

# People, Planet, Possibility



HIS MAJESTY

**SULTAN  
HAITHAM  
BIN TARIK**



# Dean's Message

Dear Stakeholders and Friends of Majan,

It gives me great pleasure to introduce Majan University College's second Sustainability Report, setting out the ways in which the College continues to maintain and develop practices that will support national efforts to build a sustainable future. The report is strongly aligned with national targets and priorities, set out in Oman Vision 2040, and it is aligned with the United Nations Sustainable Development Goals. It demonstrates that MUC is a responsible organisation, dedicated to serving its immediate stakeholders, but also committed to strategies that take into account the welfare of people not only in Oman but in the wider world. The College's dedication to sustainability is evident in the institutional Vision and Values contained in the new 2025-2030 Strategic Plan, compiled after wide consultation and taking into account the contributions of numerous stakeholders.

I am proud to highlight a number of facts about the College that are mentioned in the report. The College has a staff that is balanced 50-50 between males and females. Furthermore, salary remuneration is almost identical across the genders when total figures are compared. Omanisation of the College's staff continues to proceed incrementally but significantly, and is preplanned so that operations are not adversely affected and that expatriate staff are not abruptly terminated. As regards environmental initiatives, the College is moving ahead with initiatives that enhance use of solar power, water conservation measures, and steps to reduce and eventually eliminate single-use plastic on the campus. Details are given in the report.

I commend this report to its readership. It reflects the College's genuine and deep-rooted commitment to sustainability. Nevertheless, more can always be done. If any reader has suggestions to enhance our practices, please do not hesitate to contact me directly at the Dean's Office.

Sincerely,

**Dr. Maha  
Kobeil**

Dean & CEO

Majan University College



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# About this Report

## Overview

Majan University College (MUC) is pleased to present its second edition Sustainability Report, detailing the Environmental, Social, and Governance (ESG) performance for the year 2025. Prepared in alignment with the Global Reporting Initiative (GRI) Sustainability Reporting Standards and the Muscat Stock Exchange (MSX) ESG Guidelines, this report reflects our ongoing commitment to transparency and accountability in sustainability.

Our sustainability strategy is firmly grounded in Oman Vision 2040 and the United Nations Sustainable Development Goals (SDGs), guiding our efforts to foster responsible governance, environmental stewardship, and meaningful social impact. This year's report continues to focus exclusively on MUC's operational activities within Oman.

As this is our second year of reporting, we have built upon the foundation established in our inaugural report, enhancing data collection, improving disclosures, and deepening our integration of sustainability into core institutional practices. While no restatements of prior-year data are necessary this year, we remain committed to continuous improvement and comparative reporting in future editions.

Through this publication, we aim to strengthen stakeholder trust, showcase our measurable progress, and reaffirm our dedication to becoming one of the leading institutions in sustainability in Oman. We gratefully acknowledge the support and technical guidance provided by **Crowe Oman**, our sustainability reporting consultants, in the preparation of this report.

## Terminology

In this report, the terms "we," "the College," "MUC," and "our" refer collectively to Majan University College (MUC), unless otherwise explicitly stated. All references to activities, impacts, and performance pertain to MUC's operations in Oman.

## External Assurance

Since external assurance is not mandated by MSX in Oman, for this year, external assurance has not been undertaken; however, we are actively evaluating the benefits of third-party verification and intend to pursue external assurance in a future reporting cycle as part of our ongoing commitment to transparency and best practices in ESG reporting.

## Feedback and Inquiries

We welcome your feedback and questions regarding this report. For any inquiries or suggestions, please reach out to us at [info@majancollege.edu.om](mailto:info@majancollege.edu.om).



# About Majan University College

## Overview

Majan University College SAOG was founded in 1995 as Oman's first private institution of higher education. Since then, MUC has remained a pioneer in the country's higher education sector. In December 2017, MUC achieved a historic milestone by becoming the first higher education institution in Oman to receive full institutional accreditation from the Oman Academic Accreditation Authority (OAAA). Demonstrating its sustained commitment to quality, MUC further solidified its leadership in September 2024 by becoming the first institution in the Sultanate to be successfully reaccredited by the Oman Authority for Academic Accreditation and Quality Assurance of Education (OAAAQA) for a five-year term, a testament to its ongoing adherence to rigorous national and international standards.

With a student body of nearly 2,500, and a total staff of almost 130, including more than 50 lecturers from at least ten countries, the College is situated on a single campus in Darsait. MUC operates under the supervision of the Ministry of Higher Education, Research and Innovation (MOHERI), Oman and is an accredited College of the University of Bedfordshire, UK.

MUC offers a diverse portfolio of undergraduate programmes across Business Management, Information Technology, and English Language disciplines. These include eight specialisations within Business Administration, Marketing, Accounting, Islamic Banking, Business Analytics with Artificial Intelligence, Finance and Technology (FinTech), alongside Information Technology programmes in Computer and Internet Applications, Networking, Computing with three pathways and Data Science with two pathways. All undergraduate programmes except the English Language programme are offered in both full-time and part-time formats to accommodate diverse learner needs.

To ensure global recognition and academic rigor, MUC maintains a strategic Academic Affiliation Agreement with the University of Bedfordshire (UoB). Under this partnership, UoB validates MUC's undergraduate degrees in Business, English Language, and Information Technology, while also co-delivering postgraduate programmes in Business Administration and Applied Linguistics. In addition, MUC offers its own Master of Business Administration delivered in Arabic (MUC-MBA), further expanding access to advanced leadership education in the national context.

Through these academic alliances and a steadfast commitment to quality assurance, MUC continues to bridge global educational standards with local relevance, empowering future leaders who are well equipped to contribute meaningfully to Oman's sustainable development goals.

## Company Structure and Performance

<b>Subsidiary of Majan University College SAOG</b>	<b>Country of incorporation</b>
M/s Majan Kuwait Holding Group WLL	Kuwait
<b>Associate companies</b>	<b>Country of incorporation</b>
M/s Al-Oula Gulf Holding Company WLL	Kuwait
M/s Abyat Kuwaiti Holding Company WLL	Kuwait

# Our Vision

To be a higher education institution that excels in education and knowledge creation, transforms futures, and contributes to national development.

# Our Mission

To provide world-class education, foster innovation, and advance knowledge through research and collaboration, empowering students and the community to contribute to national development and shape a sustainable future.

