CARETAKERS of our people by being a leading corporate citizen and by creating positive change in their lives.

■   We aspire to maintain our leading position by aligning our SUSTAINABLE engagements with our Business Strategy, thus steering towards an ADVANCED PERSPECTIVE.

■   We aspire to lead the CHANGE by creating Innovative Business Opportunities and to model emerged trends for the INTEREST of our community, resulting in peak business performance.

■   We aspire to provide an Exceptional Customer Experience, by placing our customers at the CENTER of our business and strategy and delivering GREATER value towards long term Customer Loyalty.

3. Our Sustainability Roadmap
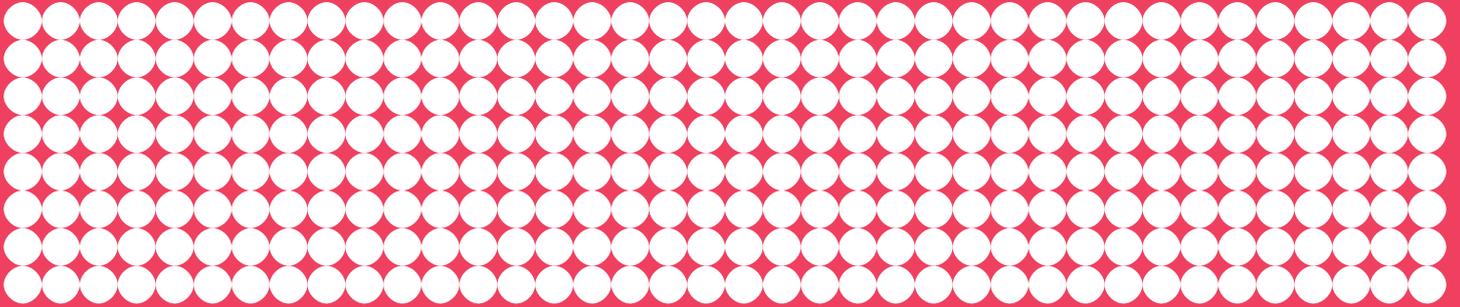
In the context of our strategy of diversification that enables us to continue to adapt to the changing environment and the different challenges and opportunities that come along, our Management remains committed to a healthy expansion model that balances financial and market growth through crafting a long-term approach to responsible business engagement, that is anchored and coherent with our core Alfa values, revolving around customer centricity, agility, employee value creation and corporate responsibility.

Social involvement

In this regard, we have made considerable progress in recent years in terms of crafting a balanced responsible business approach.

We started with small projects and milestones (Figure 2) like "Alfa 4-Life" project in 2006 and have gradually increased our social involvement over time with initiatives targeting Children in Communication Needs, Women Empowerment, Alfa 4-Environment, Alfa 4-Sports, Alfa 4-Expression, in addition to joining international CSR platforms like the UN Global Compact (where we proudly serve on the Steering Committee of THE Global Compact Network Lebanon since early 2015) (G4-16) and the ISO 26000- Guidance on Social Responsibility (see Appendices 2 and 3).

Year after year, our commitment to social and environmental responsibility has become stronger and more explicit and formalized.
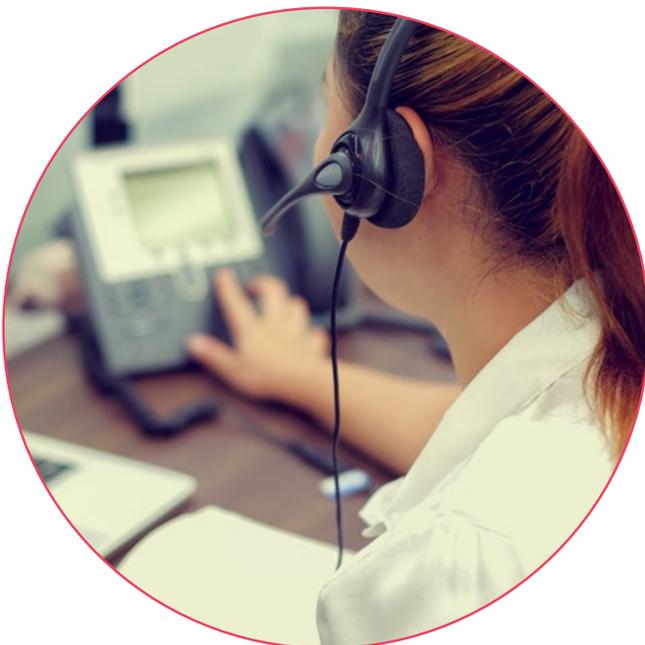
Furthermore, in 2014-2015, we have developed and formalized a unique Corporate Sustainability Strategy (CSS) that builds on Alfa's profound history and legacy and is coherent with Alfa core values.

Our CSS revolves around five core pillars including:
1. *Good Governance*
2. *Customer Centricity & Experience*
3. *Economic Spillover*
4. *Employee Nurturing*
5. *Community Investment*

Essence of CSS

These five pillars, illustrated in Figure 3, comprise the essence of Alfa's Corporate Sustainability Strategy and will be fleshed out with greater detail in this report. These five pillars have been devised based on various rounds of stakeholder engagement and listening closely to our internal and external stakeholders. They have also been designed in a way that is consistent with our core values, and Figure 4 in fact maps these sustainability pillars to the core values of Alfa including Customer Centricity, Agility, Employee Value Creation and Corporate Responsibility.

Our CSS is thus a reflection of our persona and our unique identity as an organization and what we want to be known for vis a vis our internal and external stakeholders.

By formalizing our CSS, we are thus reinforcing our status as the premier responsible leading mobile operator in Lebanon and solidifying our position in relation to our various stakeholders, now and for the future.

The current biannual (G4-30) report, for the reporting period 2014-2015, (G4-28) is Alfa's first edition which includes the most relevant advances for the past two years, within the context of our expanded materiality exercise and our five pillars presented above.

As this is our first sustainability report, we highlight some information from years before 2014 that had significance for our CSR journey that might also be featured in this report to show the evolution and progress in formalizing our sustainability strategy.

Yet given that this is Alfa's first report, there have been no significant changes during the reporting period in the organization's size, structure, ownership, or its supply chain (G4-13).

Figure 2	Alfa's CSR Milestones

	Alfa was selected as pilot organization in the Project on the uptake and use of ISO 26000 on Social Responsibility in the MENA Region	*Alfa joined in March 2014, the United Nations Global Compact and formally committed to align its operations and strategies with Universal Principles*	*Alfa is designing its progress report in Sustainability on the Strategic, Tactical and Operational levels*
Alfa 4-Life program saw the light			
2006	**2013**	**2014**	**2015**

Figure 3	MIC1 Alfa's Five Sustainability Pillars

Employee Nurturing

Community Investment

Good Governance

Economic Spillover

Customer Centricity & Experience

Advocacy and Commitment

It is also important to note here that we have established the content and format of our biannual report based on international standards and frameworks including the ISO 26000 guidance, the UN Global Compact (UNGC), and "in accordance" with the Global Reporting Initiative (GRI) (see Appendices 1, 2 and 3).

In this respect, we are the first Lebanese telecommunications company to integrate the various aspects of ISO 26000 guidance in our operating strategy (see Appendix 3).

We are also the first Lebanese telecommunications company to become a UN Global Compact signatory and incorporate the 10 principles of the UN Global Compact revolving around human rights, labour rights, environment, and anti-corruption in our strategy and operations (see Appendix 2).

We are proud to be the first institution in our sector in Lebanon to adopt G4 Guidelines and be guided by GRI's vision of responsible practices and reporting (see Appendix 1).

In the next sections, we dwell more on our stakeholder engagement processes, leading to our thorough materiality assessment, and the core material issues that we have enclosed and decided to report on in our biannual report. This first report for Alfa is thus based on the Global Reporting Initiative (GRI) G4 guidance and Alfa's Materiality Matrix, leading to the delineation of the main material aspects grouped under pillars forming the core of our sustainability strategy; accordingly we disclose below GRI G4 initial relevant data compilation for Core Level deployment and reporting (see Appendix 1).

For information about the Report, please refer to our Corporate Communications and CSR Head of Unit, Mrs. Souha Bourjeily (email: SOUHA.BOURJEILY@alfamobile.com.lb) (G4-31)

Figure 4   **Mapping Alfa's Sustainability Pillars to Core Values**

CUSTOMER CENTRICITY AND EXPERIENCE	*Customer Centricity*
EMPLOYEE NURTURING	*Employee Value Creation*
ECONOMIC SPILLOVER	*Corporate Responsibility*
GOOD GOVERNANCE	*Agility*
COMMUNITY INVESTMENT	
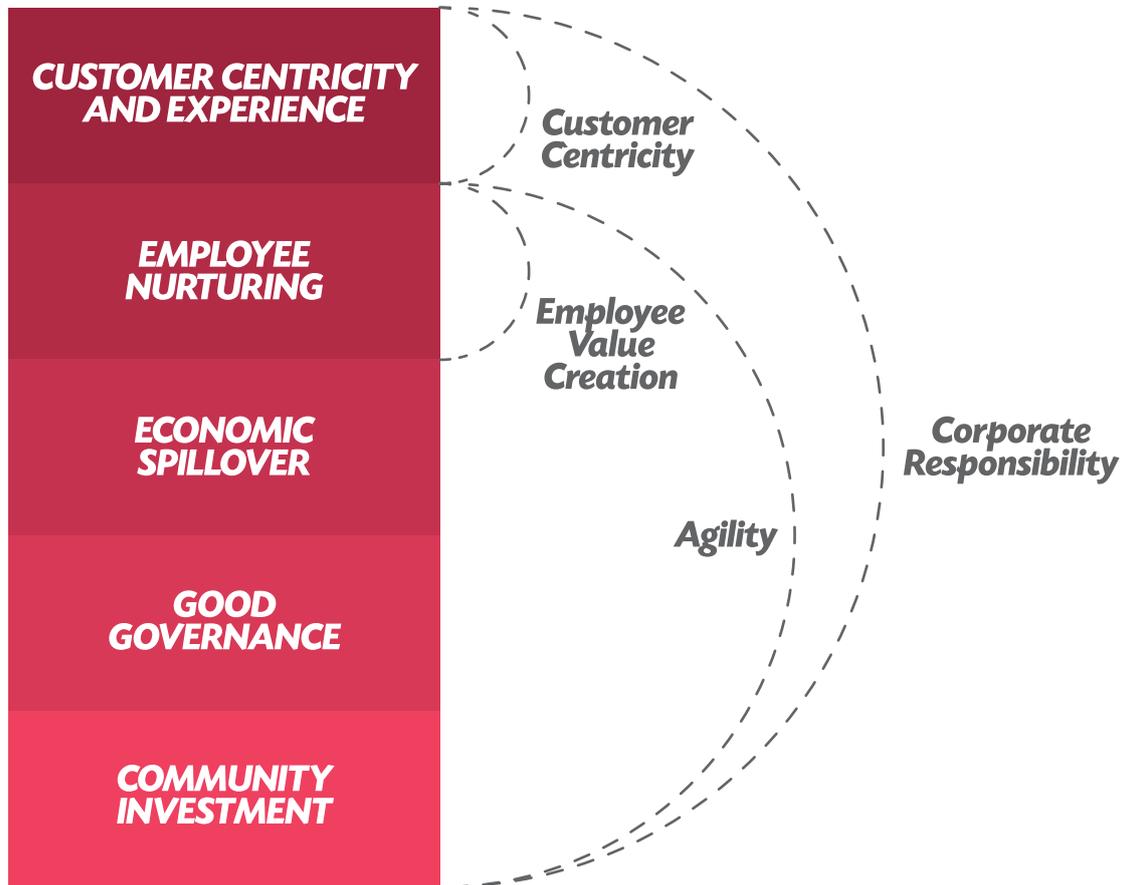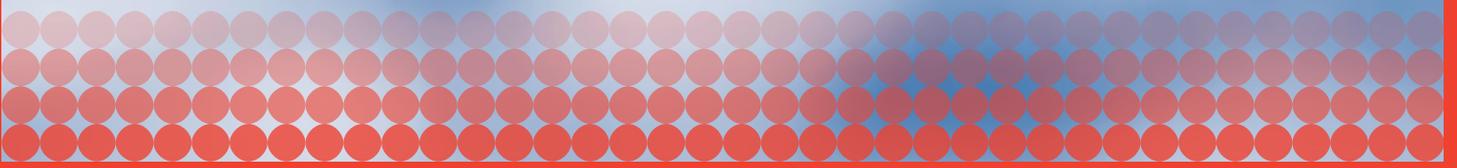
4. Zooming on MATERIALITY
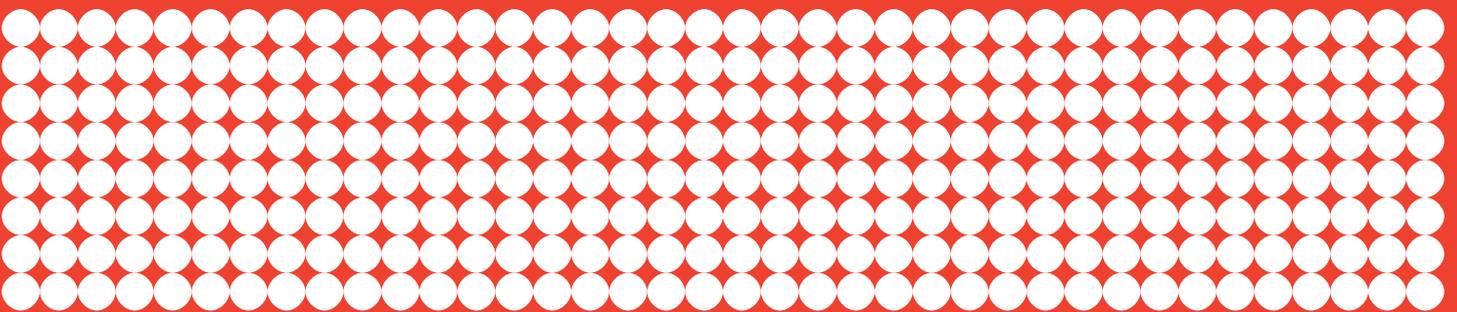
Stakeholder Engagement

The telecommunications sector is extremely dynamic connecting people and businesses everywhere. Our business operations necessitate developing and maintaining relationships with various stakeholders.

As a result, our value chain is rich and diverse connecting us to content providers, and data service providers, and to a wide array of infrastructure organizations for radio, network, billing, business intelligence, and sales channels and various mobile service partners (voice, data, SMS and VAS) and a large network of subscribers (Figure 5) (G4-12).

Figure 5	Alfa's Stakeholders
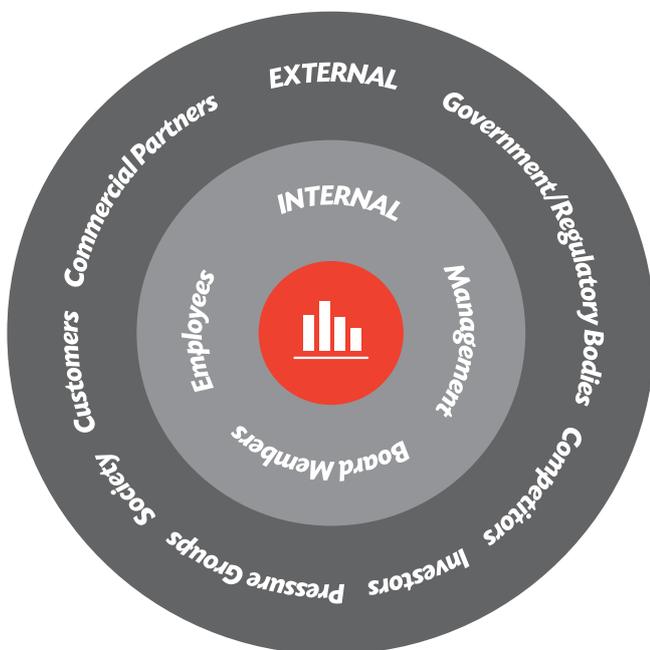
Alfa's priority stakeholders include (Figure 6):

Priority External Stakeholders:
Ministry of Telecom (MoT)
Customer
(business customers, postpaid private customers, prepaid private customers)
Telecom Regulatory Authority (TRA)
competitors
Council of Ministers
Suppliers
Electrical Power Providers including Electricity Du Liban
Unions
Banks
Internet Service Providers (ISPs)
Municipalities
(G4-24)

Priority Internal Stakeholders:
Orascom Telecom Media and Technology (OTMT)
Board Members
Management
Employees
(G4-24)

Our Stakeholders

We define stakeholders as persons, groups or organizations who have an interest in our company and who can influence or be influenced by our objectives, operations and policies.
Alfa underwent a rigorous stakeholder assessment process to identify its priority stakeholders based on their economic, social and environmental impact on Alfa from a scale of 1 to 5 (See Table 1) (G4-25).

Consequently, these stakeholders constitute Alfa's main stakeholders who are directly or indirectly affected by Alfa's business activities, or have an interest in Alfa's operations and its Sustainability Strategy.

Table 1 — Our Stakeholders

PRIORITY STAKEHOLDERS	RELATIONSHIP TO ALFA	ECONOMIC INFLUENCE (SCALE 1-5)			SOCIAL INFLUENCE (SCALE 1-5)			ENVIRONMENTAL INFLUENCE (SCALE 1-5)			TOTAL SCORE
		FUTURE INTEREST IN ALFA	INFLUENCE OF ALFA	INFLUENCE ON ALFA	FUTURE INTEREST IN ALFA	INFLUENCE OF ALFA	INFLUENCE ON ALFA	FUTURE INTEREST IN ALFA	INFLUENCE OF ALFA	INFLUENCE ON ALFA	
Ministry of Telecom (MOT)	Investor - GVT/ Regulators	5	4	5	5	5	5	5	5	5	44
Orascom Telecom Media and Technology (OTMT)	Investor	4	4	5	3	2	4	3	2	4	31
Board Members	Internal	5	5	5	4	4	5	4	4	5	41
Management	Internal	5	5	4	4	4	4	4	4	3	37
Employees	Internal	5	5	3	4	5	3	2	5	2	34
Customers (Business, Postpaid and Prepaid Private)	Users	5	4	4	4	4	4	4	4	4	37
Competitor	Competitor	4	5	5	3	4	4	3	4	4	36
Union	Pressure Group	5	4	4	4	2	5	2	2	2	30
Municipalities	Society	3	2	3	3	2	4	4	3	4	28
Local Communities	Society	2	2	1	4	4	2	4	4	2	25
Major Suppliers	Commercial Partner	5	5	5	1	1	3	1	2	3	26
Collection Companies	Commercial Partner	5	5	3	1	3	2	2	2	2	25
Distributors/Point of Sale	Commercial Partner	5	5	3	2	4	2	2	3	2	28
Council of Ministers	GVT/Regulators	5	1	5	3	1	3	1	1	4	24
Telecom Regulatory Authority (TRA)	GVT/Regulators	5	2	5	1	1	2	1	1	2	20

Table 2	Stakeholder Engagement (G4-26) (G4-27)

STAKEHOLDERS	FREQUENCY OF ENGAGEMENT	NATURE OF ENGAGEMENT	STAKEHOLDER PRIORITY	HOW WE RESPONDED
Society *Future Generations* *Local Communities* *Municipalities* *Schools* *Universities* *NGOs and Social Activists*	Daily	One2One meetings Surverys/Questionnaire Conference Seminars Sponsorships Social Media Channels Letters/Faxes/Memos Focus Groups Mobile App	Customer Experience Privacy & Data Protection Digital Access & Inclusion Commitment to Energy Efficiency & Reducing Waste & Emissions Health & Safety Standards	Business & Employment Opportunities Respect for environment Community involvement Tailored services Special promotions & Reductions
Collaborators *Auditors* *Lawyers*	Daily	One2One Meetings		Long-term business relationship Add a credential to portfolio
Commercial Partners *Banks* *Collection Companies* *Insurers* *Distributors/Point Of Sale* *Major Suppliers* *Other Suppliers (not major)* *Landlords* *Roaming Partner* *Electrical Power Providers*	Depending on needs	One2One Meetings Contracts Oline Training Site Visits	Ethics, Values & Governance Sustainable Procurement Digital Access & Inclusion Energy Efficiency & Carbon Emissions Culture & Engagement	Financial value Long-term business relationship Add a credential to portfolio Continous development & training
Internal Stakeholders *Board Members* *Employees* *Management*	Daily	Online Meetings Seminars Gatherings Casual Surveys Volunteering Events	Customer Experience Attracting Talent & Employee Development Culture & Engagement Volunteering & Giving Diversity & Inclusion	Career development Work-life balance Competitive social benefits & compensation Employee satisfaction Long-term business relationship Leadership skills development Developing a learning environment Clear vision communicated to employees by management Occupational health & safety Recognition & retention program Open-door policy Non-discrimination (including persons with special needs) Social events Kids party EOY celebration Mother's day Etc...

Users *Business Customers* *Postpaid Private Customers* *Prepaid Private Customers*	Daily	Phone Online (Social Media) Alfa mobile app Visits (Face2Face) Fax	Reliable and innovative service Affordable prices Privacy and data protection Transparency Resource and waste management Energy efficiency and carbon emissions	Keeping up with technology, data protection, customized offers, innovative and quality products, strong customer satisfaction, nerwork quality, good customer service
Government/Regulators *Council of Ministers* *EDL* *INTL Regulators* *Lebanese Army* *Local Regulators (MPS)* *Ministry of Environment (MOE)* *Ministry of Telecom (MOT)* *Security Service* *TRA*	Weekly	Meetings Seminars Events Gatherings Online Financial and technical support	Digital access and inclusion Customer experience Privacy and data protection Indigenous Australians Ethics, values and governance	Eco-friendly environment, know-how, technology cally up-to-date
Pressure Groups *Media* *Social Media Bloggers* *Union* *NGOs and Social Activists* *Online Community*	Daily, Weekly and Monthly basis Depending on the type of activity/action	Meetings Seminars Events dedicated to honor media Alfa events (CSR/Media/Press conference) Media gatherings on specific occasions Emails Invitations to events Greetings on occasions Online Financial and technical support Online interactive platforms (social media)		Ethical behavior, respect for Intl safety norms, fair operating practices, environment protection and waste disposal, non-discrimination
Investors *ORASCOM Telecom Media and Technology (OTMT)* *Ministry of Telecom (MOT)*	Daily	Agreements Contracts Meetings Events		ROI, increase market share
Sub-Contractor *Cleaning Service*	Daily	Agreements Contracts Meetings Events		Long-term business relationship, add a credential to portfolio

Means of Engagement

External Stakeholders	*Internal Stakeholders*
One-on-one meetings	One-on-one meetings
Surveys	Surveys
Conferences	Gatherings
Seminars	Newsletters
Social media channels	Annual celebrations
Letters	Performance appraisal
Faxes	Games
Memos	Sports
Focus groups	Competitions
Mobile applications	Contests
	Entertaining activities
	Invitations to cultural events

Purpose of Engagement

The purpose of stakeholder engagement is to identify and prioritize the most relevant aspects to our business success in general and to our sustainability strategy specifically.

