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Stakeholder Engagement



Stakeholder Engagement

A proactive, consistent and transparent communication process is at the core of how Zain engages with its various stakeholders. By doing so, the company effectively pursues its business and organizational objectives to ensure that it caters and remains responsive to the needs of each of its key stakeholders. This section discloses how the company engages with its relevant groups, their priorities, and how Zain addresses their concerns.



OUR STAKEHOLDERS	STAKEHOLDER PRIORITIES	OUR RESPONSE	FREQUENCY OF ENGAGEMENT
Customers: 48.9 million customers	Reliable and accessible service	Investments in our network quality and coverage	Continuously investing in our networks to provide the latest and most reliable network coverage and quality
		Review network performance	Monthly and quarterly reviews with all operations
	Innovative service	Provide customers with access to the latest technology	On a continuous basis
		Continued to expand 5G networks in Kuwait, Saudi Arabia and Bahrain	On a continuous basis
		Diversify and explore additional products and services in our line of business	On a daily basis
	Affordable service	Launch tailored products and services covering different value segments and cater to the connectivity needs of customers for both voice and data	On a daily basis
	Accessible service	Provide our customers with both basic connectivity and value-added services at affordable prices	On a daily basis
		Zain secured laptops and tools (softphones, VPN, Virtual Desktop Infrastructure and data dongles) for its customer-facing staff, in order for them to be able to continue to resolve queries from valued customers while working from home	During lockdown periods in our operations
		Ensure services are available through multiple channels (mobile app, online, retail outlets, and contact centers)	On a daily basis
		Packages for the hearing-impaired are also available	Currently available in Jordan and assessment conducted for remaining operations

OUR STAKEHOLDERS	STAKEHOLDER PRIORITIES	OUR RESPONSE	FREQUENCY OF ENGAGEMENT
Customers: 48.9 million customers	Accessible service	Ensuring our sales channels are disability inclusive	On a quarterly basis
		Providing digital and alternative channels for product delivery representatives such as inbound customer service agents and telesales	On a daily basis
	Stay informed about promotional offerings and relevant information	Communicate via direct messaging, social media platforms, and various media outlets	On a daily basis
		Provide updated information on Zain channels	On a daily basis
		Provide professional assistance in all our retail stores, outlets, contact centers, and various different digital channels such as the Zain app, MyZain and WhatsApp	On a daily basis
	Customized services (products and services that fit different needs and lifestyles and are inclusive)	Maintain ongoing engagement with customers to ensure an accurate understanding of customer needs (examples of engagement processes include customer research and collecting feedback within retail outlets and contact centers)	On a daily basis
		Design and offer converged value propositions including mobile service, internet and others	On a daily basis
		Offer customized packages for specific segments such as youth, students, women, the underserved, refugees, disabled and those at the bottom of the economic pyramid	Offered continually across all operations. Details are provided in the 'Our Products and Customers' section of the report on page 113
		Zain is a signatory to the GSMA's 'Principles for Driving the Digital Inclusion of Persons with Disabilities'	N/A

OUR STAKEHOLDERS	STAKEHOLDER PRIORITIES	OUR RESPONSE	FREQUENCY OF ENGAGEMENT
Customers: 48.9 million customers	Ease, clarity and transparency of billing	Offer support through contact centers and other accessible channels	Zain's branches, social media and call centers are available to answer any inquiries
		Provide online services and billing options	Zain online services are available to all customers across all communication channels
		Customer bills and data usage are readily available for customers through our digital channels and call centers	On a daily basis
	Information security and data protection	Zain is in line with international standard ISO/IEC 27001, to include, technical, operational, managerial and physical security controls to protect any information from unauthorized access, or disclosure	Information security policies are reviewed on an annual basis
		Zain is developing its Data Privacy Policy to provide guidance to operations on the collection, processing and usage of personally identifiable information in compliance with applicable laws and regulations	The Data Privacy Policy is currently being established to be in line with the new regulations in our operating countries
	Fast and efficient complaint resolution	Operate contact centers and respective contact channels such as the branches, call centers, and social media channels where complaints are then routed to the resolution department	On a continuous basis
	High-quality customer care	Continue to address the shift in customer needs and behavior	On a continuous basis
		Maintain various channels to keep customers informed, receive feedback and measure performance (through customer satisfaction surveys, store experience surveys, contact centers, and brand trackers)	On a continuous basis