# Our Values

Excellence

Integrity

Creativity

Inclusiveness

Sustainability



## Ownership Structure

Owner	Shares	Percentage
Human Investment LLC	68,784,230	76.4%
Oman Chamber of Commerce and Industry	9,480,000	10.5%
Other	11,735,770	13.1%
<b>Total</b>	<b>90,000,000</b>	<b>100%</b>

## Financial Performance

Year	(OMR)			
	2022	2023	2024	2025
Revenues	3,944,029	3,830,953	4,107,592	4,439,987
Operating Costs	3,165,518	3,461,947	3,338,742	3,559,164
Profit (loss) before income tax	1,180,352	585,570	1,079,971	872,713
Profit (loss) for period	1,005,137	500,592	917,937	735,268

## Awards & Recognition

Similar to previous years and in line with its consistent track record, MUC has made significant progress toward achieving the highest standards in education. The College continues to excel in supporting students' academic success and long-term employability, while actively contributing to the broader societal and economic development of the nation.



Below are some of the awards MUC has gained during the year:

- Institutional reaccreditation from the Oman Authority for Academic Accreditation and Quality Assurance of Education – September 2024.
- Oman leadership award in the 'Best Institution Overall' category – 2025.



# Majan University College: Our Sustainability Approach

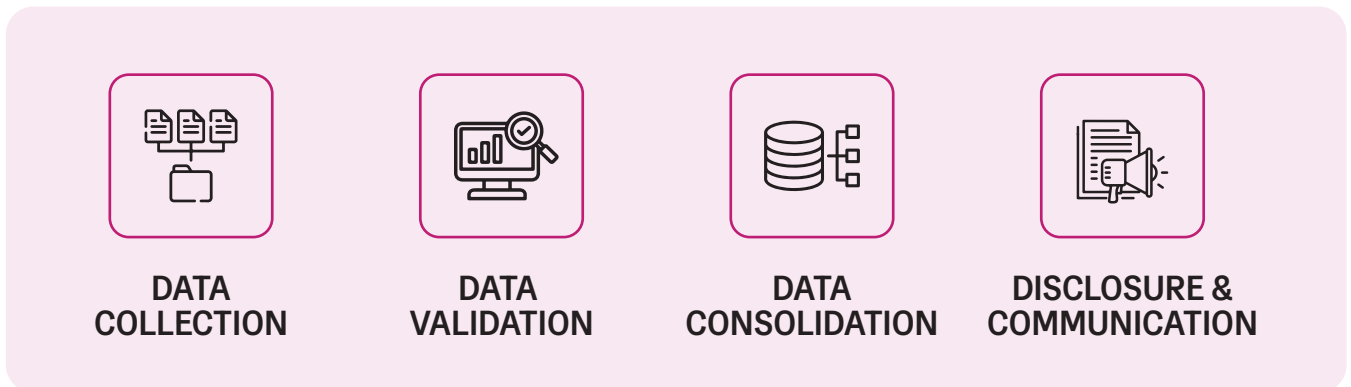
For MUC, sustainability is not a peripheral issue, to be considered only occasionally. Rather, it is central to the planning and delivery of the whole range of the College's operations. Rooted in Oman Vision 2040 and the Sultanate's Net Zero by 2050 commitment, our strategy aligns with national priorities in education, human capital development, and environmental stewardship empowering our students and staff to become agents of change in building a diversified, low-carbon future.

Operating in an arid region, we prioritize resource efficiency, climate resilience, and responsible consumption. From water-saving technologies and sustainable landscaping to campus energy conservation and student-led green campaigns, our initiatives and actions reflect a deep responsiveness to Oman's environmental context. Beyond operations, we embed ESG into curriculum and research, ensuring graduates are equipped with the skills to drive Oman's sustainable economic transition.

## How We Measure:

### Ensuring Rigour, Transparency and Accountability

At MUC, data integrity and methodological transparency are the foundation of our sustainability reporting



## Alignment with Oman Vision 2040

Oman Vision 2040 Pillar	MUC Focus Area
Education & Human Capital Development	Integrating sustainability into education and leadership programmes
Environmental Stewardship	Promoting climate resilience and resource efficiency
Economic Diversification & Innovation	Building future-ready graduates to support the low-carbon economy



## Reporting Guidelines and Boundaries

MUC adopts a clear and methodologically consistent approach to defining its reporting boundaries.

For the 2025 reporting year, the sustainability boundary encompasses all activities conducted within MUC’s primary campus in Muscat, including academic delivery, institutional administration, and campus operations. This scope reflects the organisational areas over which MUC exercises direct managerial control and operational oversight.

MUC maintains a subsidiary entity in Kuwait (Majan Kuwait Holding Group WLL); however, this is a stand-alone report for MUC only and does not include the performance of its subsidiary nor associates. It covers the period from September 1, 2024, to August 31, 2025, aligning with the reporting period of our annual financial report.

By clearly defining these boundaries, MUC ensures that its ESG disclosures remain transparent, relevant, and reflective of the operations it directly manages. This approach aligns with Global Reporting Initiative (GRI) Standards of completeness, accuracy, and comparability, providing stakeholders with a clear understanding of the scope and context of MUC’s sustainability performance.

### Stakeholder Engagement

Our sustainability strategy is built on three core pillars: active stakeholder engagement, rigorous materiality assessment, and alignment with national and international standards. We actively seek input from our students, academic and non-academic staff, and community partners to inform and shape our sustainability initiatives.

We recognise that meaningful engagement with stakeholders is essential to advancing our sustainability objectives and to the development of our sustainability report. Through this collaborative process, we identified the Environmental, Social, and Governance (ESG) issues most relevant to our academic community and institutional operations. To gather insights, we conducted targeted surveys with key stakeholder groups, which include the following:

Board of Directors	Executive Management	Students
Shareholders	Banks	Suppliers
		Regulators

Our stakeholder engagement is an ongoing process, allowing us to continually enhance our sustainability initiatives to meet stakeholder expectations.

## Materiality Analysis


















Our 2025 Materiality Assessment delivers a structured, evidence-driven evaluation of the Environmental, Social, and Governance (ESG) issues most critical to MUC and our stakeholders. Designed in alignment with global best practices including the GRI Standards (with particular emphasis on GRI 3: Material Topics), the MSX ESG Guidelines, and the SASB Standards, this process ensures our sustainability reporting is robust, transparent, and comparable against international benchmarks.

In 2025, MUC undertook a comprehensive materiality analysis to identify and prioritize the ESG topics that most significantly impact our academic mission and resonate with our stakeholder community. Building on the foundation of our 2024 assessment and recognizing that our operational scope and core activities remain largely unchanged, we reaffirmed the ongoing relevance of previously identified priorities. To ensure a robust and globally aligned approach, MUC conducted a benchmarking review of leading local and international higher education institutions. This assessment provided insights into sector trends and how peers address emerging themes such as climate resilience, digital ethics, youth employability, and community impact.