The feedback we receive from our diverse stakeholders serves as the baseline for identifying and monitoring our material issues, and drives our sustainability strategy. The purpose of collecting this feedback is to identify the areas of sustainability that we need to strengthen as we strive to enhance our responsible engagement and continue to be recognized by stakeholders as a trustworthy operator. *We understand that **transparency** and **accountability** are key to building greater trust with our stakeholders.*

In this respect, we are committed to measuring and reporting on our strategy and performance. Through regular stakeholder engagement, we were able to identify a wide range of *issues*, *concerns* and *expectations*. Table 2 above thus compiled the varied input received from our key stakeholders in 2015.

Our stakeholder engagement process therefore is anchored in the principle of stakeholder inclusiveness, and our reporting is guided by the values of *relevance*, *accuracy*, *timeliness*, *comparability*, *reliability*, *clarity* and *completeness* (G4 18). Various issues were raised by our stakeholders through multiple rounds of stakeholder engagement.

Stakeholders Interests

Externally, our stakeholders emphasized

Respect for the environment
Community involvement
Creating business and employment opportunities
Keeping up with technology
Data protection
Customized offers
Innovative and quality products
Network quality
Customer satisfaction
Building positive long term relationships with contractors and distributors among others

Internally, our stakeholders emphasized

Ethical behavior
Respect for international safety norms
Fair operating practices
Non-discrimination
Continuous training and development opportunities
Career development
Work-life balance
Fostering a learning environment
Creating a recognition and retention program
Competitive benefits and compensation
Employee satisfaction
Environmental protection and waste disposal
Increased market share

Figue 6   Alfa's Materiality Assessment

IDENTIFICATION → PRIORITIZATION → VALIDATION → REVIEW

Through a rigorous materiality process, we were then able to *identify*, *prioritize*, and *validate* the sustainability issues that are most critical to Alfa and our stakeholders in relation to each of our sustainability pillars.

The list of material issues (G4- 19) that were compiled through our stakeholder engagement processes was thus validated by Alfa's Sustainability Committee based on relevance at this particular point in time and Alfa's ability to influence each issue.

The Committee emphasized on the aspects with medium to high significance to Alfa and its stakeholders but excluded all aspects with low significance that were considered non-material. Figure 6 presents schematically the different steps of our materiality assessment. The results of our materiality exercise formed the basis for defining our CSR strategy and, consequently, the current report's content for 2014-2015.

Figue 7 — Alfa's Material Aspects Per Pillar

Employee Nurturing
Employment Practices
Diversity and Equal Opportunity
Training and Education
Occupational Health and Safety
Equal Remuneration
Human Rights Assessment
Non-Discrimination

Economic Spill-over
Economic Performance
Market Presence
Indirect Economic Impacts

Good Governance
Ethics and Compliance
Anti-Corruption
Risk Management
Procurement Practices
Supplier Assessment for Labor Practices

Community Investment
Local Community Development
Health
Supplier Assessment on impact on society
Philanthropy
Environmental Responsiblity

Customer Centricity & Experience
Technological Innovation
Customer Satisfaction
Customer Privacy

Pressing Sustainability Topics

The most pressing sustainability-related topics raised by our internal and external stakeholders that were distilled and validated by the Sustainability Committee included internal issues relating to:

ethics and compliance; anti-corruption and risk management policies and procedures; good procurement practices and supplier assessment for labour practices; progressive employment practices pertaining to diversity and equal opportunity; training and education; occupational health and safety; equal remuneration; human rights and non-discrimination.

External priority material issues as validated by our Sustainability Committee included:

continued technological Innovation; customer satisfaction and customer privacy; increased market presence; positive economic performance and increasing indirect economic impacts and spillovers; also mobilizing greater efforts at local community development; increasing community health; supplier assessment on impact on society; continued efforts at selective philanthropy and increased environmental proactivity and responsibility.

These were deemed to constitute our most important material issues that we have integrated in our formalized Corporate Sustainability Strategy (CSS) under five pillars pertaining to Good Governance; Employee Nurturing; Customer Centricity; Positive Economic Spillovers; and Community Investment which comprise the core pillars of our CSS as shown in Figure 7.

The goal of this report is to disclose and report on those salient priority material issues and aspect boundaries (G4-18) as organized and grouped under the five pillars constituting the core of our Corporate Sustainability Strategy for 2014-2015.

Alfa's Sustainability Committee also developed the materiality matrix shown below which helps visualize the core material issues and aspect boundaries under each of the five pillars (G4-20 and G4-21) (Figure 8). Our materiality matrix (Figure 8) is thus intended to consolidate the material issues that are the most important to our organization and our stakeholders. These core material issues regrouped under the five sustainability pillars constitute our core material issues and aspect boundaries (G4-20 and G4-21) that we are disclosing and reporting on in our Sustainability Strategy for 2014-2015.

Figure 8 | **Our Materiality Matrix**

SIGNIFICANCE TO ALFA

IMPORTANCE TO STAKEHOLDERS

- **Good Governance**
- **Customer Centricity & Experience**
- **Economic Spill-over**
- **Employee Nurturing**
- **Community Investment**
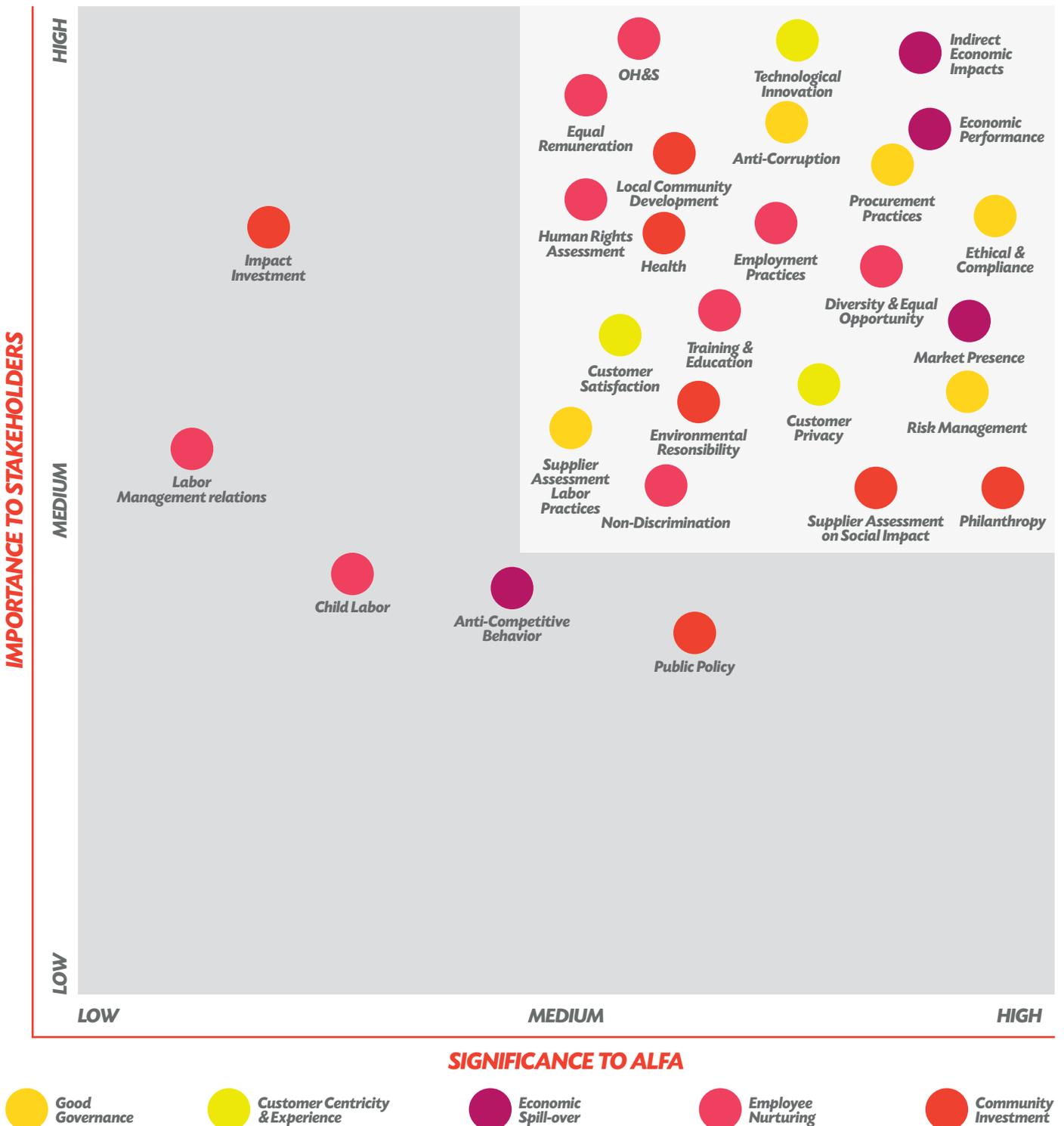
5. We build to Sustain
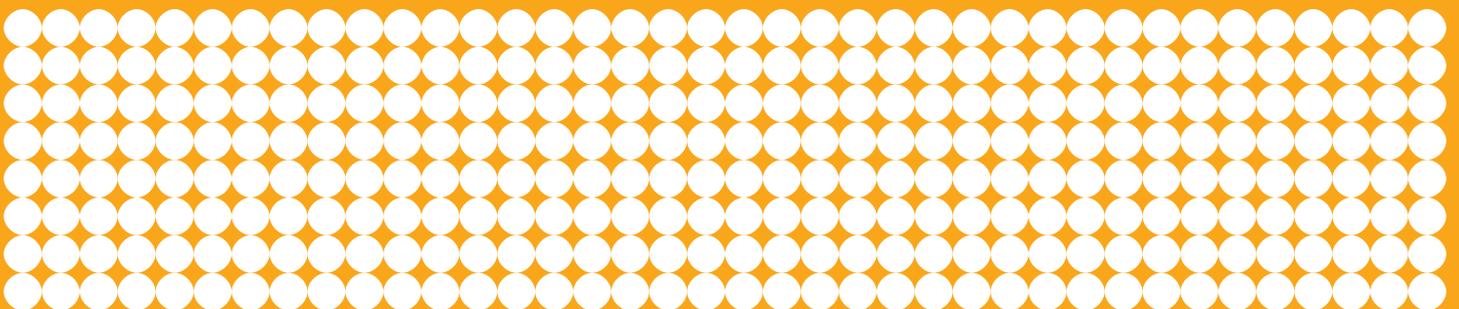
As per above, Alfa's Sustainability Strategy is founded on five main pillars including:

PILLAR 1 *GOOD GOVERNANCE*

PILLAR 2 *CUSTOMER CENTRICITY & EXPERIENCE*

PILLAR 3 *ECONOMIC SPILLOVER*

PILLAR 4 *EMPLOYEE NURTURING*

PILLAR 5 *COMMUNITY INVESTMENT*

This strategy focuses on various aspects of sustainability that matter the most to Alfa as a company and to its stakeholders, in the current context and market environment.

Since 2006, Alfa has operated on the assumption that incorporating sustainability allows it to differentiate itself as a successful telecommunications operator that is also known for caring for people and the planet beyond the boundaries of the narrow business mandate.
Embracing sustainability means excelling on the core business side, but also creating net benefits for customers, employees, the planet and the community at large.

In the sections that follow, we report on each of the Sustainability Pillars, and the core material issues associated with that, starting with Good Governance which serves as the foundation in turn for our external sustainability engagement and for all other pillars pertaining to Customer Centricity & Experience, Community Investment and Employee Nurturing.

Sound Governance as a way of life

PILLAR 1
GOOD GOVERNANCE
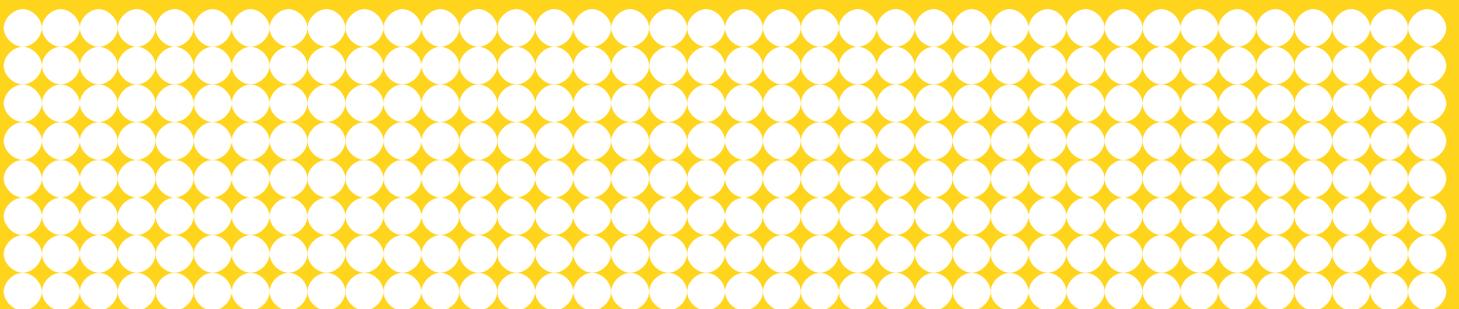
This pillar is the foundation of all of Alfa's operations. Alfa's organizational structures, policies and controls support good governance and provide an accountable and ethical foundation for the way we do business.

We are conscious that maintaining the trust of our stakeholders is a prerequisite to our success. Consequently, our corporate governance framework has allowed us to develop a culture that promotes integrity, and transparency in our commitments and behaviors and that is crucial for earning and retaining the trust of our various stakeholders.

Our corporate commitments are regulated by a sound and robust corporate governance structure, which promotes integrity, transparency and is compliant with the highest standards of ethics of conduct.

The main elements of this pillar include:
A. CORPORATE IDENTITY
B. BOARD OF DIRECTORS
C. ORGANIZATIONAL STRUCTURE
D. ALFA'S POLICIES, CODES AND GUIDELINES
E. ENTERPRISE RISK MANAGEMENT
F. ANTI-CORRUPTION
G. SUPPLIER ASSESSMENT ON ENVIRONMENTAL, SOCIAL, AND GOVERNANCE ISSUES

A. CORPORATE IDENTITY

At the heart of our Corporate Governance Pillar and defining the overall character and personality of our business is our Corporate Identity, comprising our vision, mission and core values that exemplify our commitment to being an ethical and innovative business that generates added value for our stakeholders, as well as the community and environment in which we operate. This commitment is built on a well embedded and carefully crafted bedrock of core values, including Customer Centricity, Employee Value Creation, Agility and Social Responsibility.

Consequently, our approach to sustainability is an extension of these core values and embodies our unique corporate identity which has allowed us to develop state-of-the-art and innovative services, while striving for the continuous development of our people, optimizing our responsiveness/ agility and ensuring our long-term unwavering commitment to social responsibility.

Our Commitments

Our values and commitments represent what we stand for as an organization and guide the way we think and work. We update our company policies and code of conducts on a regular basis to stay relevant in the changing context.
Our organizational commitments are summarized as follows: (G4-56)

■ We are willingly committed to the wellbeing of our PEOPLE by improving their lives, creating OPPORTUNITIES and building their capacities in an equal and synergistic environment.

■ We are committed to being a Socially Responsible Corporate Citizen, by contributing to the community in which we live and grow, and by achieving and maintaining the highest standards of ethical conduct and integrity.

■ We are committed to act with agility by reinforcing our ability to adapt to complex clients' requirements while keeping abreast of the changes in markets and business environment and by embracing the latest technologies in terms of energy savings and operational efficiency towards renewable energy sourcing.

■ We are committed to provide state-of-art and innovative services to our clients by maximizing satisfaction through

continuous improvement of our quality management system.

B. BOARD OF DIRECTORS

Our Board of Directors acts as the overall supervisory and monitoring body for the Company, ensuring strategic direction and sound governance.

Alfa's Board of Directors (BOD) consists of the following five members:

1. **Marwan Hayek**
2. **Ragy Soliman El Faham**
3. **Khaled Bishara**
4. **Maan El Amine**
5. **Philip Tohme**

The board members are elected by the general assembly for the term of the management agreement extension. Their responsibilities include electing the Chairman and exercising the responsibilities defined by the commercial law. In several managerial areas some responsibilities can be transferred from BOD to Executive Committee.

The Board of Directors defines our strategic approach and procedures across all organizational aspects including sustainability.

Our Board also seeks the assistance of private consultants to ensure optimal decision making and framework design.

The Board of Directors is supported in carrying out its duties by the following committees:

1. Executive Committee: responsible for leadership of the company, setting of strategy and achieving results; as well as reporting to different stakeholders
2. Risk Management Committee: responsible for monitoring and detecting security risks and implementing risk mitigation and prevention measures
3. ERP Committee: responsible for management of our Enterprise Resource Planning System.

Figure 10   **Mic 1 Alfa Organizational Chart**
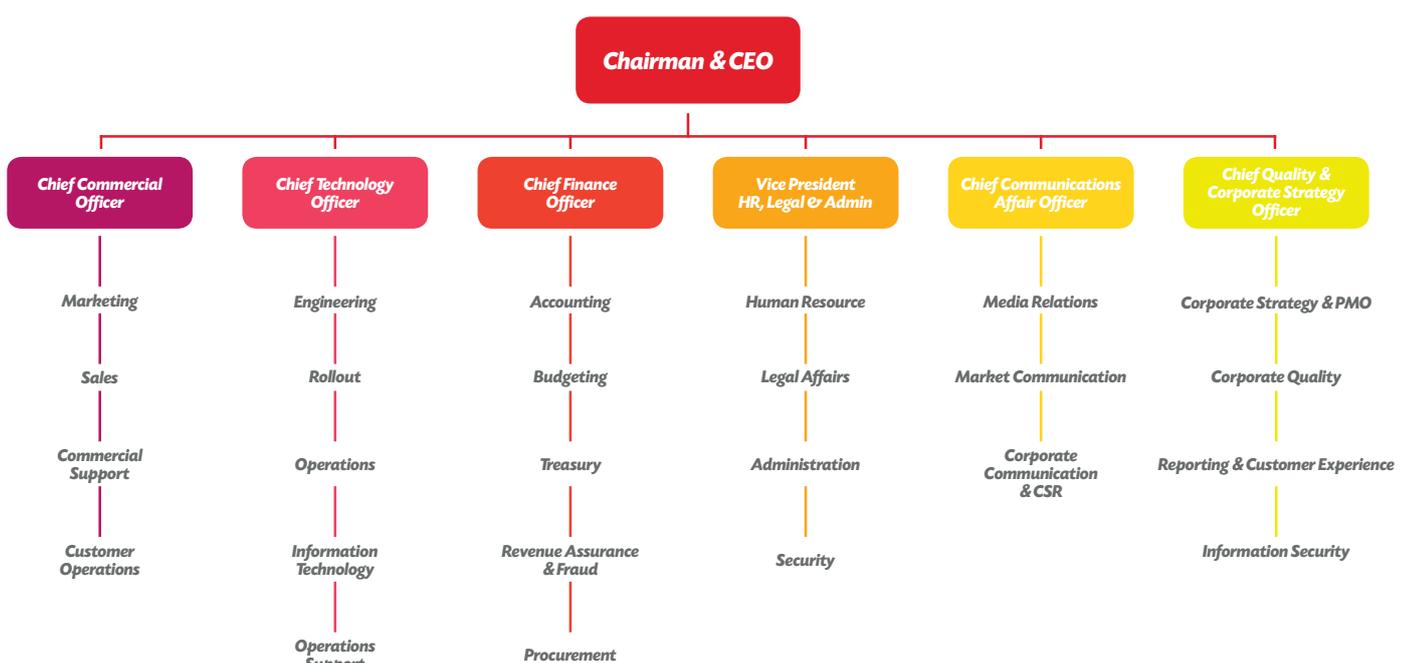
Our Management

The Composition of our Management Team is shown in Table 3 below. All our management members are hired from the local community (G4-EC6).

C. ORGANIZATIONAL STRUCTURE

Alfa's solid organizational structure is essential for ensuring clear and transparent hierarchy, accountability and lines of reporting and responsibility. (G4-34) Our functional structure features our Chairman and CEO at the helm, and Chiefs of various key divisions and units.

The structure we have put in place therefore facilitates communication and ensures optimal operations.

Table 3	Alfa Management Team

Marwan Hayek
Chairman & CEO

Assaad Kairouz
Chief Commercial Officer

Imad Hamed
Chief Technology Officer

Rafic El Haddad
Chief Financial Officer

Raef Salha
Vice President, HR, Admin & Legal Affairs

Aline Karam
Chief Communications Affairs Officer

Assaad Abousleiman
Chief Corporate Strategy & Quality Officer

D. ALFA'S POLICIES, CODES AND GUIDELINES (G4-56)

Alfa has also put in place a number of policies, codes and guidelines that outline its commitment to the highest ethical standards in business. Among these policies are:

▪ Alfa's Code of Conduct is the "Secret behind Alfa's Success", reinforcing our values, and defining the headlines and directives for our actions, internally and externally. The Code of Conduct outlines the rules, regulations, and personnel policies that guide Alfa's employees with regards to the behavior expected from them when performing their duties while dealing with their colleagues and members of the larger community.

▪ Alfa's Code of Ethical Purchasing mitigates potential risks that are likely to occur during any business relationships with external business parties and safeguards Alfa's brand image in what relates to its procurement practices and their environmental, social and economic impact.

▪ Alfa's Online Charter and Social Media Guidelines guide our colleagues in their online activities, to ensure their best interest and benefit while safeguarding both the interest of Alfa and its stakeholders while showing respect for Alfa's employees' freedom of opinion and privacy.

▪ Alfa's Risk Management Policy explains Alfa's underlying approach and philosophy to risk and risk management. It describes the involvement of all employees including line managers and executive managers.

E. ENTERPRISE RISK MANAGEMENT (G4-14)

Being in the telecom and technology industry, it is imperative that we remain dynamic in the way we address our key risks.

We have consequently developed a Risk Management Strategy, based on ISO31000 after proper customization that is intended to identify all kinds of threats or events that might disrupt normal operations, have a detrimental impact on the business, or negatively affect the effectiveness and efficiency of work processes and procedures.

The proactive aspect of risk management consists in identifying those potential risks and threats before they actually occur.

The identified risks are then assessed to determine their seriousness, and finally treated to reduce their occurrence and/or impact.