OUR STAKEHOLDERS	STAKEHOLDER PRIORITIES	OUR RESPONSE	FREQUENCY OF ENGAGEMENT
Customers: 48.9 million customers	High-quality customer care	Track Net Promoter Scores – the degree to which customers would recommend our services to others – across operations	On a weekly basis
		In line with government regulations, the company provided safety guidelines and supplies for staff at physical branches	For lockdown periods
		Continued to provide an interactive digital channel called zBot, which is a smart customer service that uses artificial intelligence (AI) to respond to customers' needs	N/A
Shareholders and Investors: Largest shareholder is the Kuwait Investment Authority 24.22%	Strong return on investment	Remain profitable	On a weekly basis
		Increase customer base	On a weekly basis
		Maintain shareholder value	On a weekly basis
		Maintain management access and excellence	On a weekly basis
	Provide a fair and transparent understanding of the company's strategy and business to potential and actual investors	Provide updates through Investor Relations department	On a weekly basis
		Issue periodic reports (i.e., audited financial statements, earnings release, investor presentations, analyst call reports, earning presentations, etc.	On a quarterly basis
		Conduct earnings conference calls	On a quarterly basis
		Host a Annual General Assembly Meeting (AGM)	Annually
		Conduct virtual one-to-one meetings with current and potential investors, sell-side and buy-side analysts	On a quarterly basis
		Disclosing the company's financial performance.	On a quarterly basis

OUR STAKEHOLDERS	STAKEHOLDER PRIORITIES	OUR RESPONSE	FREQUENCY OF ENGAGEMENT
Shareholders and Investors: Largest shareholder is the Kuwait Investment Authority 24.22%	Provide a fair and transparent understanding of the company's strategy and business to potential and actual investors	Provide market disclosure	Zain provides market disclosures in accordance with the Capital Markets Authority (CMA) and as is deemed necessary
		Management excellence	Increase transparency and efficiency
		Ensure access to C-suite	On a monthly basis
	Encourage more investors to be interested in the company's shares to increase the number of buyers and sellers and thereby improve the liquidity of the shares in the market, which hopefully will improve the relative performance of the shares	Communicate company updates through our Investor Relations department	On a weekly basis
		Issue periodic reports (i.e., audited financial statements, earnings release, investor presentations, analyst call reports, earning presentations, etc.	On a quarterly basis
		Conduct earnings conference calls	On a quarterly basis
	Provide investors and other stakeholder audiences with a clear, honest, and accurate picture of the company's past performance as well as its prospects for the future	Attend conferences to strengthen relations with both current and potential shareholders	On a quarterly basis
		Investor targeting	On a quarterly basis
	Have multiple engagement channels with the organization	Functional forums	On a quarterly basis
Open door policy with senior management		On a daily basis	