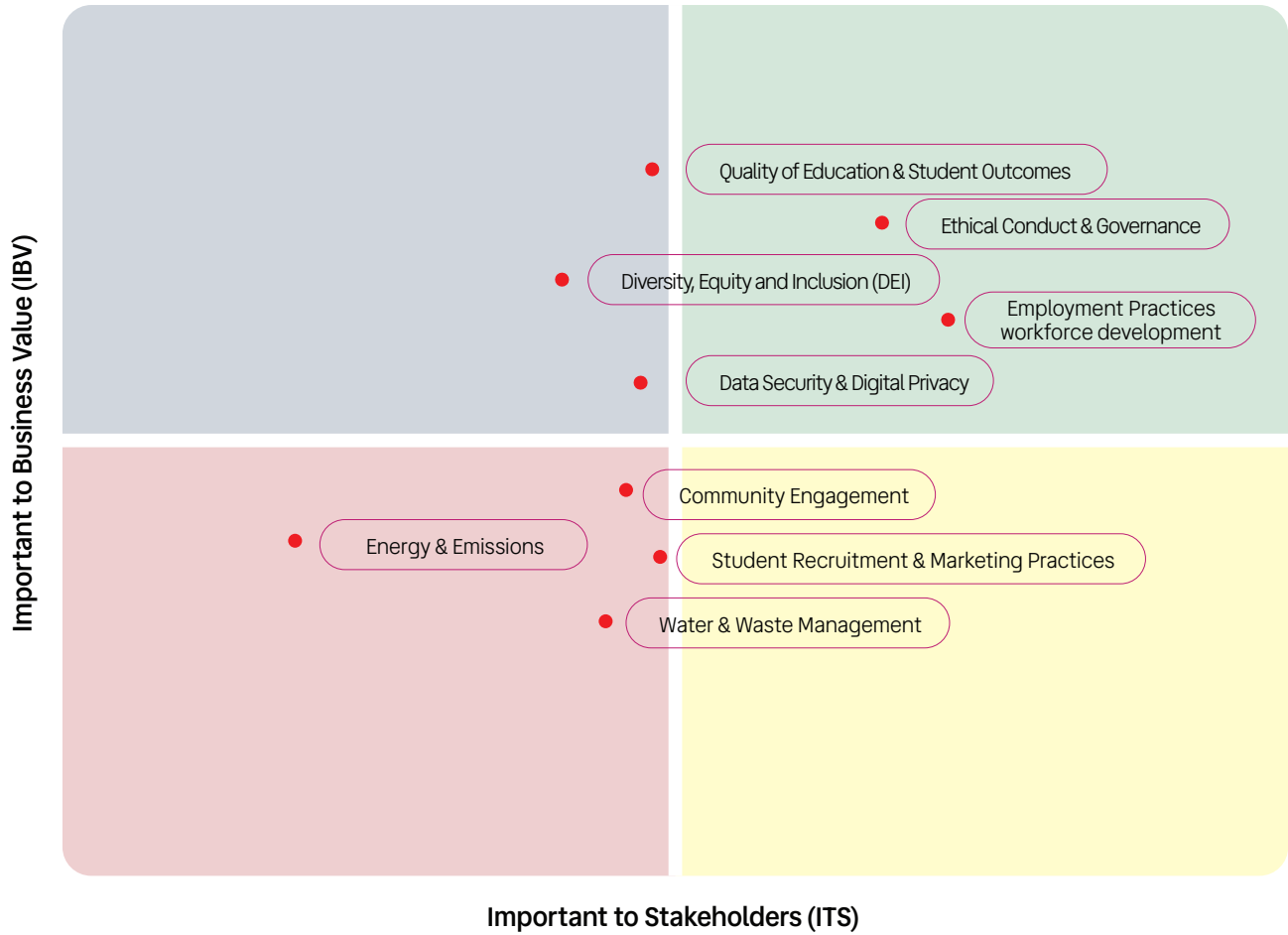
The resulting 2025 Materiality Matrix reflects this combined analysis, mapping topics by their importance to stakeholders and their strategic influence on MUC's academic and operational priorities.

These materiality outcomes also reinforce Oman Vision 2040 by supporting national goals in education, environmental stewardship, economic diversification, and governance. Through student-focused initiatives, responsible operations, and ethical practices, MUC advances the Sultanate's transition toward a knowledge-driven, low-carbon, and resilient future.



ESG Pillar	Topics	Alignment with Oman Vision 2040	Alignment with SDGs
 <b>Environmental (E)</b>	Energy & Emissions	Supports clean energy and climate resilience.	 
	Water & Waste Management	Encourages responsible water use amid limited availability.	 
 <b>Social (S)</b>	Quality of Education & Student Outcomes	Builds a skilled, knowledge-based workforce for economic diversification.	
	Diversity, Equity & Inclusion (DEI)	Fosters inclusive society and equal opportunity for all.	 
	Employment Practices & Workforce Development	Advances Omanisation and local talent development.	
	Community Engagement	Strengthens social cohesion and local development.	 
 <b>Governance (G)</b>	Ethical Conduct & Governance	Upholds transparency and accountability.	
	Data Security & Digital Privacy	Enables secure digital transformation in education.	
	Student Recruitment & Marketing Practices	Ensures ethical, inclusive, and nationally aligned recruitment.	 

## Materiality Matrix



The matrix illustrates where MUC can generate the greatest sustainability value, highlighting topics that sit at the intersection of stakeholder expectations and institutional strategic priorities. These insights shape our reporting scope, guide operational improvements, and support continuous enhancement of our sustainability performance.



**Governance**

# Governance

## Ethical Conduct & Governance

At MUC, ethical conduct and governance are the very foundation of who we are. As Oman's first private higher education institution, founded in 1995, MUC has long championed transparency, accountability, and integrity as pillars of academic excellence, social responsibility, and sustainable growth directly advancing the priorities of Oman Vision 2040, particularly in fostering good governance and developing national human capital.

Our governance framework is deeply embedded in every aspect of institutional life, guided by the highest international standards, aligned with the Ministry of Higher Education, Research, and Innovation (MoHERI) requirements and in line with the Financial Services Authority (FSA) Code of Corporate Governance, Muscat Stock Exchange (MSX) regulations. For MUC, strong governance is not about compliance, it is about commitment to trust, to excellence, and to a future built on ethical leadership.

As a leading Higher Education Institution (HEI), MUC upholds exemplary governance and management practices rooted in ethical conduct, ensuring both academic and operational excellence. Our robust governance structure supports the consistent realization of our institutional mission and vision, maintaining rigorous academic quality while fostering responsible leadership and decision-making.