And while we are immune and resilient in relation to any such incidents, we continue to strengthen our risk management processes over time. We also developed an Enterprise Risk Management Policy that underlines Alfa's approach to risk and describes the involvement of all employees including managers and executive managers.

All employees are encouraged to report any risk that they may notice in their working environment, daily activities, or professional observations. Identified risks are shared with a specialized team, who assesses and treats those risks.

Follow up assessment is being conducted periodically and risks are reported to Top Management for proper decision-making regarding implementation.

Crisis Management

We have also developed a crisis management plan that defines the crisis response, roles and responsibilities at Alfa that can be invoked to guarantee a dynamic intervention and reaction whenever needed. The plan covers the workflow, approach, communication plans and activities that need to be carried out in order to mitigate the situation and ensure business continuity. This plan is adopted by Alfa and applied by all entities in case of any potential disaster, mobility crisis, external security threats and/or human actions, epidemic outbreaks preventing employees from reaching their workplace, logistic crisis, technical incidents preventing Alfa from running its activities smoothly and as per set standards.

We have also selected "Risk Champions" from various company units whose role is to identify the risks and possible treatment per unit, coordinating with the Head of Risk Management to convene and discuss findings.

Risk Management Culture

Alfa's senior management is committed to fighting black markets and fostering an environment of support that will encourage the application of the risk management culture throughout the company. This support is sustained through:

1-Endorsing the risk management policy ref PL/RBC/002

2-Assigning enterprise risk management accountabilities and responsibilities at appropriate levels within the organization

3-Ensuring that the necessary resources are allocated to enterprise risk management

4-Ensuring that the framework and policy for managing enterprise risk remains appropriate

5-Leading by example in adequately addressing the items raised by enterprise risk management

6-Ensuring alignment of enterprise risk management objectives with the objectives and strategies of the organization with special emphasis on Business Continuity Planning, Revenue Assurance, Information Security, Internal

Figure 11   Risk Management Procedure

RISK ANALYSIS
Probability impact is assigned

RISK IDENTIFICATION
Retrospection based on:
-Previous experiences
-Consultancies
-Audits

Prospection based on:
-Brainstorming
-Research
-Surveys
-Root cause analysis
-Intuition
-Swot

RISK TREATMENT
Negative:
-Avoidance
-Mitigation
-Acceptance
-Transference
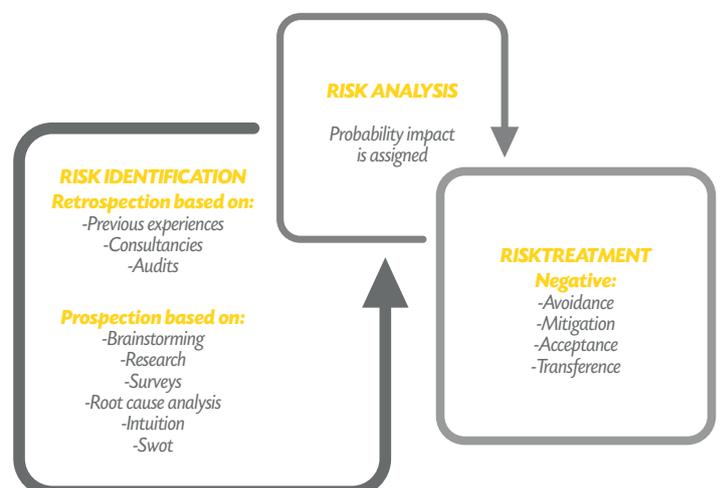
Audit and Fraud Management

In order to implement and maintain an effective and efficient risk management culture at Alfa and ensure the adequacy of any control, we assign accountability at different levels:

1-Top management

Is accountable for promoting and supporting the risk management culture through resorting to risk management findings as decision support systems, and the possibility to include risk management in selected units' objectives as part of the performance appraisal list of objectives.

2-Risk management Unit

Is accountable for the development, implementation, and continuous improvement of the risk management policy, framework, and associated processes; It is also responsible for promoting the risk management culture within Alfa.

3-Risk owners

Are accountable for properly reporting and implementing the controls of the risks they own.

4-Risk champions

When nominated, are accountable for properly representing the risk management culture in their respective department and/or areas.

5-All employees

Are accountable to keep the risk culture in their daily activities, through proper risk escalations to their respective line managers when needed.

F. ANTI-CORRUPTION (G4-SO4)

As a signatory to the United Nations Global Compact (UN Global Compact), we support all its principles including the 10th principle on human anti-corruption (see Appendix 2).

At Alfa, we do not tolerate any form of bribery and extortion and we aim to maintain a zero tolerance policy against all forms of corruption, both internally and externally.

INTERNALLY:

Alfa employees are all trained and provided with full support to eradicate bribery and corruption and to raise any concern of an ethical nature with their line managers and Human Resources professionals. A special gift and gratitude declaration policy was included within our Code of Conduct, whereby employees have to declare to the HR department any gift received that exceeds a certain pre-set amount. Employees have the obligation to report clearly on any suspicious behavior or practices that they assess inconsistent with the general business principles, regulations, policies or business ethics. Also, employees are encouraged to report on any other serious concerns about any aspect of the company's operations.

This may include (but is not limited to):

- **Breach of regulations and policies**
- **Disclosure of confidential information**
- **Actions which endanger the health or safety of any individual**
- **Theft or misuse of the company's properties or assets**
- **Conflict of interest; accepting/requesting commission from third party**
- **Possible fraud or corruption; unauthorized use of in-hand funds and petty cash**
- **Physical, moral or sexual harassment**
- **Unethical behaviour such as: lack of integrity, respect, honesty, responsibility, accountability and/or fairness**

We also have internal controls which we develop and implement in order to reduce as possible the revenue loss and fight against potential fraud.

Our controls cover Prepaid/Postpaid/Roaming services and are performed for most of the cases on random sampling basis due to the lack of an automated system.

Around 45 controls are executed on a monthly basis and these are expanding with the increase of services and products we launch.

The outcome of these controls will trigger the below workflow in case a problem is detected:

■ **Report the case to the management level concerned.**

■ **Quantify the revenue loss.**

■ **Recommend necessary actions to mitigate the problem and recover the loss.**

■ **Recommend solutions to be implemented and avoid further losses.**

■ **All results are summarized and logged internally.**

EXTERNALLY:

Our procurement department follows a strict and transparent "Request for Proposal" procedure for suppliers to avoid corruption and secure the best value and balance between quality and price for business continuity.

G. SUPPLIER ASSESSMENT ON ENVIRONMENTAL, SOCIAL, AND GOVERNANCE ISSUES

Suppliers play a huge role in our success, which is why we ensure that we have strong supplier selection processes and management oversight, and that we conduct business with socially and environmentally responsible companies who share our values.

We ask our suppliers to work with us in achieving our sustainability goals. Our suppliers need to fill out a "Supplier Environmental, Social, and Governance (ESG) Compliance Form" which elucidates their performance in the areas of ethics, labour rights, health and safety, the environment and governance and management issues.

Our commitment to responsible suppliers is also reflected in our code of ethical purchasing. The purpose of such code includes:

Purpose of our code of ethical purchasing

■ Operate in accordance with Alfa new Identity statements and the international standards on quality

■ Behave in accordance with Alfa sustainability tactics in relation to its environmental, social and economic strategic directions

■ Protect Alfa's corporate image from any violation which might reflect poorly on our brand

■ Mitigate potential risks which are likely to occur during our business relationships with potential business partners

■ Gain competitive advantage by having effective supplier management framework and engagements charter

■ Help business partners take into consideration sustainability in the social, environmental and economic aspects of their business

The acceptance criteria apply to all permanent or temporary suppliers, providers, contractors, vendors, consultants, advisors and / or any external third party providing any good or service to Alfa. We consider complying to this acceptance list as a prerequisite for potential business partnership. We shall not deal with any potential business partner who fails to meet the acceptance requirements. (G4-13)

Codes Of Ethical Purchasing

Human Rights

Child Labour

Health and Safety

The Environment

**Ethics**

Conflict of Interest

Social Responsibility

Conpensation and Working Hours

Legal and Regulatory Compliance

Discrimination and Employee Rights

Customers As Lifeblood of our Business
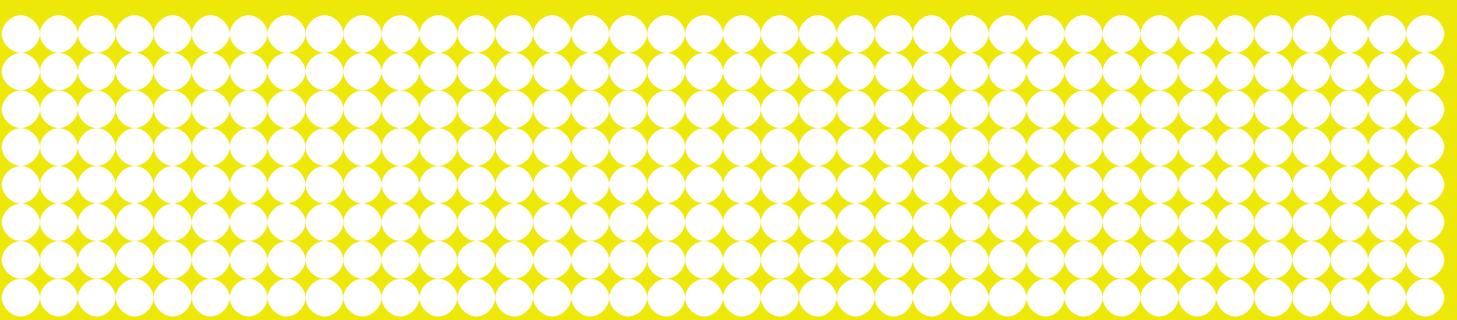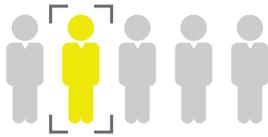
PILLAR 2
CUSTOMER CENTRICITY & EXPERIENCE

Fostering customer loyalty and improving customer experience are essential business and sustainability priorities for Alfa. This pillar highlights Alfa's commitment to providing a superior service to its customers while striving to meet their expectations and changing needs, and keeping abreast of the latest trends in technology and innovation.

We recognize that our customers are the lifeblood of the organization, and that they are at heart of our sustainability efforts from the perspective of our economic and social bottom lines.

We thus, invest heavily to reach our goal to provide the best customer experience in the industry.

We are proud to have doubled our subscribers' base to reach around 2 million subscribers to date, the number of data subscribers has increased from almost 0% to more than 75% of our total 2 million subscribers today, with a smartphone penetration rate reaching 82.8% by end of 2015, and data traffic reaching unprecedented rates of 660TB per month.

Our drop call rate of 0.5% is lower than the worldwide average drop call rate of 1%. Drop call rate is the percentage telephone calls which, due to technical reasons, were cut off before either of the speaking parties had finished their conversation and hung up. Accordingly, the main elements comprising this pillar include the following:

A. SUPERIOR CUSTOMER SERVICE

Our management is highly committed and engaged in increasing our customers' satisfaction and advocacy and moving the organization towards being customer centric. At every level of our organization, we seek to enhance the services provided to our customers.

Alfa provides a 24/7 customer service call center (111) whose representatives are available to take customers' calls and answer any inquiries or problems around the clock. One of the services we provide is the secure Online Payment method where payments for a variety of charges may be made by debit or credit card issued by Lebanese banks. This facility provides the ability for Postpaid customers to settle their monthly bills and for Prepaid customers to recharge their subscriptions online. Through such facilities, we are making sure that our services are accessible and convenient to all customers.

B. CUSTOMER EXPERIENCE MANAGEMENT (CEM)

We are always looking to discover new ways of doing things, to make life easier, and stay better connected to our customers. Accordingly, in 2014, we put in place a Customer Experience Management (CEM) Process to allow us to gauge our customers' satisfaction and to direct Alfa towards customer-centricity. This strategy allows us to have a structured and systematic approach towards realizing our company's strategic goals while addressing our customers' insights, measuring their satisfaction levels at different transaction stages while dealing with various channels.

Voice of Customer Program and Customer Satisfaction (G4-PR5)

The Voice of Customer program allows us to collect feedback from our customers across the entire customer journey through a number of surveys that are completed via different channels, based on the customers' preferences.

1,815,628 surveys completed to hear you

Quick and secure online payment method

More Alfa outlets closer to you
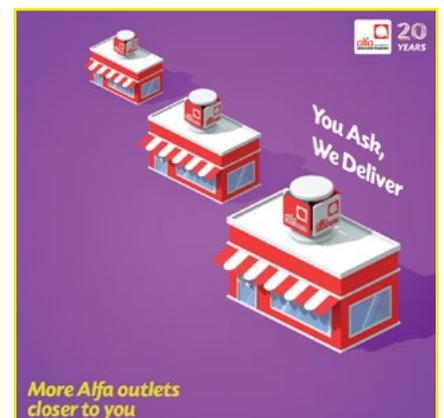
Our customer experience management involves conducting surveys with our customers in order to understand their behaviour, needs and satisfaction levels. We also measure our customer satisfaction based on social media interaction. As the graph below shows, we are among the most popular telecommunications companies on social media in the region. 24/7 Customer Care support on Alfa's Social Media Channels was launched in February 2014 to help Alfa's subscribers communicate with Alfa support team online and round the clock. Alfa's Growth on social media is organic, no paid promotions for the page/account, thus we rely on the content we publish to generate engagement and benefit from the snow ball effect it creates.

Figure 14 — **Number of Interactions per 1000 Fans in 2014 International Comparison**

SUMMARY	INTERACTIONS PER 1000 FANS
alfa	919,89
T··Mobile·	523,50
verizon	262,52
AT&T	244,47
bouygues	194,16
vodafone	171,86
O₂	167,05
orange	61,88

AVERAGE NUMBER OF INTERACTIONS PER 1000 FANS	SUM INTERACTIONS PER 1000 FANS
318,2	2,5K
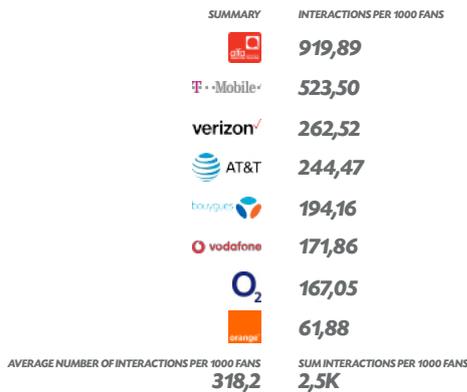
Figure 15 — **Number of Interactions per 1000 Fans in 2015 International Comparison**

| SUMMARY	INTERACTIONS PER 1000 FANS
alfa	1448,29
T··Mobile·	364,09
vodafone	282,14
bouygues	194,64
verizon	178,50
AT&T	163,92
O₂	150,30
orange	0,58

AVERAGE NUMBER OF INTERACTIONS PER 1000 FANS	SUM INTERACTIONS PER 1000 FANS
347,8	2,8K
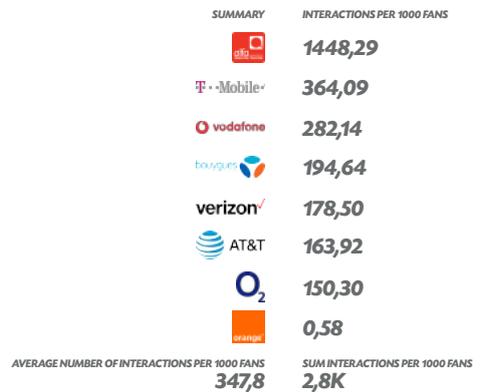
Figure 16 — **Number of Interactions per 1000 Fans in 2014 Regional Comparison**

SUMMARY	INTERACTIONS PER 1000 FANS
orange	2632,30
etisalat	1554,30
zain	1034,63
du	1003,12
alfa	919,89
touch	691,75
ooredoo	678,55
STC	556,19
vodafone	394,96
mobily	255,81

AVERAGE NUMBER OF INTERACTIONS PER 1000 FANS	SUM INTERACTIONS PER 1000 FANS
972,2	9,7K

Figure 17 — **Number of Interactions per 1000 Fans in 2015 Regional Comparison**

SUMMARY	INTERACTIONS PER 1000 FANS
du	2991,32
orange	1911,49
alfa	1448,29
STC	1091,08
vodafone	723,91
touch	713,99
ooredoo	616,45
zain	541,53
etisalat	509,75
mobily	363,34

AVERAGE NUMBER OF INTERACTIONS PER 1000 FANS	SUM INTERACTIONS PER 1000 FANS
1,1K	10,9K
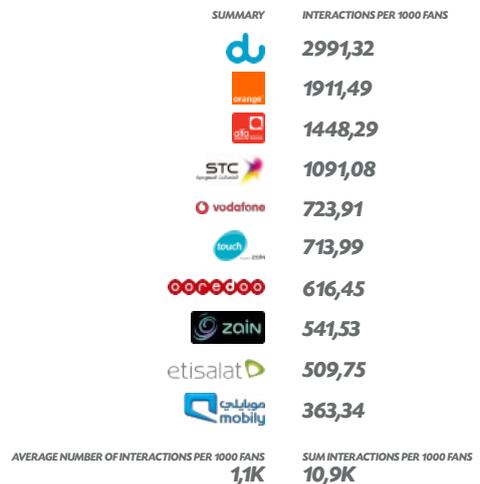
C. TECHNOLOGICAL INNOVATION

Technological innovation is mainstreamed at Alfa as we are continuously striving to evolve and to enable our customers to lead easier, convenient and better lives. Furthermore, we undertake continuous upgrades to face new demand trends and unconventional competition.

Alfa was the first operator to let subscribers experience a virtual 4G speed through a creative digital application on its social media channels.

Also, "Alfa App Store", the Lebanese app store offering limitless opportunities to app developers to showcase their creativity & upload their applications for free launched in March 2014. Additionally, Alfa's "fun but responsible" digital strategy led to many success stories.

One of them was referenced during Dubai Lynx, 9 March 2015, a distinguishable digital conference, as the perfect example for great engagement online and was discussed as a case study at the event.

Customized Services and Responsible Products:
We continue to increase our menu of customized services and responsible products. Some of our innovative offerings include the following:

Postpaid Mobile Broadband Roaming
Objective: Convenience
Description: Alfa Mobile broadband postpaid users can now access the Internet while abroad; using their current MBB data only card.

Pick your Line Online for postpaid and prepaid
Objective: Reach - Anti-corruption - Equal opportunity for all
Description: Alfa launched the "Pick Your Line" online application that provides new postpaid and prepaid lines booking to everyone (having an Alfa account or not) from a predefined list. The booked line can then be purchased from any Alfa store.

Alfa Application Store
Objective: Fostering entrepreneurship & skills development
Description: Alfa launched its own application store: the "Alfa App Store," which allows local app developers to upload their applications for free and showcase their creativity to more than 2 million Alfa mobile subscribers in Lebanon. The "Alfa App Store" is a free application available on Android, Symbian and Blackberry mobile operating systems while iOS applications will be available through a web portal managed by Alfa. The app also offers its developers Operator Billing capabilities where fees can be deducted straight from Alfa costumers from their Alfa postpaid bill or Alfa prepaid credit account.

Alfa Mobile TV
Objective: Innovation - Reach
Description: Through Alfa TV, Alfa postpaid and prepaid subscribers can now enjoy watching over 45 TV channels, with Alfa Mobile TV.

El Khat el Askary for General Security

Objective: Customized product

Description: "الخطّ العسكري" from Alfa is available as a Prepaid plan exclusively dedicated to the General Security forces. By subscribing to this prepaid plan, General Security members will be benefiting from a 55% discount compared to the regular Alfa Prepaid plan.

U-Can

Objective: Community development

Description: A line dedicated exclusively to all Lebanese people with special needs registered at the Ministry of Social Affairs. U-Can is available as a prepaid & postpaid line.

Najat application

Objective: Community development - Emergency

Description: An application for the Lebanese Red Cross. The "Najat" app helps the Lebanese Red Cross directly identify the address of the distressed person when it receives calls to its free emergency number 140, thus facilitating and accelerating the work of paramedics.

U-Share

Objective: Sharing - Responsible spending

Description: U-Share allows Alfa subscribers to share their current mobile internet or mobile broadband data bundles of 10GB and above, with up to 3 secondary postpaid or prepaid account users at a time.

Ebill

Objective: Environmental responsibility

Description: The detailed bill by e-mail allows Alfa subscriber to subscribe to a detailed bill sent to him/her via email.

In 2015, we also developed a vision for the year 2020 where we set many goals including:

D. INTERNATIONAL SHARING AND ROAMING AGREEMENTS

An important aspect of Alfa's wireless service, one that adds value for all Lebanese who travel, especially those who want to conduct business all over the world is the fact that we offer our postpaid and prepaid customers roaming services dispersed across the various continents. Specifically, we offer our postpaid customers voice roaming services in 174 countries and 355 operators. We also offer our prepaid customers voice roaming services in 79 countries. Our data roaming service also spans 148 countries (note that the numbers of countries is subject to change on a daily basis according to any new launching or decommissioned of networks).

E. NATIONAL NETWORK COVERAGE

Alfa network currently covers 99% of Lebanon and has over 2700 2G, 3G+, and 4G LTE sites on air. We have over 1300 2G sites on the network (a 200% increase since 2009), more than 1200 3G+ sites, and 250 4G LTE sites to date, successfully covering 40% of the population.

We strive to cope with the huge demand on Mobile Broadband (MBB) data and therefore strive to expand our coverage to reach various areas across Lebanon. The below figure elucidates our 2G, 3G and 4G LTE coverage in Lebanon.