OUR STAKEHOLDERS	STAKEHOLDER PRIORITIES	OUR RESPONSE	FREQUENCY OF ENGAGEMENT
Employees: 7,215 Full Time Employees	Job security and satisfaction	Engage employees, maintain open communication channels, and develop action plans based on employee feedback	Communicating with employees through various channels that include social media and internal communication
		Ensuring job security and continuation	Quarantine periods were not deducted from any leave or payroll
	Employee benefits	Offer competitive benefits packages comparable to the local market	N/A
		Offer recreational services and packages for employees at discounted	On a quarterly basis
	Opportunities for growth and skills development	Developed a comprehensive training and development program that offers staff several opportunities to improve holistically	Offering training programs whenever requested, in addition to periodically sending training opportunities to employees in their relevant fields
		Established succession management policies and employee guides to facilitate career growth	On a yearly basis
		Continued to drive an internal e-platform, Zainiac, where employees share innovative ideas and create solutions that aim to stimulate creativity within the company	Bi-annually
		Introduced a new mentoring platform, Women in Tech, a mentorship program for female university students studying science, technology, engineering and mathematics, who would like to seek guidance from experienced Zain employees on navigating their future career paths	On an annual basis. Details are provided in the 'Our Sustainability Agenda' section of the report on page 140

OUR STAKEHOLDERS	STAKEHOLDER PRIORITIES	OUR RESPONSE	FREQUENCY OF ENGAGEMENT
Employees: 7,215 Full Time Employees	Opportunities for growth and skills development	Launched a new initiative under WE ABLE called GROW, a two-month development program facilitated by Zain employees for people with disabilities to raise awareness and extend their knowledge of disability inclusion with our customers and employees	On an annual basis. Details are provided in the 'Our People' section of the report on page 131
	Competitive salary	Conduct benchmark exercises and salary surveys for similar regional and international organizations and implement a salary scale	Bi-annually
	Working for a company that matches their values	Implement multiple engagement channels	On a continuous basis
		Conduct workshops and webinars that tackle gender diversity, disability inclusion and mental health & wellbeing	On a quarterly basis
		Engage employees on programs about sustainability-related activities	On a continuous basis
	Access to international conferences and networking opportunities	Enable employees to participate in conferences and forums	Employees are encouraged to develop and further their skills whenever possible
Health and safety protection	Maintain a Health and Safety policy for employees and temporary workers	On a continuous basis	
	Conduct fire and emergency drills. Select two employees per floor to be trained as fire marshals in case of emergencies	Conduct fire and emergency drills annually as per policy, after obtaining approval from the Department of Civil Defense. In addition, risk teams check emergency access doors monthly to ensure that there are no obstructions to the pathways. However, due to COVID-19 and the work-from-home plan, the drills were suspended.	

OUR STAKEHOLDERS	STAKEHOLDER PRIORITIES	OUR RESPONSE	FREQUENCY OF ENGAGEMENT
Employees: 7,215 Full Time Employees	Health and safety protection	Maintain insurance coverage for all employees	On a continuous basis
		Conducted and hosted employee vaccination drives	Vaccinations were available for employees in Iraq, Jordan, Kuwait, Sudan, and Saudi Arabia
		Communicate COVID-19 travel restrictions to employees	A continuous process
	Mental health and wellbeing	Providing all Zain employees tools and resources for mindfulness and mental health	Unlimited access to the Headspace App throughout the year
Providing all Zain employees confidential therapy sessions in collaboration with the Kuwait Counseling Center		Each employee is entitled to up to four sessions	
General Public and Community Institutions: Neighborhoods near base stations, media, NGOs and advocacy groups, charities, associations, foundations, schools, universities, and medical institutions	Minimal visual and noise pollution	Deploy super silent diesel generators in urban areas	A continuous process
		Install camouflage solutions for base stations, where applicable	A continuous process
	Commitment to upholding health and safety standards	Uphold ESMP Guidelines that include health and safety provisions	On a continuous basis
	Address priority community needs (such as education, health, and economic development) and mitigate societal deficits (such as youth unemployment, human displacement and job readiness)	Ensure that the company aligns and tracks the 2020-2025 Corporate Sustainability (CS) Strategy. More information can be found in the 'Our Sustainability Agenda' section on page 135	Monitoring strategy and tracking the progress and status of its initiatives on a quarterly basis is conducted on a monthly basis
Support and develop locally relevant CS activities and establish partnerships that further the CS agenda and that address prevalent societal deficits		Zain CS tracks the progress and status of its initiatives on a quarterly basis	