**MUC's governance philosophy is based on the following key pillars:**



The two main governing bodies of the College are the Board of Directors (BoD) and the Board of Trustees (BoT). Both Boards and senior management oversee strategic direction, risk management, and ESG integration, promoting long-term value creation in line with Oman Vision 2040 and MUC's commitment to human capital development. MUC is a public-listed company and its BoD is the highest decision-making body. The shareholders elect the members of the BoD according to the FSA regulations. The BoD oversees the development of the College, taking into consideration its strategic and operational plans, national priorities, and the needs of the stakeholders. The BoD operates according to the stipulations of the Corporate Governance Manual. The BoD has sub-committees: the Audit Committee (which considers the financials, internal and external audit reports, and other related compliance issues) and the Recruitment and Remuneration Committee (which looks at the appointment and financial benefits of senior management). The BoD fulfils its function in ensuring that the internal systems of the College function in line with national regulations.

The second body is the Board of Trustees (BoT). The BoD identifies a range of potential candidates to serve on the BoT, and selects the most appropriate people based on the Ministry's regulations. They place a strong emphasis on choosing candidates who have either a strong academic background or sound experience in industry.

## Corporate Governance Structure

### Board of Directors

The Board of Directors (BoD) is the highest decision-making authority at MUC and functions in accordance with the Corporate Governance Manual. Our commitment to governance excellence stems not merely from regulatory requirements but from an inherent belief in ethical leadership and accountability. This philosophy is integral to MUC's core values, emphasising transparency, disclosure, and strong internal control systems that enable the Board to perform its duties effectively while safeguarding stakeholder interests.

The five-member Board including independent and non-independent directors provide strategic direction and oversight, exercising full authority to undertake management functions essential for achieving institutional objectives. All Board operations are conducted in strict accordance with relevant laws, the Articles of Association, and resolutions passed during the Annual General Meeting.

During the year, MUC appointed two new Board members through a fair, transparent, and merit-based election process, ensuring strong alignment with institutional priorities and governance standards. In this MUC upholds a rigorous, principle-driven process that values competence, experience, and integrity. At the same time, we firmly believe in equality and remain committed to fostering diverse and inclusive leadership in future cycles.

### Board Composition and Independence

- Independent directors: 100% independent non-executive representation
- Clear separation is maintained between the roles of Chairman and the Executive Management, preserving independence and accountability.
- Board tenure: Directors serve a three-year term, as elected by shareholders in accordance with FSA regulations.
- Committees established: Audit Committee (4 meetings held in FY 2024/25) and Nomination & Remuneration Committee (2 meetings held in FY 2024/25).
- Investor Communication: The College held two investor and analyst meetings (November 2024 and February 2025) to discuss financial performance and strategy, reflecting a strong culture of disclosure and engagement.
- The Board's diverse expertise and adherence to governance best practices enable balanced decision-making, ensuring sustained institutional growth and effective oversight.

Name of Directors	Position	Category of Directors
Eng. Ameer Al Baraka	Chairman	Independent, Non-Executive, Omani
Dr. Mansour Al Said	Vice Chairman	Independent, Non-Executive, Kuwaiti
Mr. Emad Al Deen Assaf	Member	Independent, Non-Executive, Jordanian
Dr. Ahmed Aly Al-Shamali	Member	Independent, Non-Executive, Kuwaiti
Dr. Mansour Mohammed	Member	Independent, Non-Executive, Kuwaiti

### Ex Members:

Dr. Salam Al Kindi	Ex - Chairman	Independent, Non-Executive, Omani
Dr. Sarah Aly Darwish	Ex-Vice Chairman	Non-Independent, Non-Executive, Kuwaiti

During FY 2024/25, the Board held nine (9) meetings to review management reports, strategic decisions, and operational updates. All meetings were coordinated and minuted by the appointed Company Secretary, in accordance with FSA and MSX requirements.

For detailed disclosures regarding Board nominations, attendance, remuneration, and governance policies, *please refer to our Corporate Governance Report (MSX filings).*

### Board of Directors (BoD):

- Oversees strategic direction for governance, ethics, and sustainability practices.
- Approves institutional policies on responsible business conduct, compliance, and long-term financial sustainability.
- Monitors progress on Operational Excellence and Financial & Environmental Sustainability KPIs.

### Board Committees

MUC's governance framework is supported by strong internal control systems implemented through two key committees; the Audit Committee and the Recruitment and Remuneration Committee which ensure compliance, performance accountability, and transparent decision-making.

Board Committees	
Audit Committee	Nomination and Remuneration Committee
Considers financials, internal and external audit reports, and other related compliance issues.	Responsible for approving appointments and financial benefits of senior management.

## Audit Committee Responsibilities

The Audit Committee acts as the primary oversight body for matters related to related-party transactions and potential conflicts of interest. Its responsibilities include:

Reviewing all proposed dealings and transactions involving related parties.

Submitting recommendations to the Board of Directors for informed decision-making.

## Nomination and Remuneration Committee Responsibilities

The Nomination and Remuneration Committee ensures sound governance by overseeing the appointment of qualified, independent directors and executives, and by establishing fair, transparent remuneration practices aligned with performance.

Develops transparent nomination processes, succession plans, and role specifications for the Board and senior management, ensuring competence, continuity, and independence.

Designs and regularly reviews executive compensation and incentive policies to attract talent, drive performance, and maintain accountability subject to board and stakeholder oversight.

*Further details on committee composition, mandates, and key activities are available in our Corporate Governance Report (MSX reports).*

## Board of Trustees (BoT)

Name of BoT Members	Positions
Prof. Salha Abdullah Issan	Chair
Dr Saud bin Nasser Al Riyami	Member
Dr. Abdullah Akbar	Member
Dr. Fatma Mohammed Abdullah Al-Balushi	Member
Mr. Tariq Hilal Al-Barwani	Member
Professor Mansour Al Shamali	Member
Dr. Aly Al Shamali	Member
Prof Salam Salem Al Kindi	Member
Dr. Maha Kobeil	Member

- The Board is constituted according to the MoHERI's regulations and the Board of Trustees, Terms of Reference. It consists of nine members, including the Dean.
- Provides academic governance oversight and ensures institutional policies align with MUC's educational mission and values.
- Approves and monitors academic policies related to teaching excellence, research integrity, and educational sustainability.
- Reviews institutional performance through KPIs focused on academic quality and continuous improvement.
- Ensures adherence to MoHERI regulations and national higher education standards.

## Executive Management:

The College has an organisational structure and a comprehensive committee structure that deals with both matters arising from day-to-day operations and strategic management of the College's affairs. Each committee is chaired by an appropriate person appointed by SPRM who, in most cases, is a member of the senior management team. Thus, the organisational structure and the management structure interlink to oversee and direct the College's affairs while giving a wide range of staff the opportunity to raise their views through membership of one or more committees.

Aligns strategic goals and operational performance with principles of responsible business conduct.

Oversees fiscal prudence, resource optimization, and effective risk management processes.