Figure 19	Network Population Coverage
2G	**99.9%**
3G	**99.5%**
4G	**59.3%**

Figure 19	Network Territory Coverage
2G	**91.3%**
3G	**81.7%**
4G	**35.5%**

2G Coverage Map - Lebanon 25-11-2015

3G Coverage Map - Lebanon 25-11-2015

LTE Coverage Map - Lebanon 25-11-2015
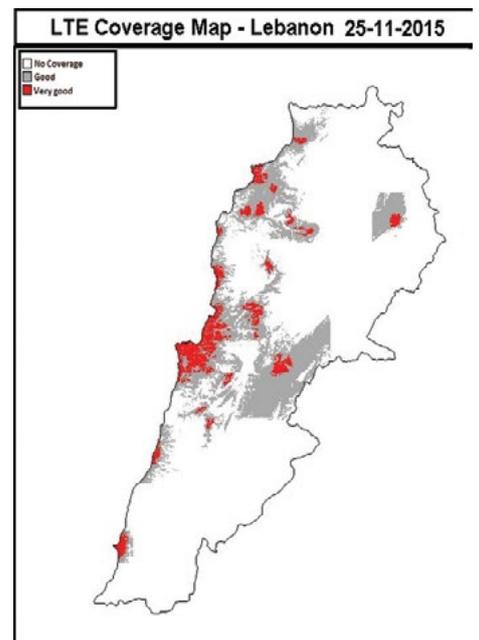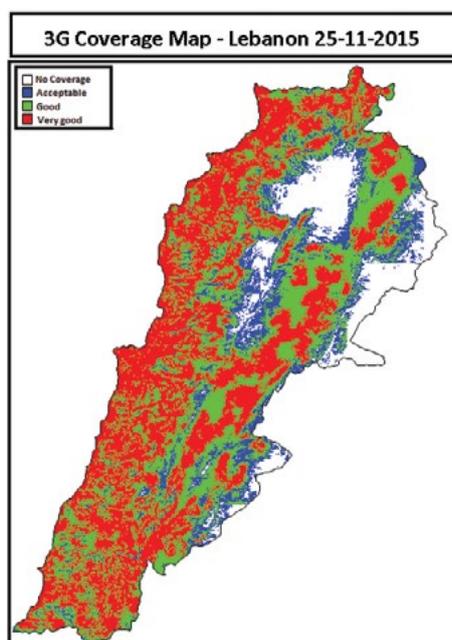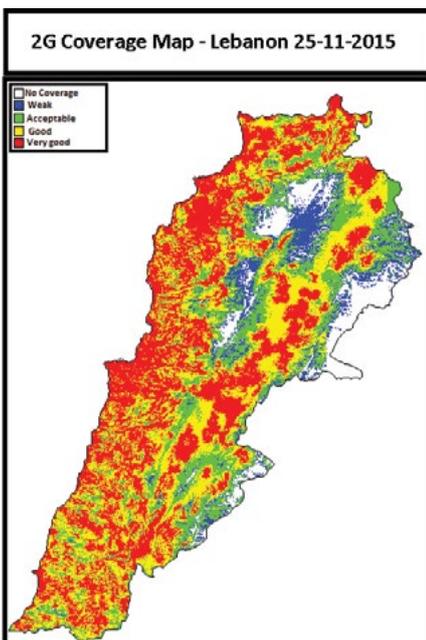
F. CUSTOMER PRIVACY AND DATA SECURITY

As a telecommunications company, our customers trust us with one of their most private and valuable assets, namely data.

We work continuously to inspire trust and confidence in our ability to protect and handle the significant amount of customer and digital data, and protect our customers' privacy.

We have developed a policy on information security that defines the guidelines for handling and protecting information from unauthorized accesses, and its usage by information owners.

This policy is comprehensive and applies to all Alfa information, irrespective of data location or the type of device that the data resides on. All departments are responsible for handling data in compliance with this policy. In addition, all our employees sign a non-disclosure agreement that prohibits sharing the company and customers' confidential information either during or after their employment. Also, in line with our role as a socially responsible corporation, several awareness campaigns were launched during 2015 through SMS, social media, and in Press to warn subscribers of spam messages and help protect their mobile phones.

Our privacy guidelines are regularly updated to reflect the changes in technology and industry standards.

As we develop new products and services, our priority is to ensure the safety of our customers' personal information.

As we seek to honor the customers' trust, we realize that being transparent in the way we manage our information is important. In this respect, we are transparent about the information we collect and how we process and use it.

Our privacy controls do not end at the boundaries of our organization. We seek to protect the customers' information throughout our supply chain. This is achieved through a wide-range of policies and procedures that engage our different stakeholders to create a comprehensive privacy culture.

Hence at Alfa, we consider Data to be a critical organizational asset where different types of information require different security measures depending on their sensitivity. Accordingly, since 2012, we have adopted two policies to continue strengthening the data security services that we provide to our customers.

1. Information Security: Personal Computer Policy

Launched in 2012, the objective of such policy is to:
- *Ensure that Alfa's data is adequately protected*
- *Minimize the personal liability of staff in the event of Data loss*
- *Clarify support responsibilities for personally-owned equipment*

### 2. Information Security: Data Classification Policy

Launched in 2014, the objective of this policy is to define the guidelines for handling and protecting information from unauthorized access or disclosure. Moreover, it aims at providing information owners with guidance on how to classify and use information assets properly.

We Create Opportunities

PILLAR 3
ECONOMIC SPILLOVER
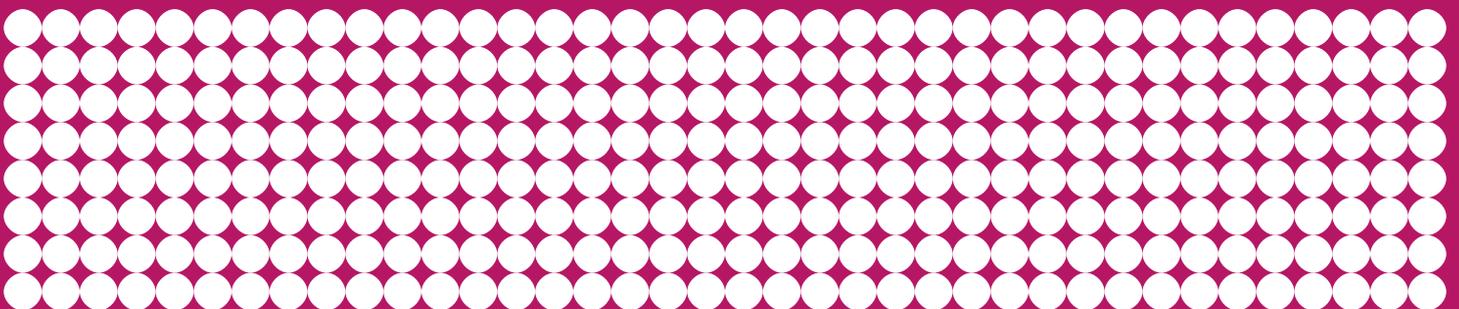
Alfa plays a leading role in connecting the Lebanese with each other and with the information they need to enrich their lives and pursue their aspirations. This pillar consequently highlights Alfa's leading role in supporting the Lebanese economy through a range of targeted initiatives that are intended to stimulate and contribute to economic and social revival. Alfa has accordingly achieved an increase in market penetration from 14.4% in 2008 to 44% by end of December 2015. Alfa customers constitute 38.7% of the total Lebanese population (as of December 2015), thereby achieving a total growth of 222% since 2009, when OTMT was appointed.

Given our key role in the Lebanese economy, our positive economic spillover pillar is central to our sustainability strategy, and complements the other pillars we have put in place. Some of the main elements of this pillar include the following:

A. ECONOMIC DEVELOPMENT AND FINANCIAL PERFORMANCE

As a large company in Lebanon, our performance impacts local economies, society and the well-being of our communities. Contributing to a healthy marketplace and local economy benefits Alfa's long-term success. Through its core business, Alfa seeks to play a central role in the local economy by re-invigorating the technology interface across Lebanon and providing connectivity amidst a worldwide sea of change in terms of rapid technological innovation. The telecom sector in which we operate makes contributions to other sectors and industries by facilitating their growth and supporting their operations.

This section touches on Alfa's financial performance which positively spills over on the Lebanese economy through Alfa's profit generation, operating revenues generation, contribution to GDP, tax payment to the government (income tax, VAT), offering of job employment opportunities, payment of employee salaries and benefits, increase in market share over the years, increase in the number of subscribers, increase in total number of products/services. This section also encompasses Alfa's community investments and cash donations, which amounted to more than $3 Million in 2014 and more than $3 Million in 2015, in addition to its positive impact on other sectors that are affected by telecom. (G4-EC8)

As part of our commitment to excellence in corporate governance, transparency and accountability, we place great emphasis on our financial performance in the long term as a way to protect the interests of our shareholders and to enhance the economic development in Lebanon. The statistics and facts below show the significant progress we made in terms of financial and market performance.

In 2014 – 2015, Alfa revenues constituted more than 6% of the total Lebanese government revenues.

Alfa also created more than 1,000 direct job opportunities and 3,000 indirect job opportunities in the ICT and other key economic sectors (Source: Booz and Company Analysis, National ICT Agenda) (G4-EC8), Also, the percentage of orders with local suppliers reached 70% in 2014 and 62% in 2015 out of the total amount of placed orders. (G4-EC9)

Figure 21 — Statistics and Facts about Alfa's Financial Performance

Alfa subscribers increased by 222% to reach 1.9 million subscribers today

Alfa changed and upgraded its entire infrastructure in close coordination with the Ministry of Telecommunications in Lebanon

Alfa added 50% more employees and completely re-invented its position and branding

In Lebanon, mobile penetration increased by 124% to reach 90%

Alfa Market share increased by 7 points to reach 47.8% in December 2015

Alfa Data subscribers grew by 4000% to reach over 1 million data subscribers to date

Over 2700 2G/3G+/4G LTE SITES ON AIR

1300 2G sites on the network, a 200% increase since 2009

Alfa network covers 99% of Lebanon

More than 1200 3G+ sites to date deployed in three years

250 4G LTE sites to date

Smartphone Penetration rate reaches 90%

Data Traffic reaches unprecedented rates of 900TB per month

Drop call rate drops to 0.5% while 1% is the average worldwide figure

B. ENCOURAGING ENTREPRENEURSHIP THROUGH RESPONSIBLE PRODUCTS

Alfa is very keen on fostering innovation and cultivating an environment of creativity in Lebanon, which ultimately drives economic activity in today's digitalized world. For example, Alfa launched its own application store: the "Alfa App Store," which allows local app developers to upload their applications for free and showcase their creativity to more than 2 million Alfa mobile subscribers in Lebanon. The "Alfa App Store" is a free application available on Android, Symbian and Blackberry mobile operating systems while iOS applications are available through a web portal managed by Alfa. The app also offers its developers Operator Billing capabilities where fees can be deducted straight from Alfa costumers from their Alfa post-paid bill or Alfa prepaid credit account.

In 2015, we further embedded our social commitment into our service offering, and used it to push our approach to sustainable product design and innovation. As show in the figure below, the year 2015 witnessed the development of many "first of their kind offers" that help customers stay connected.

Figure 22 — Timeline of First of their kind Offers

ALFA LAUNCHES THE FIRST ELECTRONIC RECHARGE SOLUTION **"ALFA TOP-UP"**

ALFA LAUNCHES IN COLLABORATION WITH MALAK-E WATCHES THE **FIRST TRACKING WATCH** IN THE MIDDLE EAST, TO EASILY LOCATE, MONITOR AND CONTACT THEIR CHILDREN ANYTIME ANYWHERE

ALFA LAUNCHES A FIRST **"U-SHARE"** DEDICATED TO DATA USERS ALLOWING TO SHARE THEIR DATA BUNDLES WITH 3 OTHER NUMBERS

FINANCING DEVICES THROUGH BLOM BANK WITH 0% INTEREST AND NO DEPOSIT

| JANUARY | FEBRUARY | MARCH | APRIL | MAY | JUNE | JULY | 2015 |

C. VALUE CHAIN

As indicated in Figure 21, Alfa's value chain is a robust channel that encompasses important players including:

• Network equipment suppliers: provide Alfa with equipment and technology.

• Content providers: provide content for Alfa's users through Alfa's network.

• Service partners: are Alfa's partners in creating new products and services.

• Data service providers: ISPs that provide internet access to Alfa.

• Distributors: are Alfa's sales partners who are responsible for selling Alfa's subscriptions through their channels.

• Subscribers: are the users who buy Alfa's SIM cards and services and use them to communicate.

They represent the end client that Alfa strives to satisfy.

All these players work in tandem to ensure amplified value creation in the Lebanese economy. (G4-EC8)

Figure 23	Alfa's Value Chain
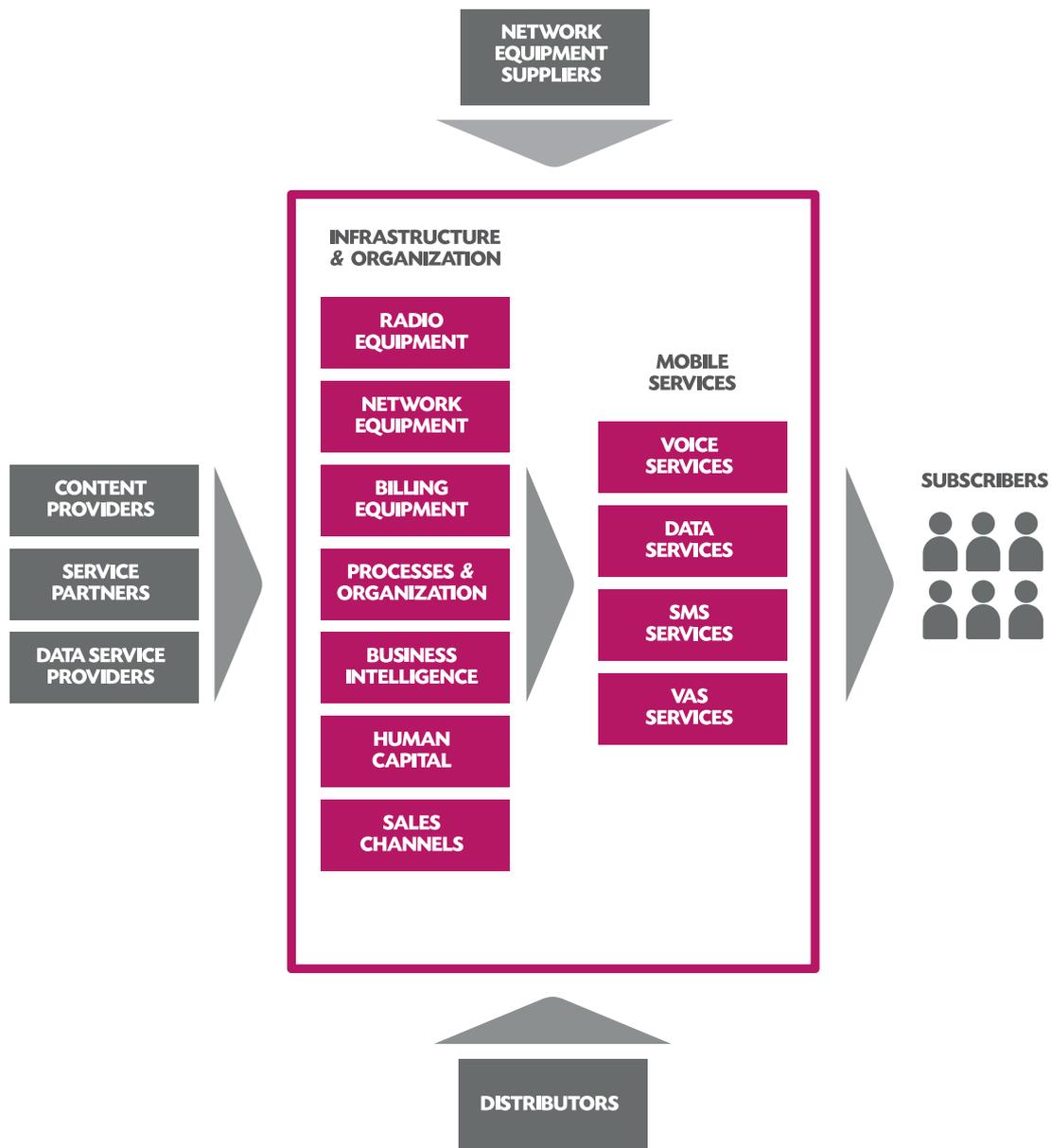
D. FEATURED STORY

Alfa launches new initiative in support of SOS Children's Villages aiming to develop the association's sewing and embroidery production

Beirut - Lebanon on February 26th, 2015: In a press conference held today at the Press Club, Alfa, managed by Orascom Telecom, launched a new initiative in support of SOS Children's Villages that includes securing financial support and the necessary equipment for the development of the association's sewing and embroidery workshop.

This initiative is part of the "Alfa-4-Life" CSR program and Alfa's initiatives in support of promoting and supporting the presence of Lebanese women in society.

Alfa Chief Communication Affairs Officer, Mrs. Aline Karam declared that this step comes in the context of Alfa's ongoing cooperation with SOS Children's Villages since the launch of the Alfa CSR program, adding that "Alfa will secure the necessary equipment for the development of the workshop's activities to help the association produce a full and sophisticated range of sewing and embroidery products that are more competitive in the local market." She announced that "we will achieve several targets through this step, namely to secure permanent income for the association through developing the existing potential and building on it. This is in addition to supporting and strengthening the role of Lebanese women and securing employment opportunities for them, especially SOS mothers who play a noble role in the community, as well as strengthening the sector of Lebanese craft products and preventing its extinction."

The National Director of SOS Children's Villages Lebanon, Mrs. Viviane Zeidan, commended the cooperation between SOS Children's Villages and Alfa as part of the Alfa-4-Life CSR program, which is a pioneer in providing support to civil society, noting that *"Alfa is a leading company in the field of social responsibility and its experience in this area is a true example for others."* She thanked Alfa for its support "that turned this project into reality."

Zeidan added, "A Chinese proverb says: Teaching someone how to fish is better than giving them fish." This wisdom is the best description of this partnership.

The aim of our project is to enable the ladies to strengthen their family's capacities by teaching them new skills that will highlight their creativity and help them reach economic and financial autonomy with dignity and self-respect." She concluded: *"Thanks to this partnership, 2,000 children who are cared for by their mothers will benefit from our program strengthening family capacities. Thank you Alfa!"*

Then the President of the Graphic Designers Union in Lebanon, Rita Moukarzel, talked about the strategy and graphic and marketing plan for the development of the workshop activities and production, as well as the relevant steps that will be followed in that context.

The coming months will witness the production of a full range of handcrafted products for all occasions to be displayed and sold. The profits will go directly to SOS Children's Villages.

We nurture talent and empower Change agents
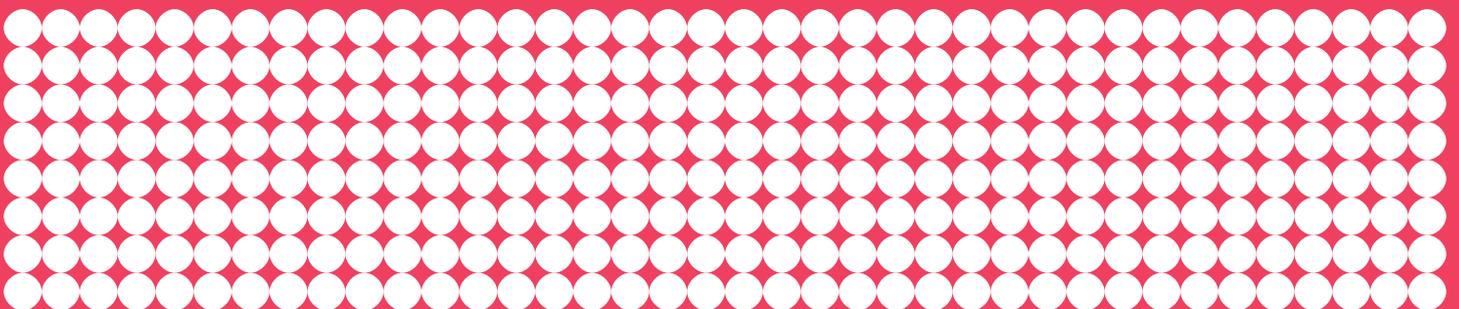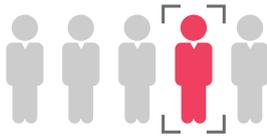
PILLAR 4
EMPLOYEE NURTURING

Alfa is cognizant that a true element of its success as a company comes from having an engaged, agile, and empowered workforce that attracts the most talented individuals. This pillar encompasses Alfa's commitment to being an employer of choice and its various initiatives to support and nurture various forms of internal talent development. We take pride in being an employer of choice and embodying best practice across our employment practices. The main elements of this pillar encompass the following:

A. TRAINING AND DEVELOPMENT

We are cognizant that investment in our employee training and development is essential to help them progress in their roles given the fast-paced technological industry which we belong to. Our Training and Development Framework develop technical, management and leadership related competencies for our employees.

We have deployed around 13,260 hours of training in 2014 and 19,766 hours of training in 2015 covering a range of topics including hard skills (specific technical and job-related skills), information technology, soft skills, telecom and behavioral trainings, among others.

We are proud to report a successful implementation of learning opportunities with efficiency measurement, exceeding set KPIs.

Safety and Security Trainings:

■ Driver Improvement Program for 111 members driving company-owned or personal vehicles to perform job duties ("YASA", 2014 & 2012)

■ Tower Climbing Safety for 23 technicians and engineers ("Capital Safety", 2014)

■ Information & Physical Security awareness sessions for all Alfa employees
International Programs for Colleagues' Development:

■ Some examples for 2015-2014: Programs by Franklin Covey, Arbinger Institute (e.g. "The Choice"), Quadrant 1 (e.g. "Real People Management") and others to ensure quality learning content and methodologies
Note: in other years, we had programs with INSEAD ("Innovation Program", 2013), London Business School (Leadership, 2009) & Informa Telecoms Academy (Mini-MBA, 2009), among others.