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General Public and Community Institutions: Neighborhoods near base stations, media, NGOs and advocacy groups, charities, associations, foundations, schools, universities, and medical institutions	Address priority community needs (such as education, health, and economic development) and mitigate societal deficits (such as youth unemployment, human displacement and job readiness)	Established partnership with UNICEF by signing a memorandum of understanding (MoU) to work towards the advancement of the rights of children in the region	Three-year partnership
		Launch awareness campaigns on the company's social media channels	On a monthly basis
	Committed to building climate change scenarios that help limit global warming while also mitigating physical and transition risks related to climate change	Install DG Battery hybrid solutions where feasible	A continuous effort
		Install higher efficiency DC power systems	A continuous effort
		Utilize outdoor cabinets where feasible	A continuous effort
		Explore possibilities for site-sharing and implement the 'right-sizing concept'	A continuous effort
		Implement e-waste recycling and reuse initiatives	A continuous effort
		Comply with ESMP regulations	A continuous effort
		Set long-term carbon emission reduction targets	A continuous effort
		Benchmark energy efficiency progress with similar regional and global organizations	A continuous effort
		Develop a Climate Change Policy	The Climate Change Policy is publicly available on the website
Members of the Carbon Disclosure Project (CDP) that provides guidance on how a company manages climate change in alignment to the Task Force on Climate-related Financial Disclosures (TCFD)	A continuous effort		

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General Public and Community Institutions: Neighborhoods near base stations, media, NGOs and advocacy groups, charities, associations, foundations, schools, universities, and medical institutions	Committed to building climate change scenarios that help limit global warming while also mitigating physical and transition risks related to climate change	Launched several social media campaigns raising awareness on the increasing risks of climate change	A continuous effort
		Committed to furthering the Post-2015 Sustainable Development Goals	A continuous effort
		Tracking the company's water consumption with the aim to reducing it	On a quarterly basis
	Engage Zain in relevant community events and forums	Participate in relevant community events and forums	On a regular basis
		The company provided safety guidelines and supplies for staff at physical branches	During lockdown periods
		Internal and external communications about COVID-19 safety measures were issued via social media, e-mails, SMS, call back tones, radio channels, traditional media, and billboards	During lockdown periods. Zain Jordan created an awareness campaign in collaboration with UNICEF
		All Zain's premises are periodically sterilized, and the existing maintenance crew are provided with specific sterilization and cleaning material to ensure proper disinfection and safety	During lockdown periods and continued throughout the year
Reaffirmed its support against COVID-19	The company zero-rated the Jordan vaccination portal and held its annual Ramadan campaign in collaboration with UNICEF in support of vaccinations		

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General Public and Community Institutions: Neighborhoods near base stations, media, NGOs and advocacy groups, charities, associations, foundations, schools, universities, and medical institutions	Provide favorable terms	Encourage discussions with relevant departments through upper management	To ensure that certain clauses are made with the highest level of transparency and fairness, Zain continuously revises its terms and conditions to make sure they are aligned with best practices
		Discuss and negotiate contracts and terms	To ensure that certain contracts and terms are made with the highest level of transparency and fairness, Zain continuously revises its terms and conditions to make sure they are aligned with best practices
Business Partners: Suppliers, contractors, and distributors	Provide timely payments	Conduct periodic evaluations	On a daily basis
		Maintain open channels of communication and clearly articulate contract terms and agreements to ensure parties agree on method and date of payments	On a quarterly basis and depending on each contract
	Maintain opportunities for frequent interaction and engagement with Zain	Maintain open channels of communication	Zain communicates with its business partners on a continuous basis
		Participate in forums that include all Zain's operating markets, to ensure alignment in strategic approach	On an annual basis
		Automate processes of engagement with suppliers to ensure transparent and timely responses	On a continuous basis