To embed policies and ethics into daily operations, MUC maintains several committees to bring compliance policies into actions. The committees provide the forums for representation of staff and students, extended professional discussions, and decision-making based on scrutiny of data and the airing of a range of views.

Academic Appeals Committee	Housekeeping Committee
Academic Board	IT Steering Committee
Academic Integrity Committee	Learning and Teaching Committee
Academic Management Team	Marketing and Business Development Committee
Academic Programme Committee	Mitigating Circumstances Committee
Alumni Committee	Operations Committee
Boards of Studies	Progression Board
College Research Committee	Promotions Committee
Corporate Social Responsibility Committee	Purchases Committee
Employee Affairs Committee	Quality Assurance and Enhancement Committee
Examination Board	Staff Development Committee
Examination Profile Board	Strategic Planning and Risk Management

Faculty Committee

Student Advisory Council

Industry Advisory Panels

Recognition of Prior Learning Committee

Faculty Research Committee

Student Disciplinary Committee

Hostel Committee

## Ethical Culture: From Policy to Practice:

MUC's Ethical Code of Conduct serves as our institutional compass, articulating clear expectations for integrity, fairness, impartiality, honesty, and respect in all academic, administrative, and community engagements. The Code applies universally to students, faculty, and staff, reinforcing a culture where personal responsibility and accountability are non-negotiable.

MUC has adopted a structured governance approach to embed policy commitments across all institutional levels, with clear accountability and oversight mechanisms.

The Ethical Code of Conduct for Employees (HR Policies Manual) and the Student Code of Conduct (Student Handbook) ensure that the staff and students share the responsibility in maintaining an ethical environment at MUC. Thus staff, students, and Business Partners are expected to comply with MUC's Code of Conduct, ethical business principles, and sustainability-related initiatives. They are also encouraged to participate in community outreach, CSR programmes, and collaborative sustainability research.

## Strategic Impact

Strong governance and ethical conduct directly enable MUC's sustainability ambitions:

Risk resilience: Proactive identification and mitigation of operational, reputational, and compliance risks.

Stakeholder trust: Enhanced credibility with students, parents, regulators (e.g., Oman Academic Accreditation Authority and Quality Assurance of Education), and international partners.

Long-term value: Ethical governance underpins institutional reputation a critical intangible asset in the competitive higher education landscape.

## Integration into Organisational Strategies & Operational Policies

MUC's policy commitments are integrated into its Strategic Plan (2021–2025) through alignment with institutional priorities, governance systems, and operational frameworks designed to support long-term sustainability. It also ensured alignment of the plan's six strategic themes and associated goals with Oman Educational Strategy 2040, Oman Vision 2040 and the UN Sustainable Development Goals.





The College is in the process of finalising its new five year strategic plan for 2025-2030.

## Communication of Commitments to Stakeholders

MUC ensures transparent communication and active engagement with all stakeholders through multiple formal and informal channels, including:

### Policies & Codes of Conduct

Accessible documentation outlining ethical standards and institutional commitments.

### Training & Awareness Programmes

Capacity-building initiatives for staff, students, and leadership.

### Public Disclosures & Reports

Transparent reporting of governance, academic, and financial performance indicators.

## Communication of Critical Concerns

Throughout its history, MUC has remained steadfastly committed to the principles of honesty, integrity, and accountability across all our operations and stakeholder engagements.

All MUC employees are contractually obliged to demonstrate professional integrity and uphold the institution's ethical standards at all times.

Our policy establishes a clear and structured mechanism that enables employees to responsibly raise and report legitimate concerns to designated senior personnel when there are reasonable grounds to suspect serious misconduct or malpractice. This ensures that all concerns are addressed promptly, objectively, and transparently.

## Whistleblowing and Ethical Reporting

MUC is committed to fostering a culture of integrity and accountability by empowering all staff, students, contractors, and affiliated parties to report suspected misconduct such as fraud, bribery, harassment, safety violations, academic malpractice, or systemic negligence confidentially and without fear of reprisal. The Whistleblowing Policy provides a clear, accessible channel for raising concerns, ensuring that all disclosures are taken seriously, investigated promptly, and handled with appropriate discretion. Anonymous reports are also considered where credible and actionable, with investigations guided by fairness, proportionality, and due process.

MUC guarantees full protection to individuals who report in good faith, regardless of whether their concerns are ultimately substantiated. Any form of retaliation, intimidation, or adverse treatment against a whistleblower is strictly prohibited and constitutes a serious breach of policy, subject to disciplinary action.

These initiatives reaffirm MUC's proactive commitment to fostering a culture of openness, accountability, and transparency.

## Data Security & Digital Privacy

MUC treats Data Security and Digital Privacy as a priority. Our information technology governance approach ensures the confidentiality, integrity, and availability of all stakeholders' data, safeguarding MUC's long-term reputation and operational continuity against escalating global cyber threats and evolving regulatory landscapes.

Our commitment to rigorous, auditable governance, specifically through our formal Information Security Management System (ISMS), is emphasised. This ISMS is embedded across key institutional policies, including the Data Privacy Framework, and IT Security Policy and governs all operations.

### Regulatory Compliance and Global Best Practice

Central to our governance framework is our commitment to dual regulatory compliance, ensuring our standards meet both national sovereignty and international expectations:

Oman's Personal Data Protection Law (Royal Decree 6/2022) — ensuring alignment with national sovereignty and data localization expectations.

General Data Protection Regulation (GDPR) — extending protection standards to international students, faculty, and research partners.

### Core Security Infrastructure and Technical Controls

MUC protects stakeholder data, including sensitive student records and staff information, through a comprehensive, multi-layered defense architecture.

### Data Protection and Access Control

Student records within the student management system are encrypted and strictly limited to access solely through individual credentials. Staff privacy is protected through mandatory Non-Disclosure Agreements (NDAs) signed upon employment, forming a key component of MUC's comprehensive confidentiality framework.

### Infrastructure and Operational Safeguards

MUC's security ecosystem is built on a high-availability architecture designed to prevent, detect, and respond to threats:

### Layered Defense

Enterprise-grade firewalls operating in High Availability (HA) mode, supported by advanced Intrusion Detection and Prevention Systems (IDS/IPS), antivirus software, and SSL inspection protocols.

### Network Segmentation

Virtual LAN (VLAN) segmentation is used to isolate sensitive systems, minimizing security risks and enforcing strict role-based access controls.

### Vigilance and Training

We conduct regular vulnerability assessments and penetration testing, complemented by mandatory cybersecurity awareness training for all staff and students.

### Operational Resilience and Data Continuity

MUC recognises that operational resilience, the ability to anticipate, prepare for, respond to, and recover from disruptions is fundamental to guaranteeing the availability and integrity of protected data and safeguarding academic continuity.