Table 5	Training Development Categories
General Categories	**Category Details**
Hard Skills (Technical and job-related skills)	Business CommunicationHuman Resources Finance Marketing Project Management Sales Quality and Risk Management
Information Technology	Data Treatment IT / Programming IT Security IT / Networking Overseas conference for training and exchange of expertise IT Products and Services
Soft Skills	Decision Making Social Intelligence Management and Leadership
Specific Behavioral Trainings for Customer Service team	Communication and Inter-personal Skills Customer Service Excellence Telephone Skills
Telecom	Overseas conference for training and exchange of expertise Telecom Products and Services Telecom Systems and Equipment related trainings (Installation, Configuration, Operation, Maintenance and Troubleshooting of Hardware, Software and Network; System upgrades, Latest technologies; Billing Systems)
Microsoft Office	Microsoft Office

B. DIVERSITY AND EQUAL OPPORTUNITIES

At Alfa, we strive to ensure a supportive workplace that reflects equality, diversity, and inclusion- the cornerstones to our sustainability efforts and our company success. We focus on the inclusion on including and supporting employees of different genders, religions, and age groups. At the end of 2014, we had a total of 911 employees comprising of 362 females and 549 males. As for 2015, our workforce increased to 958 employees with the overall female representation reaching around 40%. The tables below summarize the total number of employees by employment contract and gender and the total number of permanent employees by employment type and gender in 2014 and 2015. (G4-10)

Alfa strongly believes in eliminating gender discrimination; in fact, over 40% of the total employees of Alfa are women, including 15% of the Board of Directors and 29% of management. (G4-10)

Table 7 — TOTAL NUMBER OF ALFA EMPLOYEES BY EMPLOYMENT CONTRACT AND GENDER IN 2014

	Permanent	Contractual	Consultant	Total
Female	308	52	2	**362**
Male	470	73	6	**549**
Total	778	125	8	**911**

Table 8 — TOTAL NUMBER OF ALFA EMPLOYEES BY EMPLOYMENT CONTRACT AND GENDER IN 2015

	Permanent	Contractual	Consultant	Total
Female	331	57	0	**388**
Male	513	70	7	**590**
Total	844	127	7	**978**

Table 9 — TOTAL NUMBER OF PERMANENT EMPLOYEES BY EMPLOYMENT TYPE AND GENDER IN 2014

	Beirut	PoP	Chtaura	Halba	Warehouse	Jounieh	Nabatieh	Saida
Female	398	1	4	4		10	1	6
Male	625	1	7	4	9	3	4	4
Total	**1023**	**2**	**11**	**8**	**9**	**13**	**5**	**10**

Table 10 — TOTAL NUMBER OF PERMANENT EMPLOYEES BY EMPLOYMENT TYPE AND GENDER IN 2015

	Beirut	PoP	Chtaura	Halba	Warehouse	Jounieh	Nabatieh	Saida
Female	414	13	4	4	0	10	1	7
Male	617	18	7	4	9	3	4	3
Total	**1031**	**31**	**11**	**8**	**9**	**13**	**5**	**10**

Our diversity and inclusion approach is reinforced throughout our organizational culture and used as a framework for our management to set gender-balanced recruitment and retaining objectives. Our new hires in 2014 amounted to 35 employees while this number grew to 58 employees in 2015. In 2015, our females' new hires increased to 47% of the total new employees compared to 17% in 2014 (table 11). Our female engagement policy is also reflected in the low turnover rate for female employees of 33% compared to 67% for males (table 12). In total, our total leavers number dropped from 86 employees in 2014 to 48 employees in 2015.

Table 11 — RATE OF NEW EMPLOYEE HIRES IN 2014 AND 2015 BY AGE GROUP, GENDER AND REGION (G4- LA1)

	AGE			GENDER		LOCATION	
	<30 yrs	30-50 yrs	>50 yrs	Male	Female	Headquarter	Stores/PoPs
2014	63%	37%	0%	83%	17%	86%	14%
2015	69%	29%	2%	53%	47%	43%	57%

Table 12 — RATE OF EMPLOYEE TURNOVER IN 2014-2015 BY AGE GROUP, GENDER AND REGION (G4- LA1)

	AGE			GENDER		LOCATION	
	<30 yrs	30-50 yrs	>50 yrs	Male	Female	Headquarter	Stores/PoPs
2014	64%	36%	0%	67%	33%	78%	22%
2015	56%	38%	6%	67%	33%	85%	15%

Our permanent employees have many additional benefits including but not restricted to life and medical insurance and parental and other personal leaves. (G4-LA2) Pregnant women are entitled to 90 calendar days of maternity leaves, before or after delivery. Newly dads benefit from 3 calendar days upon the spouse's delivery. In 2015, 327 of our employees were entitled to parental leave. During 2015, 63 of our employees made use of parental leave compared to 55 in 2014. We are proud to announce that all our colleagues who opted for parental leave taken during 2014 and 2015 returned to work after the leave ended. While all employees who returned to work after their parental leave ended were still employed twelve months after their return to work in 2015, only one of our female colleagues opted to leave our employment within twelve months after the expiration of her maternity leave in 2015.

To ensure a good work-life balance, we have also sustained our personal leaves policy to increase our employee motivation and commitment at work. At Alfa, we have different types of leaves including: (G4-LA2)
- *Wedding leave:* employees getting married are entitled to a one-week leave .
- *Nursing mother's special leave:* all nursing mothers can benefit from a reduction of a one hour of their working hours per day until their newborn reaches his first year of age.
- *Parents' special leave:* parents with children under 10 years old can take one hour of their working day three times per week to assist their young children in the event where a half-day leave cannot be taken during a specific day for business reason.
- *Students' special leave:* employees pursuing their post graduate studies can benefit from a one working hour reduction up to three times per week similar to the one given to parents provided the study schedule is regular over the weeks.

As a corporate citizen, we try to address the challenges of our community and improvise appropriate solutions. Accordingly, we "walk the talk" and strive to employ people with physical challenges because we sincerely want to turn any disability into ability and try integrating these people into the workforce. Our physically challenged employees are granted an array of opportunities as shown in the figure below.

Table 13 — TOTAL NUMBER OF EMPLOYEES THAT TOOK PARENTAL LEAVE IN 2014 AND 2015, BY GENDER (G4-LA3)

	Maternity Leave	Paternity Leave	Total
2014	22	33	55
2015	31	32	63

Table 14 — TOTAL NUMBER OF EMPLOYEES BY LEAVE TYPE IN 2014 AND 2015, AND BY GENDER (G4-LA3)

	2014	2015
Wedding Leave		
Male	10	27
Female	14	15
Nursing Mother's Special Leave		
Female	51	43
Parents' Special Leave		
Male	41	81
Female	65	72
Students' Special Leave		
Male	5	10
Female	3	8

Figure 24 — OPPORTUNITIES AVAILABLE TO PHYSICALLY CHALLENGED EPMPLOYEES

01 EQUAL BENEFITS
02 WORKPLACE WELLBEING
03 EQUAL TRAINING OPPORTUNITIES
04 EQUAL REMUNERATION OPPORTUNITIES
05 EQUAL EMPLOYMENT OPPORTUNITIES
06 ACCESSIBILITY TO FACILITIES AND SERVICES

Actually, in Alfa we exceeded the 3% quota, stipulated by the Law 220/2000 which promotes the rights of the disabled and was ratified by Parliament in Dec. 1999. In 2009, we initiated a partnership with LPHU (Lebanese Physical Handicapped Union) which is still in force until today. We believe that our involvement in such program has only resulted in positive gains, such as:

- *Benefiting from more diversity with all what diversity can bring to the workplace.*
- *Compliance with the Law 220/2000.*
- *Developing our corporate social responsibility.*
- *Raising awareness among colleagues in regards to the rights of the people with disabilities.*

This year, we made additional efforts to attract, engage and retain people with disability. We continuously work to best equip our premises to address the needs of all our challenged colleagues and facilitate their integration in our working environment. Within this scope, a specialized training for HR team members was conducted in February 2015, and had the following objectives:

- *Getting familiar with the best way for approaching employees with disabilities from an HR perspective.*
- *Knowing the tools needed to have at workplace facilitating the integration of employees with disabilities.*
- *Learning about the cultural change needed enabling a proper integration of employees with disabilities (Recruitment, Strategy, Communication, etc.).*

C. COMPENSATION AND BENEFITS

Alfa offers its employees fair and competitive compensation and benefits as compared to market rates. We also complement our salaries by various noteworthy benefits, over and above those required by the Lebanese labour law, including: 18 to 30 days of paid vacation days commensurate with tenure, special days off in cases of bereavement within the employees' families, special hours off per week to attend to the education needs of minor children, medical insurance, life insurance, transportation allowance, school benefits for employee children, mobile allowance, canteen tickets, company doctor at employees' disposal during working hours, and advances on salaries if and when needed.

D. EMPLOYEE HEALTH, SAFETY, AND WELLBEING

The success of Alfa is directly tied to the health, safety and well- being of its employees. We have a comprehensive Technical Occupational Health and Safety Guidelines and our goal is always to protect people by preventing injuries, and we invest in safety training every year. We also encourage our employees to lead healthy lifestyles by creating internal awareness, for example, in relation to the benefits of healthy eating habits and risks associated to smoking.
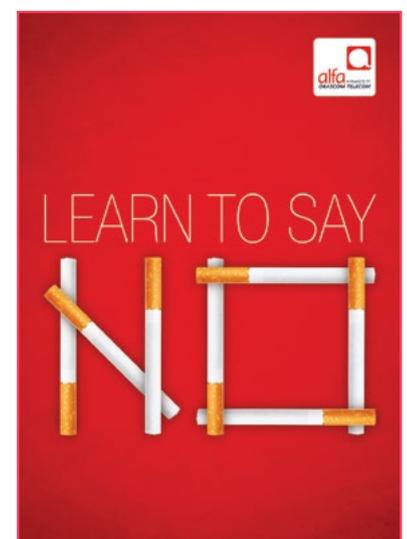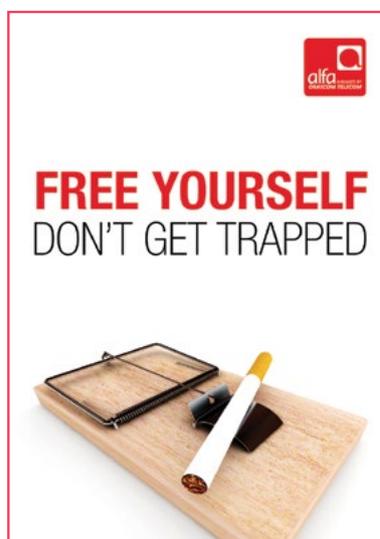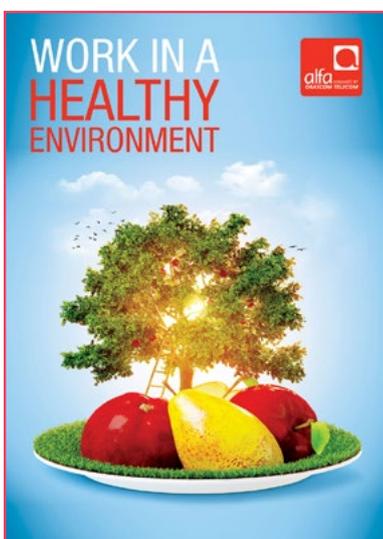
During 2014 and 2015, we recorded only 2 work related incidents among our workforce (1 male and 1 female of our colleagues). In both cases, the injured employees were given direct first aid assistance and then were taken to the hospital (G4-LA6).

At Alfa, we believe that our employees are our greatest asset. Accordingly, engaging our personnel is a top priority across our various practices and everything we do. We implement programs to boost our employees' motivation and commitment by providing a stress free and collegial environment, in addition to programs that open new horizons for our employees to excel on the business side. Internal engagement initiatives that took place in the last two years include: the annual Christmas Parade and Village, Alfa Christmas Kids Party, Mothers' Day celebration and our annual Gala dinner regrouping all Alfa family.

E. PERFORMANCE MANAGEMENT PROGRAM AND CAREER DEVELOPMENT

The Performance Management Program aims at improving and recognizing Alfa employees' performance and supporting their career development while ensuring that their individual objectives are being met in line with Alfa corporate goals. Each employee's contribution is mapped to corporate goals achievement, and a mid-year review exercise is performed in order to ensure proper follow-up on objectives achievement progress. The review is also based on selected criteria that reflect performance in terms of core, technical and managerial competencies. Accordingly, Alfa employees are given feedback on their performance, behaviour, communication style and skills through the Performance Appraisal System which is conducted on a yearly basis. A development plan is also synthesized according to the areas of improvement identified in the appraisal, during which employees are provided with constructive developmental feedback on their performance and guidance on future career growth and plans helping them grow to their potential.

In 2015, 928 of our full time employees were subject to the performance assessment program with an individual final rating being divided as follows: (G4-LA11)

• 30% related to competencies assessment (core, technical and managerial), in addition to other criteria related to corporate culture adherence.

• 70% based on yearly objectives achievements.

Figure 26: Talent Development at Alfa

NEW EMPLOYEE ONBOARDING

Onboarding for new employee and supporting material

Learning references for self-development

SKILL DEVELOPMENT

TNA and learning strategy

Learning and development for individuals and teams:
- Training implementation
- Management development

CAREER DEVELOPMENT

Succession planning

Capitalizing on high performers

Recognition of internal expertise:
- Internal trainers

Learning and development for the organisation:
- Specific awareness campaigns
- Safety and security awareness

CONTINUOUS LEARNING CULTURE

QUALITY FRAMEWORK

F. TALENT MANAGEMENT, RECOGNITION AND REWARD PROGRAMS

Alfa employees are the heartbeat of our business; consequently, talent management is an important cornerstone of our long-term business strategy and an important element of Alfa's branding and competitive strategy. Our business performance and long-term sustainability depend on our ability to effectively develop, retain and engage the most talented people. For this purpose, Alfa has developed its Talent of the Quarter Program, which recognizes and rewards its high-performing talents that exceed set targets.

At Alfa, we also make sure to treat all employees equally, irrespective of gender or race. We advocate the Convention on the Elimination of All Forms of Discrimination against Women, the Convention on the Rights of Persons with Disabilities and the Convention on the Rights of the Child.
We also pay equal wages to our employees based on the nature of the work performed.

G. DISCIPLINARY AND GRIEVANCE MECHANISMS

Alfa takes pride in its proactive and disciplined approach to ensuring that its practices instill confidence in its stakeholders, including its employees. Accordingly, we have put in place a Disciplinary Policy, which clarifies the principles of disciplinary measures inside the company and outlines the procedures that need to be taken in case of any misconduct. This policy takes into consideration the Lebanese Labour Law and gives Alfa employees an opportunity to clarify their stand on the case.

H. HUMAN RIGHTS

Alfa abides by ethical business standards in accordance with international norms and standards of best practice. We conduct our operations and business relationships in line with the applicable laws and regulations in Lebanon and our internal code of conduct. We endorse the Universal Declaration of Human Rights by respecting and promoting ethical conduct amongst our employees, customers, stakeholders and business partners.
In 2014 and 2015, a large number of our operations have been subject to human rights reviews or human rights impact assessments such as: (G4-HR9)

▪ LPHU Training 2015: Out of Alfa's concern in recruiting & integrating people with disabilities at work, 19 members of HR Team were trained by the "Lebanese Physical Handicapped Union" to enhance related process and make sure that our organization is fully equipped humanly and physically to support people with disabilities.

▪ Physical Safety and IT Security trainings are extended to all colleagues; assessment of employee knowledge through quiz; reminder and communication about related policies and procedures.

▪ Existence of around 75 members trained on First Aid and Emergency Evacuation; emergency evacuation drills are conducted.

I. FEATURED STORY

Alfa celebrates International Girls in ICT Day for the third year with the participation of female students from several schools who competed on technological innovation.

Beirut, Lebanon, May 13 2015: On the occasion of "the International Girls in ICT Day," an International Telecommunications Union (ITU) initiative, Alfa, managed by Orascom Telecom, organized for the third year a tour in the company offices for female students from several Lebanese schools.

The visit included an interactive discussion with the women in the Alfa team as well as technological innovation competitions.

Alfa seeks through this initiative to encourage girls who are about to start university to pursue studies in the ICT field by informing them about the various employment opportunities available to them in the sector.

In this respect, Alfa CEO and Chairman Marwan Hayek commended the students on their creative abilities and their passion for technology, noting that "there are promising job opportunities for women in the ICT sector".

He added, "Our role as a responsible corporation requires from us to contribute in guiding the younger generation toward these opportunities and allow them to engage actively in the sector".

Hayek also said, "Alfa provides equal job opportunities to all segments of society and believes that women need to participate in the massive development taking place in the ICT field. It is therefore not surprising that women make up nearly half of the company's total staff and that they are in charge of major tech tasks".

The celebration day included a tour for the female students in Alfa's main tech departments that aimed to inform the students about how to operate the network and how to technologically develop the various projects and services as well as their methods of implementation. It also included a detailed explanation of the nature of work in these sections by female managers and employees at Alfa, allowing students to interact with the female staff in Alfa.

The event comprised a competition aimed to test the students' innovation and creativity abilities by asking them to visualize their schools in the year 2050.

We Act for Life beyond the walls of our business
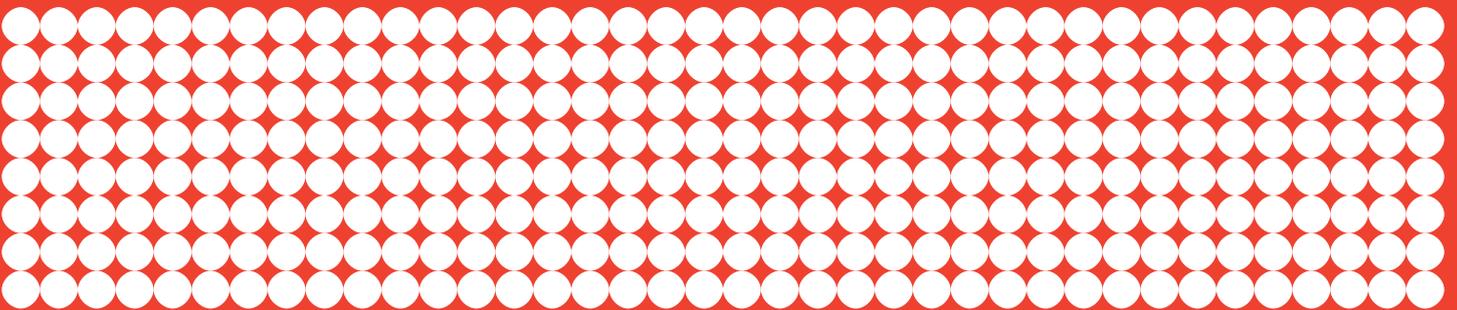
PILLAR 5
COMMUNITY INVESTMENT

This pillar encompasses our commitment to help the communities around us, by addressing issues that matter most to the Lebanese today like community support initiatives, youth empowerment, digital inclusion, health, and environmental stewardship. The main elements of this pillar include the following (G4-15):

A. ALFA 4-LIFE

Alfa's signature project since 2006, Alfa 4-Life program, is a program aimed at helping children in communication needs (physical and mental challenges) and children with social problems in different parts of the country receive special care and build skills that will enable them to interact and integrate in our community.

Alfa 4-Life supports a number of NGOs that share Alfa's vision and values, including: Lebanese Autism Society (LAS), SOS Children's Village, Acsauvel, SESOBEL, Father Andeweg Institute for the Deaf (FAID) and the Lebanese School for the Blind and Deaf (LSBD).

Alfa 4-Life Success Stories:

Alfa creates significant social value through its in kind support and contributions. In 2015, we spent more than $190,000 on Alfa 4-Life initiatives where the largest portions of our support were allocated to Father Andeweg Institute for the Deaf (FAID), Lebanese Autism Society (LAS), ACSAUVEL, SESOBEL, SOS and Lebanese School for Blind and Deaf (LSBD). As for 2014, our total contribution to Alfa 4-Life amounted to more than $380,000 (figure below) with the majority of the support allocated to Sesobel and Lebanese School for Blind and Deaf (LSBD).

Figure 27   **ALFA 4-LIFE PARTNERS**
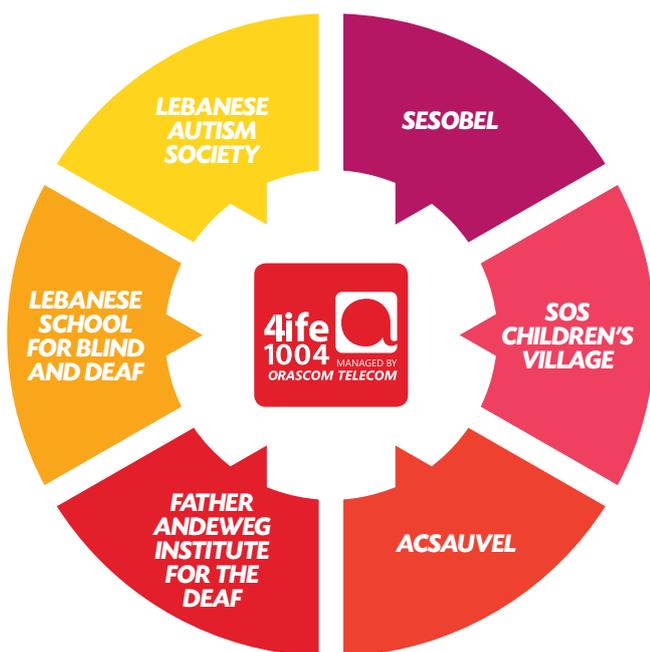
Alfa also launched the first donation via SMS activity which allows all its subscribers to donate $1 to the partner NGO associations through the short code 1004.