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Business Partners: Suppliers, contractors, and distributors	Remain informed about Zain's guidelines and standards regarding human rights, health and safety, the environment, and labor standards	Communicate Zain's Supplier Code of Conduct, which is included in contracts	Zain is sends the Supplier Code of Conduct when onboarding new suppliers and communicates it to existing suppliers on an annual basis. Zain also resends its Supplier Code of Conduct to all suppliers if changes are made to it
		Provide Supplier Assessment Questionnaire when onboarding new suppliers and recommunicate to existing ones	On an annual basis
		Zain communicates and tracks its suppliers' alignment to the Human Rights Policy Statement	On bi-annual basis
	Access to information about the company including financial data, customer data and other relevant information	Publish annual report and issue other periodic reports	On an annual basis
Publish disclosure reports		On a quarterly basis	
Maintain open direct channels and frequent engagement with public officials		On a continuous basis	
Government and Regulators: Stock Exchange (SE), Capital Markets Authority (CMA), Telecommunications Regulatory Authority (TRA), other national telecommunications regulators, and ministries of communication	Access to tele-communications services for citizens	Maintain network quality and coverage	On a continuous basis
		Comply with laws and regulations	As per laws and regulations, reports are provided annually or semi-annually and provide up-to-date disclosures on material information

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Government and Regulators: Stock Exchange (SE), Capital Markets Authority (CMA), Telecommunications Regulatory Authority (TRA), other national telecommunications regulators, and ministries of communication	Corporate and other taxation	Submit corporate income tax returns, Zakat and National Labor Support Tax (NLST)	On an annual basis
		File indirect tax declaration	On a monthly basis depending on the local tax declaration, where applicable
		Submit payroll income tax to the tax authority	On a monthly basis depending on the local tax declaration where applicable
		Conduct meetings and ongoing contact with tax authorities to ensure they are up to date with the most recent tax laws	On a continuous basis
	Engage with external tax advisors and receive newsletters on the most recent tax laws and regulations	On a continuous basis	
Government and Regulators: Stock Exchange (SE), Capital Markets Authority (CMA), Telecommunications Regulatory Authority (TRA), other national telecommunications regulators, and ministries of communication	Compliance with regulations	Ensure and oversee compliance through Corporate Governance and Compliance department, Regulatory department, and other relevant functions	The team keeps a close eye on the changes in regulations, industry, and environment. Therefore continuous cooperation is in place between internal and external parties
		Ensure compliance with the regulatory requirements in the countries where we operate	The team keeps a close eye on the changes in regulations, industry, and environment. Therefore continuous cooperation is in place between internal and external parties
Government and Regulators: Stock Exchange (SE), Capital Markets Authority (CMA), Telecommunications Regulatory Authority (TRA), other national telecommunications regulators, and ministries of communication	Stakeholders' Rights Protection	Implemented through the Corporate Governance framework	On a continuous basis including periodic reporting

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Government and Regulators: Stock Exchange (SE), Capital Markets Authority (CMA), Telecommunications Regulatory Authority (TRA), other national telecommunications regulators, and ministries of communication	Stakeholders' Rights Protection	Policy approved by the Board of Directors is in place and shared with executive management	On an annual basis
		Ensures that principles of transparency are applied throughout the organization with the focus by Corporate Governance and Investor Relations departments on working collectively to guarantee transparency and efficiency throughout operations	On a continuous basis including periodic reporting
	To develop the company's reputation and provide insurance against unforeseen events	Invest in network quality and coverage	On a continuous basis
		Maintain business continuity and contingency plans	On a continuous basis
		Maintain insurance coverage for critical assets (such as data centers and employees)	On a continuous basis
	Awareness of key organizational risks	Update Risk Register	On a yearly basis,
		Update Key Risk Indicators	On a quarterly basis
		Maintain mitigation plans for all significant company risks that are communicated directly to the Board Risk Committee	On a quarterly basis