While MUC actively develops a formal, enterprise-wide Business Continuity Management System (BCMS), core resilience capabilities are proactively embedded today through cross-functional coordination across IT, Facilities, Academic Affairs, and Administration.

#### Key Resilience Capabilities

**Business Impact Assessments (BIAs):** Conducted on a project- or incident-driven basis (e.g., during system upgrades or major facility works) to identify critical academic and administrative services requiring continuity protection.

**Crisis Simulation:** We execute periodic tabletop exercises involving senior leadership to simulate and test crisis response coordination (e.g., cyberattack, campus closure, infrastructure failure).

#### IT Resilience & Disaster Recovery

**Geographic Redundancy:** We maintain a geographically separate Disaster Recovery (DR) site (>40 km from the main campus), ensuring redundancy and continuity of critical systems.

**Data Integrity:** Our robust data backup strategy includes defined short- and long-term retention policies. We conduct biannual integrity testing of backups and DR systems, incorporating multi-factor authentication to validate secure, reliable recovery capabilities.

#### Incident Response & Stakeholder Safety

**Coordinated Action:** Integrated Incident Response and Escalation Plans are embedded in operational policies to ensure timely, coordinated action during disruptions.

**Transparent Communication:** Stakeholder communication protocols for staff and students are activated during emergencies (e.g., extreme weather, power outages, public health incidents) to maintain transparency and safety.

These embedded measures form a dynamic, adaptive framework that enables MUC to sustain core functions under disruption, strategically preparing the organisation for a fully formalised BCMS in the medium term.

**Social**

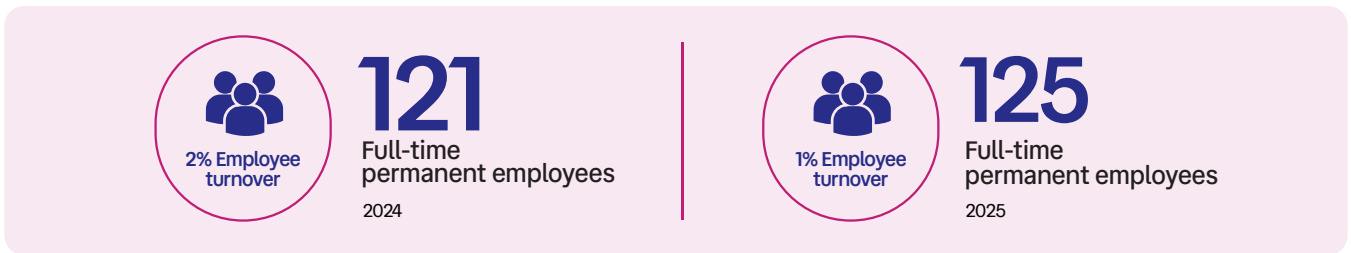
# Social

At the heart of our ESG commitment lies a deep dedication to people, our employees, communities, students, and partners. We recognise that long-term business resilience is built on inclusive practices, equitable opportunity, and meaningful engagement. This section outlines our efforts to foster diversity, ensure health and safety, uphold human rights, and contribute positively to the communities in which we operate, aligning with both global standards and Oman's national sustainability priorities.

## Diversity, Equity, and Inclusion

MUC's workforce reflects our dedication to fostering a supportive and inclusive environment. This demonstrates that our emphasis on a positive organisational culture and inclusive practices resonates with staff, encouraging longer tenures and the retention of valuable institutional knowledge.

**Table 1:**



## Workforce Gender Diversity

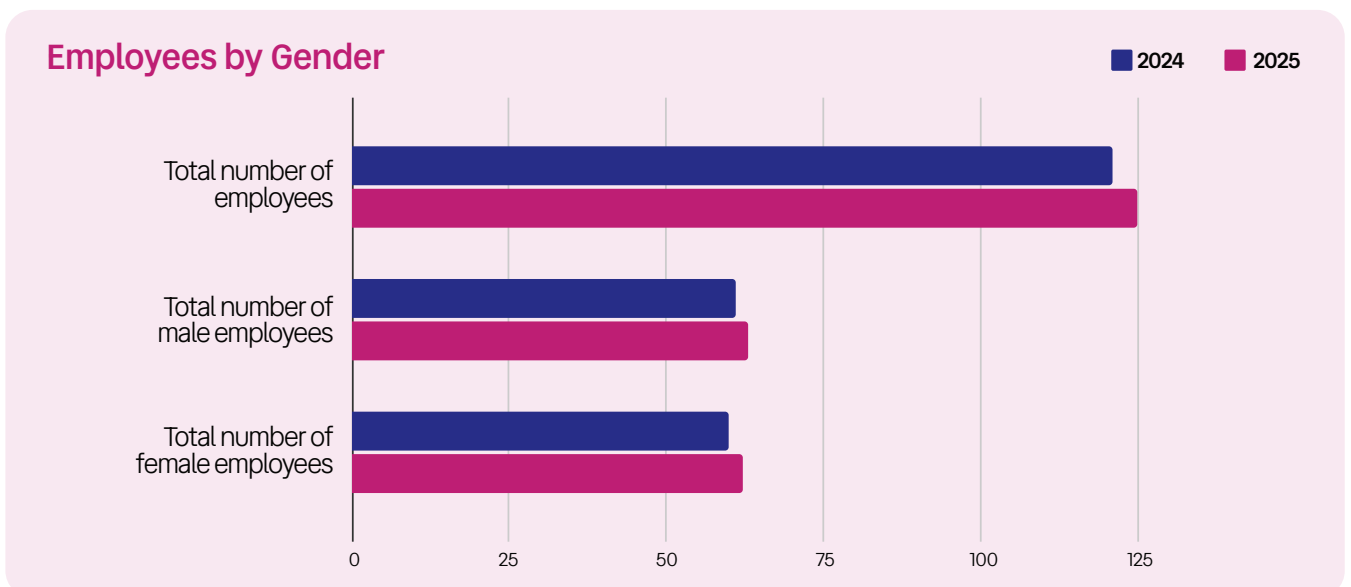
MUC continues to maintain a good gender-balanced workforce overall. In 2024, women represented 49.58% of total employees, and this proportion remained stable at 49.60% in 2025. This demonstrates our ongoing commitment to equitable hiring and retention practices across the college, emphasising a fair selection and recruitment process.

At the entry- and mid-level tiers, gender parity has improved notably: women's representation increased from 49.55% in 2024 to exactly 50% in 2025, reflecting the success of inclusive recruitment and development initiatives targeting early- and mid-career professionals.