Subscribers donations for
2014-2015

$157,000

Figure 28   ALFA 4-LIFE MAIN INITIATIVES AND COST IN 2014

- LAS: LEBANESE ART ACADEMY
- LSBD: SENTIR AVEC LE COEUR SCULPTURE EXHIBITION
- SOS: CHRISTMAS CHOIR
- ACSAUVEL: ECOACT INITIATIVE
- SESOBEL: STAIR CLIMBER DONATION TO MINISTRY OF JUSTICE
- SOS: MOTHERS DAY EVE
- LAS: VIBRATING AUTISM POP ART EXHIBITION
- SESOBEL: LES DELICES D'ALICE LINE FOR CHOCOLATE AND SWEETS
- SOS: BOOK SIGNING
- ACSAUVEL: SPORTS DAY
- GIRLS IN ICT

TOTAL: $381,768.50
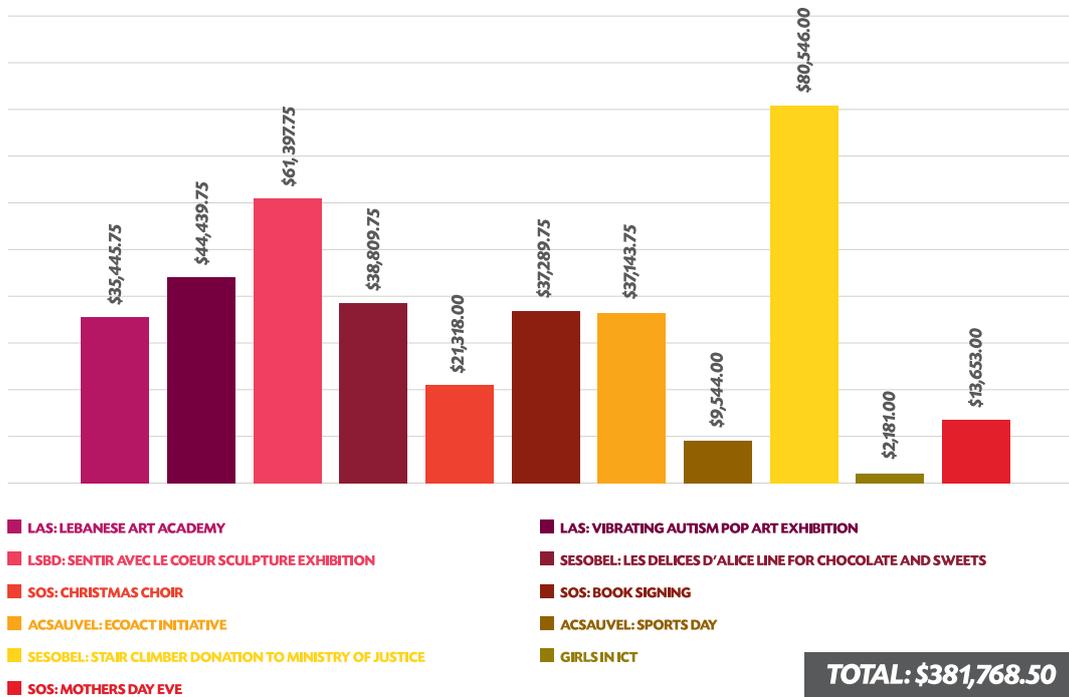
Figure 29   ALFA 4-LIFE MAIN INITIATIVES AND COST IN 2015

- FAID: RENOVER NE PAS JETER
- SOS: EMBROIDERY LINE ANNOUNCEMENT
- SOS: CHRISTMAS CHOIR
- GIRLS IN ICT
- SOS: VILLAGE ANNUAL FETE
- LAS: FLOWERY AUTISM HAPPENING ART EXHIBITION
- SOS: DE FIL EN AIGUILLE EMBROIDERY EXHIBITION
- ACSAUVEL: SPORTS DAY
- SOS: MOTHERS DAY EVENT
- LSBD CREATION OF A FURNITURE LINE

TOTAL: $191,847,50
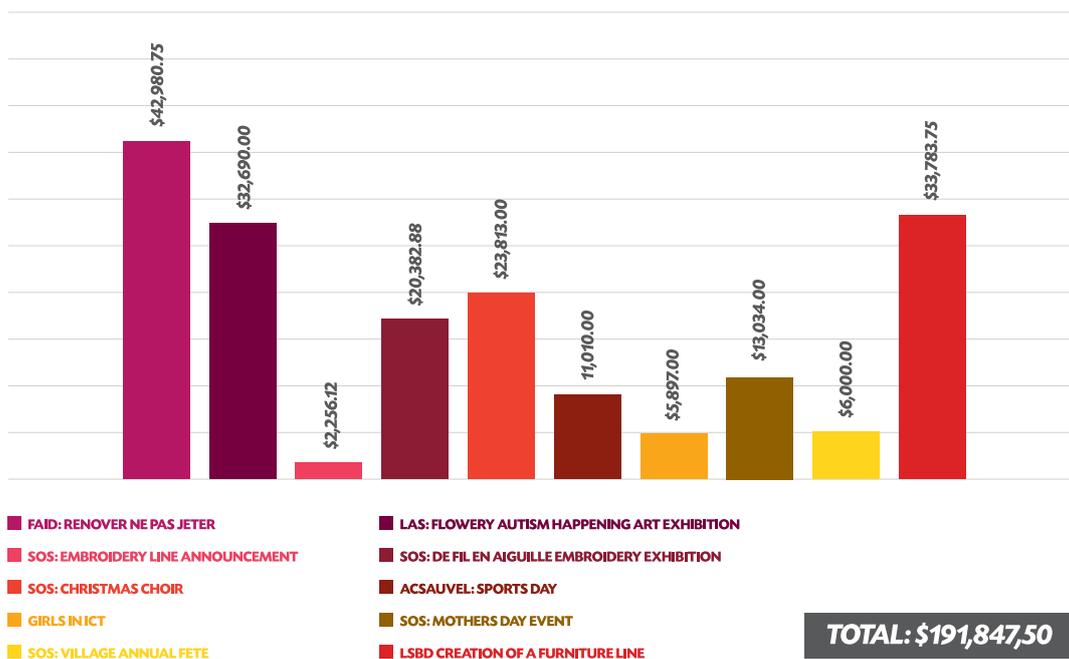
In support of promoting the presence of Lebanese women in society, we also sponsored several events during 2015 as part of our Alfa 4-Life initiative as shown in the figure below. Our work with the different NGOs reflects our commitment to maintain and expand our presence in the country in the long term. For example, In February 2015 we sponsored an event organized by SOS Children's Villages that includes securing financial support and the necessary equipment for the development of the association's sewing and embroidery workshop. This year we also celebrated the International Girls in ICT Day which provides an opportunity for girls and young women to get an insight into ICT sectors and careers. For the third year in a row, we also organized in our company offices a tour for female students from several Lebanese schools and introduced them to our Alfa team and technological innovation competitions. The purpose of such tour was to raise awareness and inspire young women to see technology in a whole new perspective.

26 Feb. 2015: Sewing and embroidery production - SOS
We launched a new initiative in support of SOS Children's Villages that includes securing financial support and the necessary equipment for the development of the association's sewing and embroidery workshop

7 May 2015: Girls in ICT day
We celebrated "the International Girls in ICT Day" by holding round tables and hosting several activities and a tour in the company in addition to technological innovation competitions for female students from several Lebanese schools.

28 Mar. 2015: Rénover Ne Pas Jeter - FAID
We organized In collaboration with the Father Andeweg Institute for the Deaf the "Rénover ne pas Jeter" exhibition at Farra Design Gallery in Mkalles, which featured 18 pieces of old furniture that were redesigned and renovated by the Institute's students.

20 Jun. 2015: Sports Show - Acsauvel
We held the annual sport event for Acsauvel children with special needs, at the Champville Stadium in Deek El Mehdi.

We know that people have different priorities, passions and interests. That is why we seek to balance our sponsorships of events to cover different areas and categories. This year, we increased the total value of our sponsorship from $1,672,405.00 in 2014 to $2,007,442.00 in 2015.

Figure 31 *CONTRIBUTIONS TO COMMUNITY: CATEGORIES AND THEIR COSTS (2014)*

- SPORTS
- ARTS AND CULTURE
- TECHNOLOGY
- ROAD SAFETY
- ENVIRONMENT
- YOUTH AND WOMEN EMPOWERMENT
- FREEDOM OF SPEECH
- HEALTH

$29,500.00 2%
$59,800.00 4%
$139,428.00 8%
$20,000.00 1%
$43,000.00 3%
$75,371.00 4%
$578,541.00 35%
$726,765.00 43%

TOTAL: $1,672,405.00
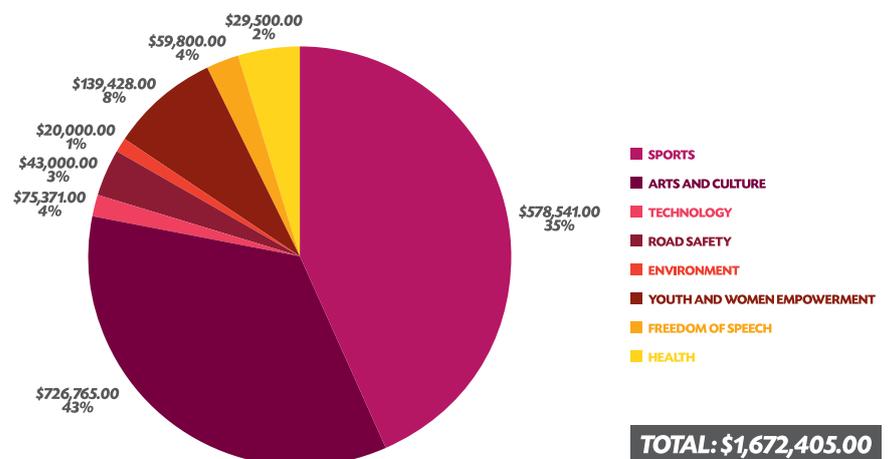
Figure 32 *CONTRIBUTIONS TO COMMUNITY: CATEGORIES AND THEIR COSTS (2015)*

- SPORTS
- ARTS AND CULTURE
- TECHNOLOGY
- ROAD SAFETY
- ENVIRONMENT
- YOUTH AND WOMEN EMPOWERMENT
- FREEDOM OF SPEECH
- HEALTH

$52,000.00 3%
$18,500.00 1%
$94,363.00 5%
$73,121.00 4%
$102,000.00 5%
$143,000.00 7%
$852,304.00 42%
$672,154.00 33%

TOTAL: $2,007,442.00
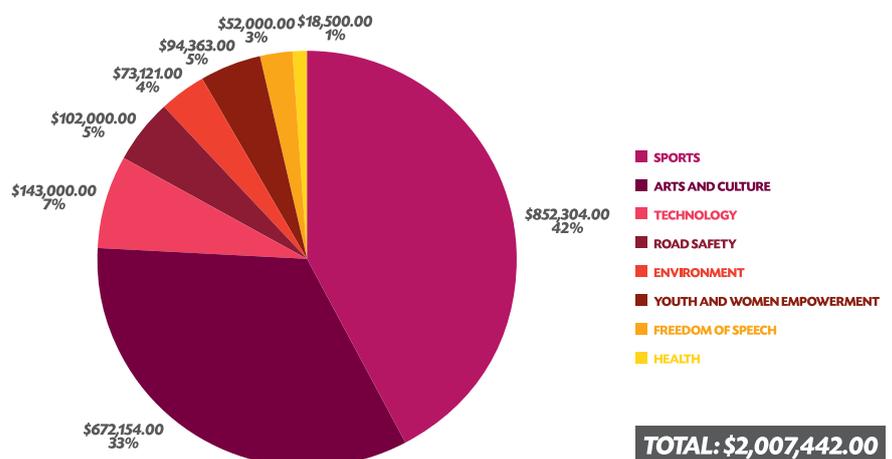
B. ARTS AND CULTURE

Alfa strives to promote arts and culture in Lebanon and sponsors key festivals and music concerts, including: Beiteddine Festival, Batroun Festival, Byblos Festival, Julia Boutros Festival, among others.

In collaboration with the Lebanese Autism Society (LAS), we have also launched in June 2014 the 1st Lebanese Art Academy, the first academy of its kind in Lebanon for teaching arts to people with special needs.

Through Alfa 4-Life, we have launched the 1st EcoClub for mentally Challenged children of Acsauvel who have launched the Ecobags initiative and raised awareness on ecological causes.

C. SPORTS

Alfa encourages national sports by supporting national sports events, Lebanese leagues, athletic facilities, and Lebanese athletes including: Champville Basketball team, Riyade Basketball Team for ladies, Lebanese Judo Federation, Bauchrieh Volley Ball team sponsorship, HOOPS Club, Tannourine Volleyball team, Athletico Club for young footballers, Ali Wehbe Run for LAS, Tripoli Half marathon, among others. Since 2011- 2012 season Alfa took the lead in reviving sports spirit in Lebanon and specifically by promoting and fully supporting the Lebanese national football league, by bringing back to light a game that was forgotten for long. Since then, Alfa is the official sponsor of the National Football League that is now officially named "Alfa Lebanese League" or "ALL".

At Alfa, we do believe that our Business successes and achievements if not intertwined with the wellbeing of our community, has not reach its full potential.

Accordingly, we are continuously supporting our Lebanese players in wide variety of sports, all over Lebanon.

βayti

D. DIGITAL INCLUSION (G4-EC7)

Alfa strives to develop good networks for its customers and provide them with connectivity and the technology that is vital for living, learning, and advancing in today's hi-tech economy. Digital inclusion is a priority for Alfa and a strategic way in which we opt to give back to our society and the community in which we live and work. We take on the added responsibility to facilitate access to technology for those who are marginalized or deprived from access. For example, Alfa launched its Bayti fixed wireless landline that allows customers in remote villages in Lebanon to conduct and receive national and international voice calls, providing them with important Internet access.

Figure 33   *AREAS COVERED BY ALFA'S BAYTI LINE*
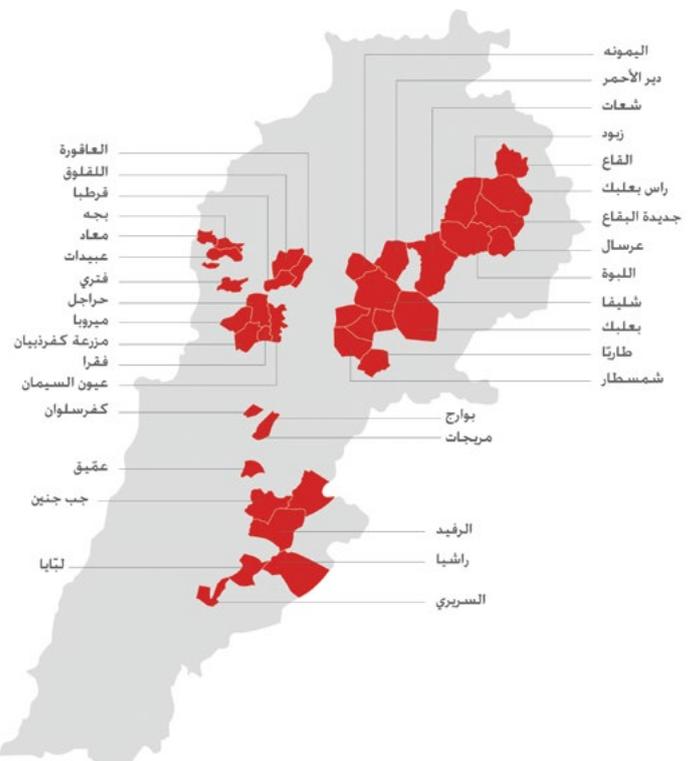
E. AWARENESS CAMPAIGNS

Grounded in our role as a responsible business, we always go the extra mile to raise awareness about the harms of using our technology during unsafe situations like texting and driving. For example, in 2014, we launched the "Last Seen" awareness campaign on road safety in partnership with KunHadi, in addition to a campaign with the Internal Security Forces (ISF).

Alfa also introduced a wide range of awareness campaigns covering topics related to breast cancer, waste management, blood donations, among others.

F. HEALTH

We are keen to follow international quality standards and protocols in relation to the Human Exposure Limit Regulation for safety and public health with respect to possible health impacts of the radiations caused by mobile network equipment.

All Alfa cells across Lebanon are compliant with the ICNIRP standard (International Commission on Non-Ionizing Radiation Protection, 1998), which produces guidelines and recommendations on the Electromagnetic Radiation measurements exposure rates.

We have also introduced strategic apps that support community health such as the Najat Application, which aids the Lebanese Red Cross in efficiently identifying the address of the person in distress, thereby facilitating and accelerating the work of paramedics.

G. ENVIRONMENTAL STEWARDSHIP (G4-EN30)

Alfa considers environmental stewardship as an important part of its drive to be a sustainable business and an important component and pillar of its sustainability strategy. At Alfa, we assess our environmental footprint and seek means to reduce it, both internally, within our organization and externally, within our community. We consider ourselves as the environmental advocates of our community, by adopting pioneering responsible environmental initiatives, embracing the latest technologies in terms of energy savings and operational efficiency towards renewable energy sourcing, and working towards a sustainable and precautionary growth.

Accordingly, we have taken active steps to introduce green service initiatives, secure energy efficiency, manage our waste, introduce green areas, acquire value enhancing services or products, among others.

Karim
last seen today at 18:45

■ *Green services initiatives: e-billing and e-recharge services*

■ *Energy Efficiency*
- *Reducing energy consumption*
- *Adopting energy efficient technologies such as installing electronic type ballasts energy efficient in our premises all floors and cafeterias, settling a Power Shut down for floor lightings and kitchen pantries, and installing motion detectors in parking and toilets, cutting back our energy consumption by more than 40%.*
- *Using energy efficient components in our buildings (offices, networks, cooling systems, end-user equipment)*
- *Renewable energy sourcing: powering our base stations with SOLAR ENERGY*
- *Energy efficient company fleet "Exhaust Oxygen Sensor"*

■ *Waste Management:*
- *Purchasing Recycling bins*
- *Disposing Recycling bins in strategic areas*
- *Conducting awareness to all Alfa employees*
- *Deciding on storage areas*
- *Collecting papers*
- *Monitoring process*
- *E- waste recycling*

■ *Selecting Green Agents from Alfa units*

■ *Business process engineering efforts*

■ *Invest in and acquire value enhancing services or products (mobile banking/shopping/entertainment, internet providers, IPTV, customized offers...)*
- *Allow on-the spot purchase through NFC*

■ *Greening efforts: one tree is being planted by Alfa's partners on the Lebanese territory against each allocated site on the Alfa network*
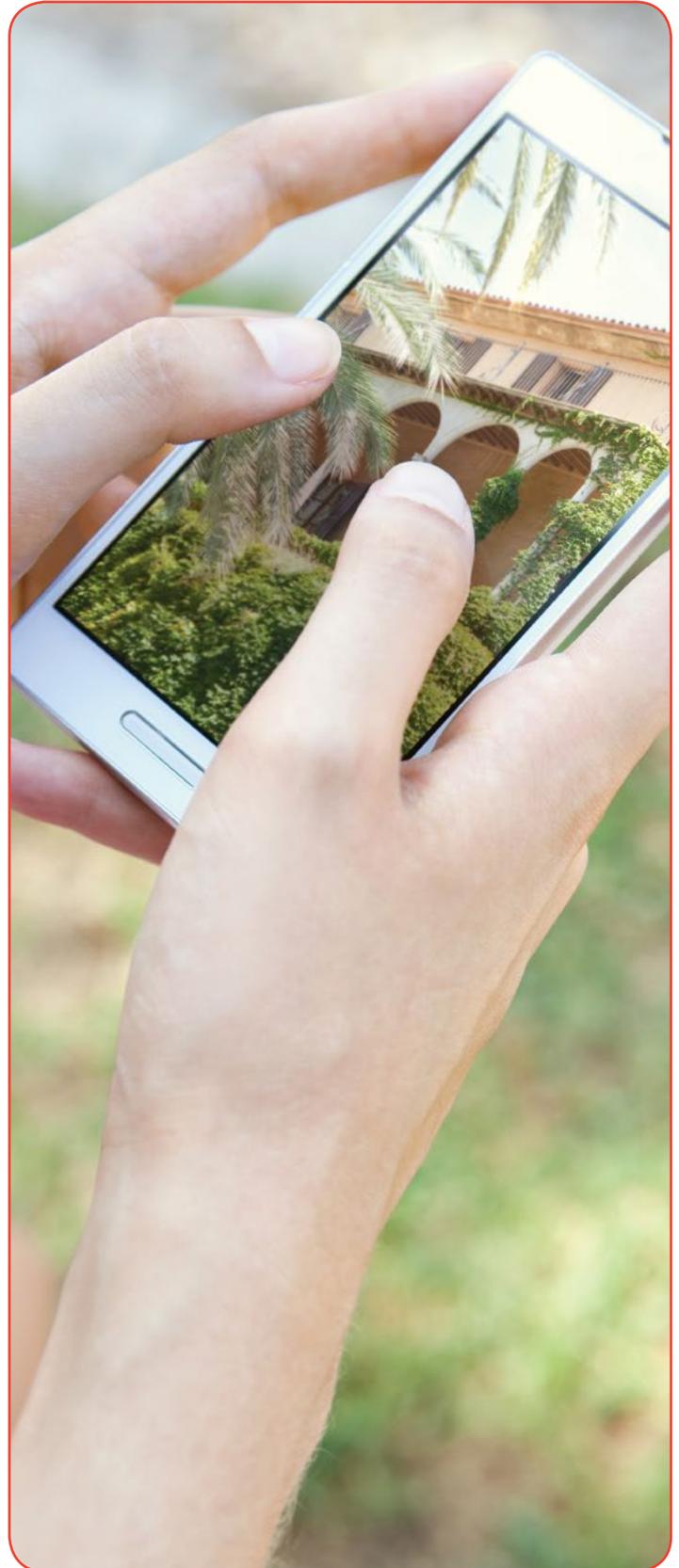
Table 16	TOTAL WEIGHT OF WASTE RECYCLING BY TYPE DURING 2013-2015 (G4-EN23)

YEAR	PAPER (KG)	CARDBOARD (KG)	PLASTIC MIX (KG)	ALUMINUM (KG)
2013	3	10	2	10
2014	1991	2100	522	22
2015	2968	2602	423	31

H. FEATURED STORY

Alfa organizes the 6th exhibition of autistic artist Ali Tlais "Flowery Autism Happening" at the Beirut Art Fair

Beirut, Lebanon, on September 18, 2015: Under the auspices of His Excellency the Minister of Telecommunications, Mr. Boutros Harb, Alfa, managed by Orascom Telecom, organized as part of its "Alfa 4-Life" CSR program the fourth exhibition of autistic artist Ali Tlais from the Lebanese Autism Society (LAS) at the Beirut Art Fair, which is the sixth in his career.

Titled "Flowery Autism Happening", the works of Tlais were showcased next to those of professional painters and artists from around the world, in the presence of figures from diplomatic, political, social, media, and art circles, as well as the Alfa team.

In his collection of paintings, Tlais reflected hope and positivity by drawing the picturesque nature. He also surprised his fans by drawing in front of them during the exhibition, displaying exceptional capabilities that resulted from his continuous art therapy training offered by Alfa and supervised by the President of the Graphic Designers Union in Lebanon Mrs. Rita Moukarzel.

It is worth to note that the proceeds from the exhibition went to Tlais and the LAS.

The Launch of a New Brand Image of Sesobel's Chocolates and Sweets Products

Beirut, Lebanon, 3rd of December 2014: As part of the "alfa 4-Life" CSR program, and in support of Sesobel's chocolates and sweets products, the launch of a new brand image for these products was announced today. The event, which was held at the Smallville hotel in Badaro, was attended by alfa CEO and Chairman, Mr. Marwan Hayek, Sesobel President and Director-General Mrs. Fadia Safi, in addition to executives from alfa, managed by Orascom Telecom, and Sesobel, as well as media representatives and interested parties.

To begin with, Hayek pointed out in his speech that "the launch of this project, which will last for a year, coincides with the International Day for persons with special needs on December 3, a symbolic occasion which is valued by alfa". He added, "Hence was this initiative, through which we hope to contribute in ensuring the continuity and sustainability of Sesobel and its production of chocolate and sweets so that it can remain competitive in a market marked with competition". Hayek assured that "today's initiative is a continuation of our cooperation with Sesobel for the past years." He added: "Society needs such associations, as without them it would be empty of human meaning". He finally hoped that Sesobel will continue to love giving and from alfa, he wished that the association continues to love life.

In her speech, Safi said, "Our collaboration with alfa is not fortuitous, but rather a journey of several phases in which the company contributed to the development of our programs to serve our cause". She added, "838 young girls and boys with special needs benefited from our services this year in the fields of rehabilitation, education, and health. This is in addition to more than two hundred people who benefited from the permanent training center". She went on to say, " 'brotherly love' is our motto for this year, a motto that embodies alfa's loyalty and commitment to us".

Then the President of the Graphic Designers Union in Lebanon, Ms. Rita Moukarzel, gave details about the new brand image of these products as well as the redecoration of the points of sale.

Alfa Organizes Second Exhibition of Sculptures By Students of the Lebanese School for the Blind and Deaf Entitled "Feel With the Heart": Exceptional Creativity and Unlimited Ability to Give

Beirut – Lebanon, November 6, 2014: Under the high patronage and in presence of H.E., the Ambassador of France in Lebanon, Mr. Patrice Paoli, and as part of the

"Alfa-4-Life" CSR program, The "Feel with the Heart" (Sentir Avec le Coeur) exhibition by the Lebanese School for the Blind and the Deaf (LSBD) was held at the Pine Residence in Beirut on Wednesday 5 November 2014. This is the second exhibition for the LSBD Students in two years, and it has offered them the opportunity to display their sculptures and artistic creations, and it was attended by Alfa CEO and Chairman Mr. Marwan Hayek and his wife, along with cultural, artistic, political and media figures, in addition to Alfa executives and staff.

The exhibition featured 56 sculptures that reflected the LSBD students' vision of their community and dreams, and of the meaning of life derived from their daily experiences: from motherhood and art in its minute details, to love and nature, as well as other elements of life that remain vibrant in their hearts, feelings, and fingertips.

The exhibition was the culmination of the specialized and ongoing workshops that were given to the students by sculptor Naim Doumit, and the President of the Graphic Designers Union in Lebanon, Ms. Rita Moukarzel. Several sculptures were sold during the exhibition, and all proceeds were donated to the LSBD.

During the event, speeches were delivered by Ambassador Paoli, Alfa CEO and Chairman Mr. Marwan Hayek, LSBD Vice-Chairwoman Ms. Janet Shamoun, Mr. Doumit, and Ms. Moukarzel.

In his speech, Mr. Hayek thanked "Ambassador Paoli for his ongoing support to this initiative and the students' talent". He added, "We are witnessing through this exceptional exhibition the birth of new creations by the LSBD students, who are able once again to dazzle us with their ability to give, challenging their circumstances and unleashing their potential".

He also said, "Their creativity is a living proof that blindness is not a barrier to creativity."

A hundred years ago, Lebanese renowned writer Gibran Khalil Gibran said that all work is emptiness unless mixed with love, and this love has come to crown the students' hard work, giving admirable results with outstanding professionalism and exceptional vision".

He ended his speech by saying, "This initiative makes me and everyone else in the Alfa family feel proud of our Alfa-4-Life program and its message, which aims for the social integration of persons with special needs in society through enhancing their communication abilities".

Alfa Holds "Rénover ne pas Jeter" Exhibition In Support Of The Integration Of The Students of The Father Andeweg Institute for the Deaf In The Workplace and the Community

Beirut – Lebanon, March 31, 2015: Alfa, managed by Orascom Telecom, organized in collaboration with the Father Andeweg Institute for the Deaf the "Rénover ne pas Jeter" exhibition at Farra Design Gallery in Mkalles, which featured 18 pieces of old furniture that were redesigned and renovated by the Institute's students. This new initiative is part of the "Alfa 4-Life" CSR Program and aims to integrate students with special needs in the community, and especially in the workplace.

Alfa Chief Communication Affairs Officer Mrs. Aline Karam affirmed that this initiative is a continuation of the years of cooperation with the Father Andeweg Institute and comes in the context of the roadmap Alfa started with the Institute two years ago. This roadmap aims to train students with handiwork potential to help them effectively integrate in the community and develop their communicative abilities, thus preparing them to integrate the workplace.

She pointed out that some students chose to learn carpentry and upholstery, noting that the proceeds of the furniture sold will go to the students and the Institute. Karam thanked all those who contributed to the success of this initiative.

For his part, Father Andeweg Institute's Chairman Dr. Toufic Takchi thanked Alfa for its support throughout the years within the "Alfa 4-Life" program, and especially with this exhibition, which helped and supported a group of students who worked on the renovation of old furniture. He added that the aim of this work is to discover and develop the skills of the students and help them integrate in the community effectively and independently. Takchi thanked Farra Gallery for hosting the exhibition, in addition to Skaff Group and all those who contributed to the success of this event.

Farra Gallery owner and General Director Mr. Ronald Farra said that "Farra Gallery's support to and hosting of this outstanding exhibition stems from its belief in in its role toward the community since 75 years".

Skaff Home Collection General Director Mr. Philippe Skaff said that "helping and supporting the community is a culture that is deeply rooted in us".

For her part, Mrs. Rita Moukarzel, the head of the Syndicate of Graphic Design and Illustration in Lebanon, described the preparations and training steps that were followed with the students in the workshops. She also talked about their artistic abilities that exceeded expectations.

The one-week exhibition ran until Tuesday April 7, 2015.

Annual Acsauvel sports event for children with special needs

Beirut on July 1, 2015: As part of the "Alfa 4-Life" CSR Program, Alfa, managed by Orascom Telecom, held the annual sport event for Acsauvel children with special needs, at the Champville Stadium in Deek El Mehdi. It was attended by Alfa CEO and Chairman, Marwan Hayek, Acsauvel Director Nabila Fares, in addition to members of both entities and interested parties.

Hayek said, "This annual sports event aims to promote mental and physical health for children with communication difficulties at Acsauvel as part of their integration in the community". He added that Alfa is pursuing its community-based strategy to support civil associations and organizations that help people with special needs integrate in the community.

The Alfa basketball and football teams and players from the Champville basketball club took part in the event, which was punctuated with basketball, volleyball and football games as well as gymnastics. The children showed exceptional enthusiasm and an ability to interact with and challenge each other.

At the end, Hayek distributed medals to the participating children.
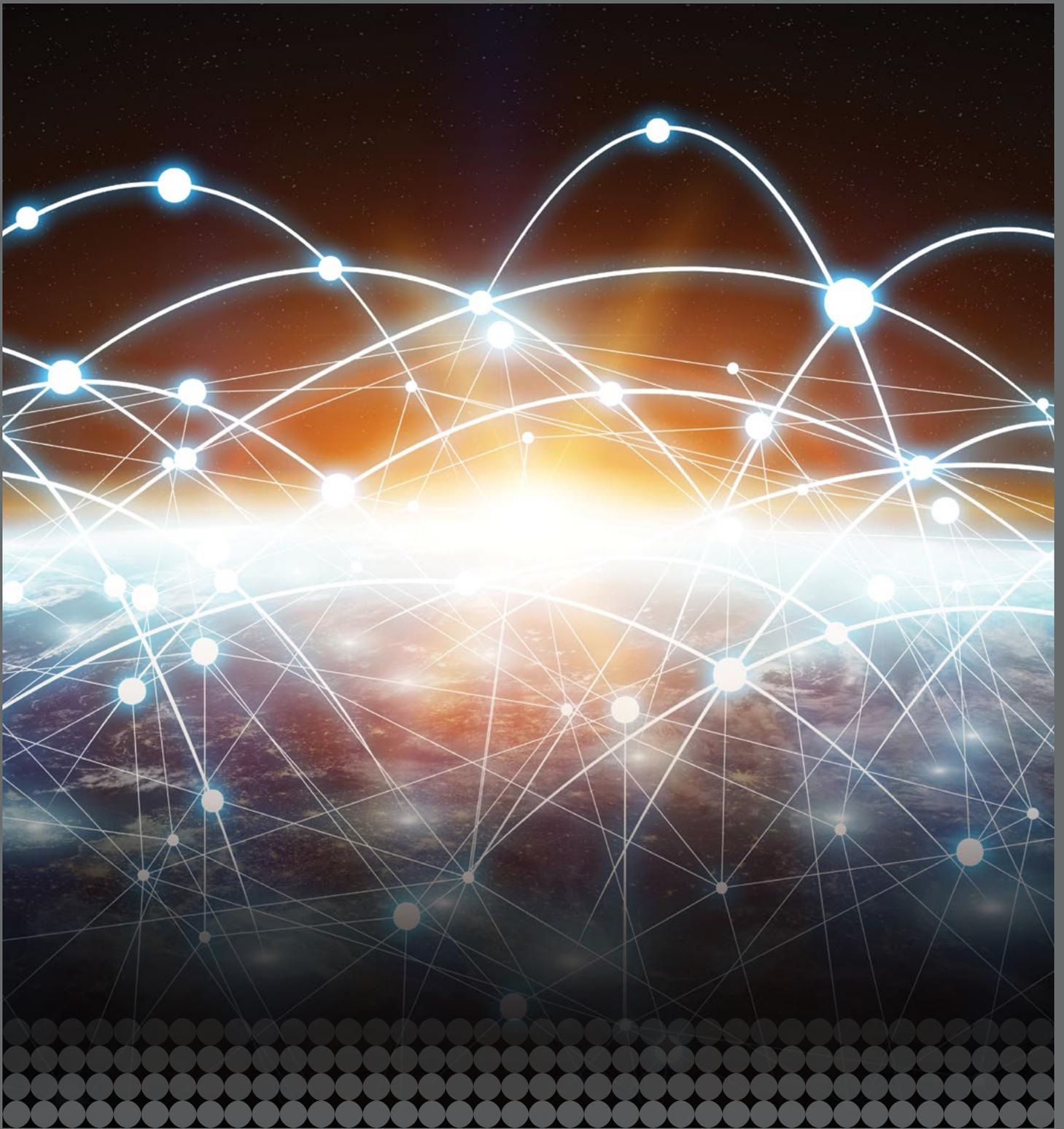
APPENDICES
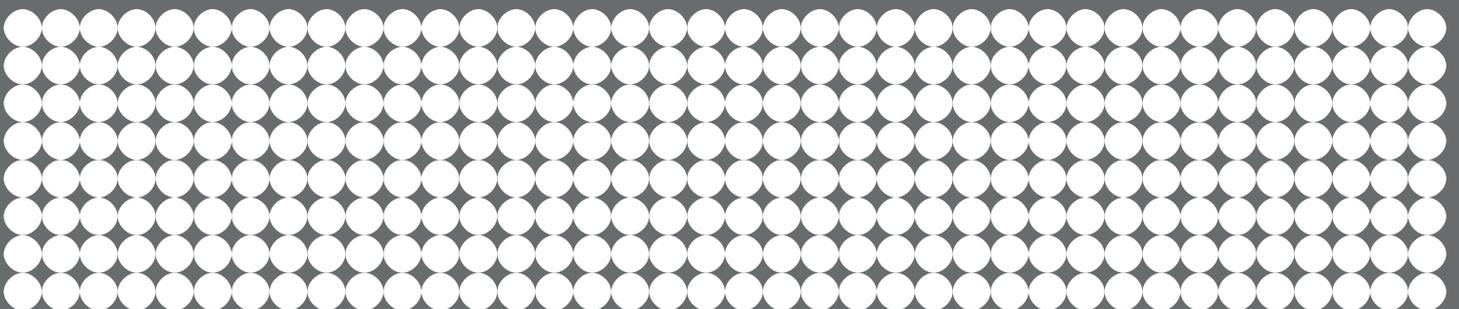
For this section, please refer to the GRI Implementation Manual at: https://www.globalreporting.org/resourcelibrary/GRIG4-Part2-Implementation-Manual.pdf

A. GRI GENERAL STANDARD DISCLOSURES DATA COLLECTION (REQUIRED)

Details located from pages 23 to 61 in the GRI Implementation Manual

GRI General Standard Disclosures Core Application Level			
GENERAL STANDARD DISCLOSURES			
General Standard Disclosures	**Description**	**UNGC Principle**	**Pages**
STRATEGY AND ANALYSIS			
G4-1	Statement from the most senior decision-maker of the organization about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability	Statement of Continuing Support	2
ORGANIZATIONAL PROFILE			
G4-3	Report the name of the organization		6
G4-4	Report the primary brands, products, and services		6
G4-5	Report the location of the organization's headquarters		6
G4-6	Report the number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report		6
G4-7	Report the nature of ownership and legal form		6
G4-8	Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries)		6
G4-9	Report the scale of the organization, including: - Total number of employees - Total number of operations - Net sales (for private sector organizations) or net revenues (for public sector organizations) - Total capitalization broken down in terms of debt and equity (for private sector organizations) - Quantity of products or services provided		6-7-78
G4-10	a. Report the total number of employees by employment contract and gender. b. Report the total number of permanent employees by employment type and gender. c. Report the total workforce by employees and supervised workers and by gender. d. Report the total workforce by region and gender. e. Report whether a substantial portion of the organization's work is performed by workers who are legally recognized as self-employed, or by individuals other than employees or supervised workers, including employees and supervised employees of contractors. f. Report any significant variations in employment numbers (such as seasonal variations in employment in the tourism or agricultural industries)	Principle 6	49
G4-11	Report the percentage of total employees covered by collective bargaining agreements	Principle 3	N/A
G4-12	Describe the organization's supply chain		14
G4-13	Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain - Changes in the location of, or changes in, operations, including facility openings, closings, and expansions - Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations) - Changes in the location of suppliers, the structure of the supply chain, or in relationships with suppliers, including selection and termination		10-31

G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses		56
G4-16	List memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization: - Holds a position on the governance body - Participates in projects or committees - Provides substantive funding beyond routine membership dues - Views membership as strategic		10
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES			
G4-17	a. List all entities included in the organization's consolidated financial statements or equivalent documents. b. Report whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report		N/A
G4-18	a. Explain the process for defining the report content and the Aspect Boundaries. b. Explain how the organization has implemented the Reporting Principles for Defining Report Content		20
G4-19	List all the material Aspects identified in the process for defining report content		19

G4-20	For each material Aspect, report the Aspect Boundary within the organization, as follows:
	- Report whether the Aspect is material within the organization
	- If the Aspect is not material for all entities within the organization (as described in G4-17), select one of
	the following two approaches and report either:
	   The list of entities or groups of entities included in G4-17 for which the Aspect is not material or
	   The list of entities or groups of entities included in G4-17 for which the Aspects is material
	- Report any specific limitation regarding the Aspect Boundary within the organization
			22

G4-21	For each material Aspect, report the Aspect Boundary outside the organization, as follows: - Report whether the Aspect is material outside of the organization - If the Aspect is material outside of the organization, identify the entities, groups of entities or elements for which the Aspect is material. In addition, describe the geographical location where the Aspect is material for the entities identified - Report any specific limitation regarding the Aspect Boundary outside the organization		22
G4-22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements		N/A
G4-23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries		N/A
STAKEHOLDER ENGAGEMENT			
G4-24	Provide a list of stakeholder groups engaged by the organization	Stakeholder Engagement	14
G4-25	Report the basis for identification and selection of stakeholders with whom to engage	Stakeholder Engagement	14
G4-26	Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process	Stakeholder Engagement	16-17
G4-27	Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns	Stakeholder Engagement	16-17
REPORT PROFILE			
G4-28	Reporting period (such as fiscal or calendar year) for information provided	Sphere of Influence	10
G4-29	Date of most recent previous report (if any)	Sphere of Influence	N/A
G4-30	Reporting cycle (such as annual, biennial)	Sphere of Influence	10
G4-31	Provide the contact point for questions regarding the report or its contents	Sphere of Influence	11

G4-32	a. Report the 'in accordance' option the organization has chosen. b. Report the GRI Content Index for the chosen option (see tables below). c. Report the reference to the External Assurance Report, if the report has been externally assured. GRI recommends the use of external assurance but it is not a requirement to be 'in accordance' with the Guidelines	Sphere of Influence	11
G4-33	a. Report the organization's policy and current practice with regard to seeking external assurance for the report. b. If not included in the assurance report accompanying the sustainability report, report the scope and basis of any external assurance provided. c. Report the relationship between the organization and the assurance providers. d. Report whether the highest governance body or senior executives are involved in seeking assurance for the organization's sustainability report.	Sphere of Influence	N/A
GOVERNANCE			
G4-34	Governance structure of the organization, including committees under the highest governance body	Principles 1-10	28
ETHICS AND INTEGRITY			
G4-56	Describe the organization's values, principles, standards and norms of behaviour such as code of conduct and code of ethics	Principle 10	26-28

B. GRI SPECIFIC STANDARD DISCLOSURES DATA COLLECTION - SUGGESTED BY CONSULTANT TEAM, SUBJECT TO AVAILABILITY OF DATA

Details located from pages 68 to 235 in the GRI Implementation Manual

GRI General Standard Disclosures Core Application Level			
SPECIFIC STANDARD DISCLOSURES			
Material Aspects	**DMA and Indicators**	**UNGC Principle**	**Pages**
ECONOMIC			
Economic Performance	**DMA:** Why the Aspect is material and the impacts that make this Aspect material and the evaluation of management approach How the organization manages the material aspect or its impacts. **G4-EC1:** Direct economic value generated and distributed **G4-EC4:** Financial assistance received from government		
Market Presence	**DMA:** Why the Aspect is material and the impacts that make this Aspect material and the evaluation of management approach How the organization manages the material aspect or its impacts. **G4-EC6:** Proportion of senior management hired from the local community at significant locations of operation	Principls 6	28
Indirect Economic Impacts	**DMA:** Why the Aspect is material and the impacts that make this Aspect material and the evaluation of management approach How the organization manages the material aspect or its impacts. **G4-EC7:** Development and impact of infrastructure investments and services supported **G4-EC8:** Significant indirect economic impacts, including the extent of impacts		59 42-43-44
Procurement Practices	**DMA:** Why the Aspect is material and the impacts that make this Aspect material and the evaluation of management approach How the organization manages the material aspect or its impacts. **G4-EC9:** Proportion of spending on local suppliers at significant locations of operation		42

ENVIRONMENT			
Energy	**DMA:** Why the Aspect is material and the impacts that make this Aspect material and the evaluation of management approach How the organization manages the material aspect or its impacts. **G4-EN3:** Energy consumption within the organization		
Water	**DMA:** Why the Aspect is material and the impacts that make this Aspect material and the evaluation of management approach How the organization manages the material aspect or its impacts. **G4-EN8:** Total water withdrawal by source		
Emissions	**DMA:** Why the Aspect is material and the impacts that make this Aspect material and the evaluation of management approach How the organization manages the material aspect or its impacts. **G4-EN15:** Direct greenhouse gas (GHG) emissions (Scope 1) **G4-EN16:** Energy indirect greenhouse gas (GHG) emissions (Scope 2) **G4-EN17:** Other indirect greenhouse gas (GHG) emissions (Scope 3) **G4-EN18:** Greenhouse gas (GHG) emissions intensity		
Effluents and Waste	**DMA:** Why the Aspect is material and the impacts that make this Aspect material and the evaluation of management approach How the organization manages the material aspect or its impacts. **G4-EN23:** Total weight of waste by type and disposal method	Principle 8	62
Transport	**DMA:** Why the Aspect is material and the impacts that make this Aspect material and the evaluation of management approach How the organization manages the material aspect or its impacts. **G4-EN30:** Significant environmental impacts of transporting products and other goods and materials for the organization's operations, and transporting members of the workforce	Principles 7, 8 and 9	60
Supplier Environmental Assessment	**DMA:** Why the Aspect is material and the impacts that make this Aspect material and the evaluation of management approach How the organization manages the material aspect or its impacts. **G4-EN32:** Percentage of new suppliers that were screened using environmental criteria		
SOCIAL - LABOUR PRACTICES AND DECENT WORK			
Employment	**DMA:** Why the Aspect is material and the impacts that make this Aspect material and the evaluation of management approach How the organization manages the material aspect or its impacts. **G4-LA1:** Total number and rates of new employee hires and employee turnover by age group, gender, and region **G4-LA2:** Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation **G4-LA3:** Return to work and retention rates after parental leave, by gender	Principles 3-6	49 50 50
Occupational Health and Safety	**DMA:** Why the Aspect is material and the impacts that make this Aspect material and the evaluation of management approach How the organization manages the material aspect or its impacts. **G4-LA6:** Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	Principles 3-6	52
Training and Education	**DMA:** Why the Aspect is material and the impacts that make this Aspect material and the evaluation of management approach How the organization manages the material aspect or its impacts. **G4-LA9:** Average hours of training per year per employee by gender, and by employee category **G4-LA10:** Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings **G4-LA11:** Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	Principle 6	82-84 82-84 52-82-84

Diversity and Equal Opportunity	**DMA:** Why the Aspect is material and the impacts that make this Aspect material and the evaluation of management approach How the organization manages the material aspect or its impacts. **G4-LA12:** Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity		
Equal Remuneration for Women and Men	**DMA:** Why the Aspect is material and the impacts that make this Aspect material and the evaluation of management approach How the organization manages the material aspect or its impacts. **G4-LA13:** Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation		
Supplier Assessment for Labor Practices	**DMA:** Why the Aspect is material and the impacts that make this Aspect material and the evaluation of management approach How the organization manages the material aspect or its impacts. **G4-LA14:** Percentage of new suppliers that were screened using labor practices criteria		
SOCIAL- HUMAN RIGHTS			
Investment	**DMA:** Why the Aspect is material and the impacts that make this Aspect material and the evaluation of management approach How the organization manages the material aspect or its impacts. **G4-HR2:** Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained		
Non-Discrimination	**DMA:** Why the Aspect is material and the impacts that make this Aspect material and the evaluation of management approach How the organization manages the material aspect or its impacts. **G4-HR3:** Total number of incidents of discrimination and corrective actions taken		
Assessment	**DMA:** Why the Aspect is material and the impacts that make this Aspect material and the evaluation of management approach How the organization manages the material aspect or its impacts. **G4-HR9:** Total number and percentage of operations that have been subject to human rights reviews or impact assessments	Principles 1-2	53
Supplier Human Rights Assessment	**DMA:** Why the Aspect is material and the impacts that make this Aspect material and the evaluation of management approach How the organization manages the material aspect or its impacts. **G4-HR10:** Percentage of new suppliers that were screened using human rights criteria		

	SOCIAL- SOCIETY		
Local Communities	**DMA:** Why the Aspect is material and the impacts that make this Aspect material and the evaluation of management approach How the organization manages the material aspect or its impacts. **G4-SO1:** Percentage of operations with implemented local community engagement, impact assessments, and development programs		
Anti-Corruption	**DMA:** Why the Aspect is material and the impacts that make this Aspect material and the evaluation of management approach How the organization manages the material aspect or its impacts. **G4-SO4:** Communication and training on anti-corruption policies and procedures	Principle 10	30
Supplier Assessment for Impacts on Society	**DMA:** Why the Aspect is material and the impacts that make this Aspect material and the evaluation of management approach How the organization manages the material aspect or its impacts. **G4-SO9:** Percentage of new suppliers that were screened using criteria for impacts on society		
	SOCIAL- PRODUCT RESPONSIBILITY		
Customer Health and Safety	**DMA:** Why the Aspect is material and the impacts that make this Aspect material and the evaluation of management approach How the organization manages the material aspect or its impacts. **G4-PR2:** Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes		
Product and Service Labeling	**DMA:** Why the Aspect is material and the impacts that make this Aspect material and the evaluation of management approach How the organization manages the material aspect or its impacts. **G4-PR5:** Results of surveys measuring customer satisfaction		34
Customer Privacy	**DMA:** Why the Aspect is material and the impacts that make this Aspect material and the evaluation of management approach How the organization manages the material aspect or its impacts. **G4-PR8:** Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data		

Core Area	UNGC Principles	Examples of Implementations at Alfa
Human Rights	***Principle 1:*** Businesses should support and respect the protection of internationally proclaimed human rights	Alfa's ethical business standards and internal code of conducts in accordance with international norms and standards of best practice. - Alfa's operations and business relationships in line with the applicable laws and regulations in Lebanon - Alfa endorses the Universal Declaration of Human Rights by respecting and promoting ethical conduct amongst our employees, customers, stakeholders and business partners. - A large number of our operations have been subject to human rights reviews or human rights impact assessments such as LPHU Training in 2015
	Principle 2: Make sure that they are not complicit in human rights abuses	-Same as above
Labour	***Principle 3:*** Businesses should uphold the freedom of association and the recognition of the right to collective bargaining	- Alfa abides by ethical business standards in accordance with international norms and standards of best practice. We conduct our operations and business relationships in line with the applicable laws and regulations in Lebanon and our internal code of conduct and endorse the Universal Declaration of Human Rights
	Principle 4: The elimination of all forms of forced and compulsory labor	Progressive employment practices pertaining to diversity, equal opportunity, training and talent development, occupational health and safety Compliance with Lebanese Labor Law
	Principle 5: The effective abolition of child labor	Alfa advocates the Convention on the Rights of the Child.
	Principle 6: The elimination of discrimination in respect of employment and occupation	Progressive working conditions for staff as shown in the Report where we aim to include and support employees of different genders, religions, and age groups Alfa believes in eliminating gender discrimination and advocates the Convention on the Elimination of All Forms of Discrimination against Women and the Convention on the Rights of Persons with Disabilities We ensure a supportive workplace that reflects equality, diversity, and inclusion- the cornerstones to our sustainability efforts and our company success.