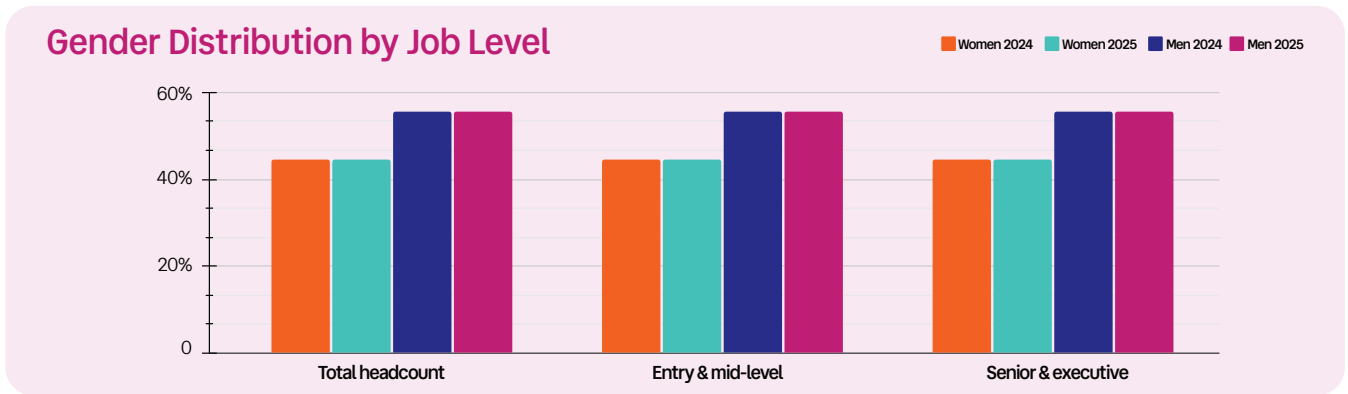
At the senior and executive-level positions, women account for 44.4% of leadership roles in both years. This exceeds the global average in many sectors, it also highlights an opportunity for targeted advancement programmes, mentorship, and sponsorship to support the progression of women into leadership roles. Thus, the stability and improvement in gender balance, particularly at non-executive levels, demonstrates our inclusive workplace.

Overall, MUC remains committed to transparent promotion practices, leadership pipelines, and continuous review of equity in career development.

**Table 2:**



**Table 3:**

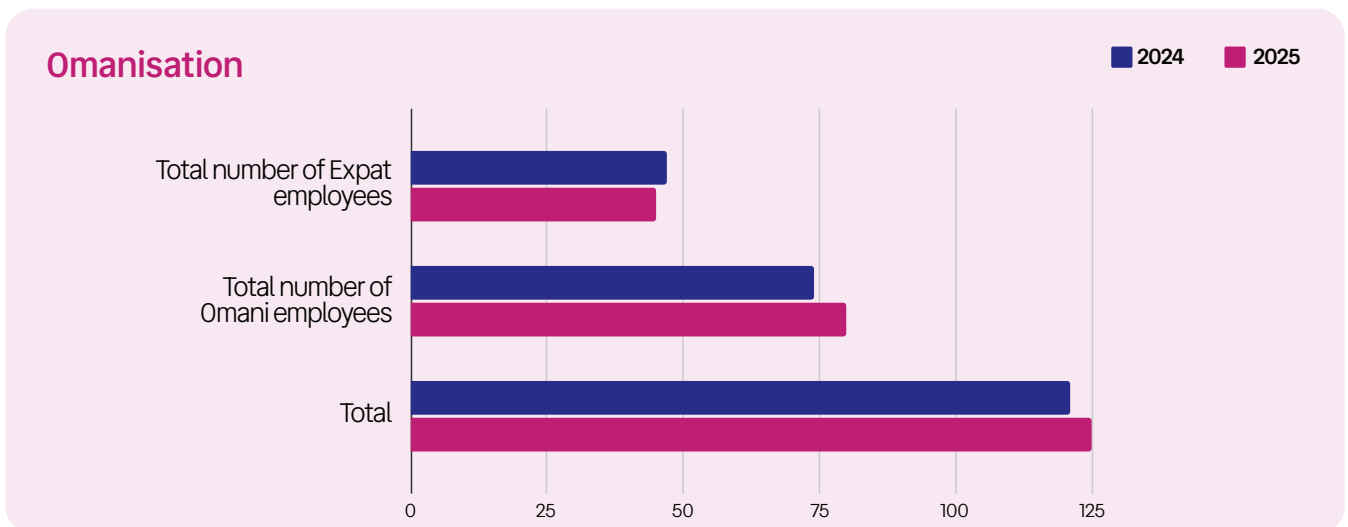


Through targeted hiring practices, leadership development initiatives, and inclusive workplace policies, we strive to foster an environment where every individual is supported, empowered, and able to thrive professionally, regardless of gender or background.

### Omanisation and Diversity

Our commitment to national workforce development continues to strengthen. In 2024, Omani employees (academic and administration) made up 61.2% of our workforce. By 2025, this increased to 64.0%. This progress aligns with Oman's national vision for economic diversification and workforce nationalization, and underscores our commitment to building local capacity, transferring skills, and creating sustainable career pathways for Omani professionals.

**Table 4:**



### Gender Pay Ratio

**Table 5:**

	2024	2025
Gender Pay Ratio (male to female)	1.04	1.08

In 2025, the gender pay ratio (male to female) stood at 1.08, indicating near parity in average compensation.

Overall pay practices are guided by role-based benchmarks and performance. We are committed to ensuring fair and equitable compensation through regular pay equity reviews, transparent promotion criteria, and targeted support for women's career advancement.

## Contract and Contingent Workforce

In 2025, MUC continued to engage a structured part time and outsourced workforce to support its academic, operational, and administrative functions. This workforce model enables the College to meet specialised institutional needs while maintaining resource efficiency and operational flexibility consistent with best practices in human capital management.

### MUC's Part-time and Outsourced Workforce for the Reporting Year Consisted of:

4 part-time lecturers, providing specialised academic expertise in areas where flexible or periodic instruction is required.

4 subcontracted IT network administrators, engaged through an established external service provider to ensure uninterrupted digital infrastructure performance.

15 externally contracted cleaning staff, deployed through MUC's facilities management and cleaning services partner.

MUC ensures that the part-time and outsourced workforce is engaged through external contracts operating under clear service-level agreements that define quality standards, ethical conduct, health and safety requirements, and compliance with Omani labour regulations.

## Maternity Leave

MUC supports a healthy work-life balance through inclusive parental leave policies that uphold both professional commitments and personal responsibilities. In alignment with Omani regulations, maternity leave may be taken before and/or after childbirth and cannot be substituted with other leave types available to female employees.

Notably, in 2025, the College recorded just one instance of a male employee taking parental leave, a meaningful step toward promoting gender-equitable family support.