Environment	***Principle 7:*** Businesses should support a precautionary approach to environmental challenges	"Alfa 4-Nature" initiative Adopting new ways to reduce our energy consumption and cut down on our carbon emissions such as installing electronic type ballasts energy efficient in our premises
	Principle 8: Undertake initiatives to promote greater environmental responsibility	"Alfa 4-Nature" initiative Assessing Suppliers based on Environmental issues Offering environmental friendly products such as E-bill and E-recharge service
	Principle 9: Encourage the development and diffusion of environmentally friendly technologies	Energy Efficiency o Reducing energy consumption o Adopting energy efficient technologies o Using energy efficient components in our buildings o Renewable energy sourcing: powering our base stations with SOLAR ENERGY o Energy efficient company fleet "Exhaust Oxygen Sensor" Waste Management: o Purchasing Recycling bins o Disposing Recycling bins in strategic areas o Conducting awareness to all Alfa employees o Deciding on storage areas o Collecting papers o Monitoring process o E- waste recycling o Allow on-the spot purchase through NFC
Anti-Corruption	***Principle 10:*** Businesses should work against corruption in all its forms, including extortion and bribery	We do not tolerate any form of bribery and extortion and we aim to maintain a zero tolerance policy against all forms of corruption, both internally and externally

ISO 26000 Core Subjects	Issue	Pages	Refer to section:
Organizational Governance	Issue 1: Accountability	26-31	1st Sustainability Pillar- Good Governance
	Issue 2: Transparency		1st Sustainability Pillar- Good Governance
	Issue 3: Ethical behavior		1st Sustainability Pillar- Good Governance
	Issue 4: Respect for stakeholders' interests		1st Sustainability Pillar- Good Governance
	Issue 5: Respect for the rule of law		1st Sustainability Pillar- Good Governance
Human Rights	Issue 1: Due diligence	29	Enterprise Risk Management
	Issue 2: Human rights risk situations	51	Employee Health, Safety, and Wellbeing
	Issue 3: Avoidance of complicity	53	Operations subject to human rights reviews or human rights impact assessments
	Issue 4: Resolving grievances	53	Disciplinary and Grievance Mechanisms
	Issue 5: Discrimination and vulnerable groups	49	Diversity and Equal Opportunities
	Issue 6: Civil and political rights	53	Human Rights
	Issue 7: Economic, social and cultural rights	53	Human Rights
	Issue 8: Fundamental principles and rights at work	53	Human Rights
Labour Practices	Issue 1: Employment and employment relationships	48-54	4th Sustainability Pillar- Employee Nurturing
	Issue 2: Conditions of work and social protection	48-54	4th Sustainability Pillar- Employee Nurturing
	Issue 3: Social dialogue	51	Employee Health, Safety, and Wellbeing
	Issue 4: Health and safety at work	51	Employee Health, Safety, and Wellbeing
	Issue 5: Human development and training in the workplace	48	Training and Development, and Performance Management Program and Career Development
The Environment	Issue 1: Prevention of pollution	60	Environmental Stewardship
	Issue 2: Sustainable resource use		Environmental Stewardship
	Issue 3: Climate change mitigation and adaptation		Environmental Stewardship
	Issue 4: Protection of the environment, biodiversity and restoration of natural habitats		Environmental Stewardship

Fair Operating Practices	Issue 1: Anti-corruption	**30**	Anti-Corruption
	Issue 2: Responsible political involvement	**28**	Alfa's Policies, Codes and Guidelines
	Issue 3: Fair competition	**29**	Enterprise Risk Management
	Issue 4: Promoting social responsibility in the value chain	**31**	Supplier Assessment on Environmental, Social, and Governance Issues, and Value Chain
	Issue 5: Respect for property rights	**39**	Customer Privacy

Consumer Issues	Issue 1: Fair marketing, factual and unbiased information and fair contractual practices	**34-39**	2nd Sustainability Pillar- Customer Centricity and Experience
	Issue 2: Protecting consumers' health and safety	**51**	Health (5th pillar)
	Issue 3: Sustainable consumption	**36-37**	Customized Services and Responsible Products, and Encouraging Entrepreneurship through Responsible Products
	Issue 4: Consumer service, support, and complaint and dispute resolution	**34**	Customer Experience Management
	Issue 5: Consumer data protection and privacy	**39**	Customer Privacy and Data Security
	Issue 6: Access to essential services	**38**	National Network Coverage
	Issue 7: Education and awareness	**60**	Awareness Campaigns (5th pillar)

Community Involvement and Development	Issue 1: Community involvement	**56-63**	5th Sustainability Pillar - Community Investment
	Issue 2: Education and culture	**59**	Arts and Culture
	Issue 3: Employment creation and skills development	**48-54**	4th Sustainability Pillar- Employee Nurturing
	Issue 4: Technology development and access	**59**	Digital Inclusion
	Issue 5: Wealth and income creation	**42**	Economic Development and Financial Performance
	Issue 6: Health	**60**	Health (5th pillar)
	Issue 7: Social investment	**56-63**	5th Sustainability Pillar - Community Investment

P&S LAUNCHED IN 2014

Alfa Products	Date of launching	Description
Alfa Anghami	Jan-14	Alfa has launched exclusively and for the first time in Lebanon the "Alfa Anghami" music bundle. It is a data bundle that enables postpaid and prepaid Alfa subscribers to download and share millions of songs and tunes, and listen to them anytime and anywhere on their device via the "Anghami" app.
Alfa 111 call center 24/7	Feb-14	Alfa's 111 customer service representatives are available to take customers' calls around the clock (24/7).
Postpaid Mobile Broadband Roaming	Feb-14	Alfa Mobile broadband postpaid users can now access the Internet while abroad; using their current MBB data only card.
Pick your line online for postpaid and prepaid	Feb-14	Alfa launched the "Pick Your Line" online application that provides not only new postpaid lines, but also prepaid one starting today 17th of February 2014. "Pick Your Line" allows everyone (having an Alfa account or not), to book online a new number from a predefined list, and then pick it up from any Alfa store. Reservation period per line booked online is 7 working days. After those 7 days, if the reserved line was never picked up from any Alfa store, the reservation will be cancelled and the same line number will be for sale again. **It is worth to note that only 1 postpaid regular number, 1 prepaid regular number and 1 postpaid Bronze number is allowed per user.
Alfa application store	Mar-14	Alfa launched its own application store: the "Alfa App Store," which allows local app developers to upload their applications for free and showcase their creativity to more than 1.85 million Alfa mobile subscribers in Lebanon. The "Alfa App Store" is available on Android, Symbian and Blackberry mobile operating systems while iOS applications will be available through a web portal managed by Alfa. It can be uploaded for free by mobile users. Developers have already started submitting their applications on the store, and over 140 applications are already available; these include free local and paid applications. Among the other advantages of the Store, is that it allows developers as mentioned to submit their apps for free, as well as it offers them Operator Billing capabilities where fees can be deducted straight from Alfa costumers from their Alfa postpaid bill or Alfa prepaid credit account.
Alfa Mobile TV	Jun-14	Thanks to Alfa TV, Alfa postpaid and prepaid subscribers can now enjoy watching over 45 TV channels, with Alfa Mobile TV!
Reduction of prices	Jun-14	Alfa made its first online announcement for price decrease and data bundle capacity increase.
Lawyer Offer	Jun-14	Alfa launched the lawyers' offer for postpaid lines dedicated to all lawyers registered at the Bar association. Alfa will be selling lawyer's offer starting July 1st in all Alfa Stores.
Rannat offer on new line	Jul-14	Alfa launched the Rannat offer: every new Alfa line (excluding el khat el askary, Bayti, MBB and M2M), a predefined "Rannat" tone is offered free of charge replacing the standard caller tone for a period of 1 month. "Rannat" tone will be automatically renewed after 1 month (70 cents/tone); It can be deleted by dialing 1001 (extra $0.9/min) or 1002 (extra $1/min) and modified by dialing 1002 (extra $1/min).

Alfa selling devices by Cash	Jul-14	Alfa selling devices by Cash allows the purchase of handsets from any of our Alfa stores.
El khat el askary for General Security	Sep-14	"الخطّ العسكري" from Alfa is available as a Prepaid plan exclusively dedicated to the General Security forces. *VAT excluded By subscribing to "الخطّ العسكري" prepaid plan, General Security members will be benefiting from a 55% discount compared to the regular Alfa Prepaid plan. General security members willing to benefit from the new El Khat El Askary Prepaid line, will need to refer to the General Security administration.
Services activation through SMS	Sep-14	Alfa users can activate your mobile services by simply sending an SMS to 1050 (free of charge) enclosing the relative abbreviated command of the service.
U-Can	Sep-14	Alfa launched U-Can, a new line from Alfa, dedicated exclusively to all Lebanese people with special needs registered at the Ministry of Social Affairs. U-Can is available as a prepaid and postpaid line.
Najat application	Oct-14	Alfa launched the "Najat" application for the Lebanese Red Cross. The "Najat" app helps the Lebanese Red Cross directly identify the address of the distressed person when it receives calls to its free emergency number 140, thus facilitating and accelerating the work of paramedics.
iPhone 6	Nov-14	This offer allows users to purchase the Apple iPhone 6 device from any Alfa store at discounted prices.
Alfa Mobile TV	Nov-14	Alfa re-launched an awareness campaign for the Alfa Mobile TV application for postpaid and prepaid subscribers. With Alfa Mobile TV, you can enjoy watching over 45 national and international TV channels.
BLOM	Jan-15	In collaboration with BLOM bank, Alfa provides eligible Alfa postpaid subscribers the chance to purchase from any Alfa store, the newest smartphone and pay for it by installments (6 or 12 months) without any deposit, at 0% interest rate.
$90 postpaid bundle	Apr-15	The $90 postpaid bundle offers up to 48% discount compared to Alfa postpaid rates. It includes 1000 local minutes, 60 International minutes, 5GB of Data and 300 local SMS which will be automatically renewed every month on your bill cycle date for $90 (VAT and monthly subscription are excluded). Remaining minutes, Data or SMS, if any, will be lost. Extra rates will be applied in case you consumed all your bundle minutes, Data or SMS before your bill cycle date. Charges applied are as follows: if you are calling another Alfa number, you will be charged 16 cents for each extra local minute if you are calling a non-Alfa local mobile number or a fixed number, you will be charged 16 cents and 10 LBP per extra local minute if you are calling an international number, you will be charged 16 cents in addition to the tariff of the destination country per extra international minute In addition, you will be charged 7 cents per extra MB and 9 cents per extra local SMS. (all prices are VAT Excluded) This offer is limited. To activate the $90 postpaid bundle press the star sign to be transferred to our customer service representatives.

Alfa Top-up	Apr-15	Alfa prepaid subscribers now have the flexibility to recharge the denomination of their choice at any Alfa Store, Alfa Franchise stores and Distributors Follow these easy and simple steps to recharge your Alfa line: Visit any Alfa Store, Alfa Franchises or Alfa Distributors, ask for the Alfa Top-up (starting $1.5), select the amount you want to recharge your line with from the table below and provide you Alfa mobile number or Top Secret Number* to the seller. *Top Secret Number (TSN): In case you do not wish to reveal your Alfa mobile number to the seller, dial *123# to receive a TSN number by SMS and share it with the seller.
U-share	May-15	U-Share allows Alfa subscribers to share their current mobile internet or mobile broadband data bundles of 10GB and above, with up to 3 secondary postpaid or prepaid account users at a time. Secondary account users are able to benefit from the shared data bundle on their mobile phones, tablets, dongles, or routers for 2$, renewable every 30 days, and follow the primary line data bundle's lifecycle.
MT Roaming	Jun-15	MT Roaming enables you to receive calls while abroad in addition to sending and receiving SMS without any preliminary subscription fee, and you will only be charged for the incoming calls and outgoing SMS based on local operators' tariffs. MT Roaming is activated by default on your Alfa postpaid line, and can be deactivated at any time. The service is available in all countries operating a GSM network having an international roaming agreement with Alfa.
Alfa 4x4	Jul-15	Alfa 4x4 offers up to 68% discount compared to Alfa prepaid rates. It includes 40 local minutes, 400MB of Data and 400 local SMS which will be automatically renewed every 30 days for $12 (VAT included). Remaining minutes, Data or SMS, if any, will be lost. In addition, Alfa 4x4 allows you to make 4hrs of free calls during the weekends (4hrs/30 days) to one Alfa preferred number of your choice. Extra rates will be applied in case you consumed all your bundle minutes, Data or SMS before the service renewal date. Charges applied are as follows: The local call per minute during Peak hours is 25 cents, the local SMS is for 5 cents, the international SMS is for 18 cents, the MMS is for 36 cents and each extra MB is for 20 cents. During 10 pm and midnight, the costs are reduced as follows: Local call: 20 cents Local SMS: 4 cents International SMS: 14.4 cents And from midnight till 8:00 am , the costs are subject to additional reductions as follows: Local Call: 15 cents Local SMS: 3 cents International SMS: 10.8 cents if you are calling an international number, you will be charged the local charge in addition to the tariff of the destination country per extra international minute (all prices are VAT included) This offer is limited.

Malak-e watch 2	Oct-15	Malak-e watch is a location tracking watch with a phone functionality which enables you to stay connected with your children through voice calls at all times. Malak-e watch can be purchased from any Alfa store branch, Alfa franchised Stores or from e-spaces outlet located at Zalka highway, for $114 VAT excluded. The watch includes a prepaid plan from Alfa that offers 40 local minutes, 20 local megabytes, and unlimited SMS notifications, for $4 renewable every 30 days. All remaining minutes and Megabytes if any, will be lost upon plan renewal. In case you consumed all your allocated minutes or Megabytes, before the renewal date, you will be charged as follows: 25 cents per extra local minute and 1 cent per extra local Megabyte (all prices are VAT included). This offer is limited!
iPhone 6S	Nov-15	You can purchase an iPhone 6S device from any Alfa Store or franchisee, at a discounted price starting $54/month (excluding VAT) How to get the iPhone 6S? Eligible Alfa postpaid subscribers will have to pay for the device by monthly installments on their bill (over period of 6 to 12 months) without any deposit and at 0% interest rate. OR Eligible Alfa postpaid and prepaid subscribes need to subscribe to a Mobile Internet data bundle or upgrade their current bundle it any, and benefit from a discount up to 40% with our special LTE devices offer.
Alfa U-shop	Dec-15	It's for you if U-shop A great catch is only a click away and all you need to do is hold an Alfa number. Alfa U-shop brings exclusive shopping deals for Alfa users from high end brands and local shops with just a simple click. To benefit from the discounted offers, all you have to do is download the Alfa U-shop application on your phone, register and you can start an exciting new shopping experience like no other. Browse the different categories (Travel and Transport, Entertainment, Retail and Fashion, Food and Drinks, Education and Kids, Health and Sports, etc...) to choose your shopping items from. Once you find the best for you, tap on "Get Coupon" and visit the respective shop to redeem your offer.

The average hours of training that the organization's employees have undertaken during the reporting period, by Gender and Employee category in 2014 (G4-LA9, LA-10, and LA-11)

General Categories	Category Description	Level	NB OF LEARNING OPPORTUNITIES			TOTAL HOURS TRAINING			Total Hours Per Category
			Males	Females	Total	Males	Females	Total Learning Lessons	
Hard Skills (Specific technical and job-related skills)	-Business Communication -Corporate Social Responsibility -Finance -Human Resources -Logistics -Project Management -Quality and Risk Management Sales -Other specific job-related Hard Skills	Top Management	0	2	2	0	2	2	661
		Senior Manager	12	5	17	207	5	212	
		Manager	32	20	52	459	19	478	
		Engineer	62	7	69	889	7	896	
		Staff	101	53	154	1176	53	1229	
Information Technology	-Data Treatment -IT Networking -IT Overview -IT / Programming -IT Service Management -IT Security -IT Products and Services	Top Management	0	0	0	0	0	0	980
		Senior Manager	5	1	6	40	1	41	
		Manager	24	8	32	350	8	358	
		Engineer	33	5	38	613	5	618	
		Staff	69	15	84	1513	15	1528	
Soft Skills	-Communication and Interpersonal Skills -Creativity -Customer Service Excellence and Complaints Handling -Management and Leadership -Problem Solving and Decision Making -Public Speaking & Presentation Skills -Self-Management and Personal Productivity -Social Intelligence -Strategic Thinking & Planning	Top Management	0	0	0	0	0	0	234
		Senior Manager	3	0	3	38	0	38	
		Manager	47	32	79	594	32	626	
		Engineer	33	8	41	279	8	287	
		Staff	127	140	267	1067	140	1207	
Telecom	-Overseas conference for training and exchange of expertise -Telecom Systems and Equipment related trainings (Installation, Configuration, Operation, Maintenance and Troubleshooting of Hardware, Software and Network; System upgrades, Latest technologies; Billing Systems) -Tower Climbing Safety	Top Management	1	0	1	18	0	18	691
		Senior Manager	2	1	3	38	1	39	
		Manager	37	9	46	566	9	575	
		Engineer	93	30	123	1534	30	1564	
		Staff	89	8	97	1283	8	1291	
MS Office Tools	-MS Excel, MS Outlook, MS PowerPoint, MS Project, MS Visio	Top Management	0	0	0	0	0	0	99
		Senior Manager	1	0	1	6	0	6	
		Manager	5	0	5	32	0	32	
		Engineer	16	3	19	130	3	133	
		Staff	32	9	41	222	9	231	
Specific Behavioral Trainings for Customer Service team	-Communication and Interpersonal Skills -Customer Service Excellence -Telephone Skills	Top Management	0	0	0	0	0	0	200
		Senior Manager	0	0	0	0	0	0	
		Manager	0	0	0	0	0	0	
		Engineer	0	0	0	0	0	0	
		Staff	246	183	429	1073	778	1851	
		TOTAL	1070	539	1609	12127	1133	13260	2865

The average hours of training that the organization's employees have undertaken during the reporting period, by Gender and Employee category in 2015 (G4-LA9, LA-10, and LA-11)

General Categories	Category Description	Level	NB OF LEARNING OPPORTUNITIES			TOTAL HOURS TRAINING			Total Hours Per Category
			Males	Females	Total	Males	Females	Total Learning Lessons	
Hard Skills (Specific technical and job-related skills)	-Business Communication -Corporate Social Responsibility -Finance -Human Resources -Logistics -Project Management -Quality and Risk Management Sales -Other specific job-related Hard Skills	Top Management	0	0	0	0	0	0	501
		Senior Manager	6	2	8	79	22	101	
		Manager	28	23	51	370	253	623	
		Engineer	24	8	32	318	88	406	
		Staff	85	62	147	1125	681	1806	
Information Technology	-Data Treatment -IT Networking -IT Overview -IT / Programming -IT Service Management -IT Security -IT Products and Services	Top Management	6	1	7	103	18	121	1036
		Senior Manager	16	1	17	274	18	292	
		Manager	23	11	34	394	199	593	
		Engineer	27	13	40	463	236	699	
		Staff	66	24	90	1131	435	1566	
Soft Skills	-Communication and Interpersonal Skills -Creativity -Customer Service Excellence and Complaints Handling -Management and Leadership -Problem Solving and Decision Making -Public Speaking & Presentation Skills -Self-Management and Personal Productivity -Social Intelligence -Strategic Thinking & Planning	Top Management	0	0	0	0	0	0	291
		Senior Manager	0	0	0	0	0	0	
		Manager	32	16	48	367	192	559	
		Engineer	31	9	40	356	108	464	
		Staff	168	167	335	1927	1998	3925	
Telecom	-Overseas conference for training and exchange of expertise -Telecom Systems and Equipment related trainings (Installation, Configuration, Operation, Maintenance and Troubleshooting of Hardware, Software and Network; System upgrades, Latest technologies; Billing Systems) -Tower Climbing Safety	Top Management	1	0	1	18	0	18	691
		Senior Manager	2	1	3	38	1	39	
		Manager	37	9	46	566	9	575	
		Engineer	93	30	123	1534	30	1564	
		Staff	89	8	97	1283	8	1291	
MS Office Tools	-MS Excel, MS Outlook, MS PowerPoint, MS Project, MS Visio	Top Management	0	0	0	0	0	0	908
		Senior Manager	2	0	2	35	0	35	
		Manager	76	13	89	1312	146	1458	
		Engineer	155	55	210	2677	615	3292	
		Staff	123	13	136	2125	145	2270	
Specific Behavioral Trainings for Customer Service team	-Communication and Interpersonal Skills -Customer Service Excellence -Telephone Skills	Top Management	0	0	0	0	0	0	41
		Senior Manager	0	0	0	0	0	0	
		Manager	0	0	0	0	0	0	
		Engineer	0	0	0	0	0	0	
		Staff	160	91	251	657	374	1031	
		TOTAL	1080	538	1624	14064	5702	19766	2882

Training and development

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