## Employment Practices and Workforce Development

This year, MUC continued to make investments in professional development programmes aimed at enhancing staff expertise and supporting professional growth. These training programmes covered a broad range of areas including information technology, teaching methodologies, research skills, e-learning tools, language development, soft skills, health and safety practices, and applications of artificial intelligence. Each programme was designed to equip our staff with the knowledge and skills required to thrive in a rapidly evolving educational environment.

During the 2025 academic year, spanning two semesters, MUC employees completed an average of 20 hours of training. While these figures reflect strong engagement, we remain committed to increasing participation and ensuring equitable access to professional development opportunities across all staff categories, genders, and roles.

### A Strategic Framework for Development

Professional development at MUC is embedded in two complementary frameworks:

The Teaching Excellence Plan, emphasises innovative pedagogies and the creation of dynamic, student-centred learning environments.

A comprehensive appraisal system that guides development for all employees academic and professional support staff alike based on evolving job requirements, individual career aspirations, and institutional strategic priorities.

This integrated approach ensures that talent development is not only responsive to immediate operational needs but also aligned with MUC's long-term vision for educational excellence and organisational resilience.

## Training Highlights: Building Capacity Across Domains

In 2025, MUC delivered a robust portfolio of training sessions designed to upskill, empower, and connect our workforce. These sessions were thoughtfully curated to address both functional competencies and emerging global trends:

### Workforce Development Highlights (2025)

01

#### Digital Fluency & Tech Integration

Hands-on workshops on Generative AI, AI & Sustainability, Moodle, SharePoint, Google Spaces, ICT tools, Mentimeter, and Canva enhanced digital teaching and administrative efficiency.

02

#### Pedagogical Innovation

Sessions on P4C methodology, peer-assisted learning, group assessments in MOVE, and lecturer feedback supported learner-centred teaching and reflective practice.

03

#### Inclusion & Well-being

Initiatives included a disability awareness series, workplace ergonomics training, and breast cancer awareness activities to promote a healthy, inclusive environment.

04

#### Compliance & Operations

Training on updated labour laws (leaves), APMR writing, and basic troubleshooting ensured legal compliance and smoother daily operations.

05

#### Critical Thinking & Future Readiness

Workshops like *A Critical Approach to Error and Correctness* and *Digital Economy Horizon* fostered intellectual rigour and prepared staff for evolving professional landscapes.

As MUC continues to evolve, we remain steadfast in fostering a culture of continuous learning and improvement. We recognise that investing in our people not only through training hours but through meaningful, inclusive, and future-oriented development directly enhances the quality of education we provide and strengthens our institutional impact. In the coming year, we will prioritise training and development participation, expanding AI literacy across all functions, and embedding sustainability principles into every facet of our workforce strategy.

## Quality of Education and Student Outcomes

As a leading higher education institution, MUC recognises that Quality of Education is a core pillar of our social sustainability mandate, serving as the primary enabler for developing human capital and enhancing long-term stakeholder value. Our strategy is built on robust academic governance, continuous quality assurance, and delivering graduate outcomes that align with national economic priorities, specifically Oman Vision 2040.

### Academic Governance and Quality Assurance

Majan University College (MUC) maintains a robust and transparent quality assurance (QA) framework that embeds academic excellence, accountability, and continuous improvement across all levels of institutional operation. As the first private higher education institution in Oman to receive full institutional accreditation from the Oman Authority for Academic Accreditation and Quality Assurance of Education (OAAAQA) in 2017, then reaccreditation in

2024 and operating as an accredited college of the University of Bedfordshire, UK. MUC aligns its standards with both national regulations and international best practices.

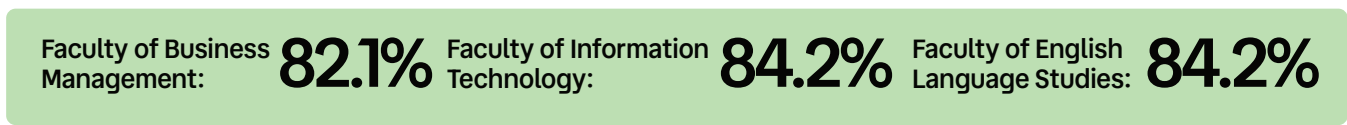
Our governance model is based on a structured committee system, including the Academic Board, Academic Programme Committee, Board of Studies, Corporate Social Responsibility Committee, Hostel Committee, Housekeeping Committee and Learning and Teaching Committee all of which incorporate student representation to ensure learner voices shape academic decision-making.

Rigorous processes such as Annual Programme Monitoring Reports, internal quality audits, external examiner oversight, and double-blind marking at final-year levels safeguard academic integrity and consistency.

### MUC's Commitment to Curriculum Relevance and Graduate Employability is Demonstrated Through:

- 1** Industry-aligned programmes co-designed with advisory boards to meet Oman Vision 2040 priorities;
- 2** Experiential learning integrated via internships, capstone projects, and real-world assessments;
- 3** Digital fluency embedded across disciplines to prepare students for the evolving digital economy.

In 2025, this framework translated into strong student outcomes: MUC achieved an on-time graduation rate of 82.9% with the following faculty-wise completion rates:



## Community Engagement

At MUC, Corporate Social Responsibility (CSR) is viewed not as a peripheral philanthropic activity, but as a strategic investment that builds social value and reinforces the College's core strengths i.e. education, research, awareness-building, and community engagement. Rather than ad hoc charity, MUC's approach is co-designed, participatory, and impact-driven, partnering with local authorities and community stakeholders to address material social and environmental needs. By aligning these capabilities with Oman Vision 2040 and local community needs, MUC ensures that its contributions generate long-term, meaningful impact.

In 2025, MUC allocated approximately 1.15% of its pre-tax profit toward community-focused initiatives, reflecting a tangible commitment to supporting social development beyond campus boundaries. This investment forms part of a broader shift in the 2025 reporting cycle, marking MUC's transition from establishing foundational governance structures to expanding targeted, high-impact community and environmental programmes.

**Table 6:**

Community Investment	2024	2025
The percentage of the amount invested in the community of the company's pre-tax profit.	0.46%	1.15%

In 2024–2025, MUC implemented over 30 community activities across six key focus areas:

## 01 Inclusive Social Development

Organised recreational and educational events for vulnerable groups, including a cinema trip for students with disabilities, a Qaranqasho celebration for individuals with severe disabilities, and engagement with elderly communities through performances and forums. Hosted awareness sessions on marital counselling, cybercrime, addiction, and road safety in collaboration with government partners.

## 02 Gender & Youth Empowerment

Celebrated Omani Women's Day with staff recognition and hosted the Omani Women's Association and Lahuna Oman. Marked Omani Youth Day with student showcases and honors, and conducted values-based workshops for school children in Muttrah, Al Ghubrah, and Sidab.

## 03 Faith-Based & Humanitarian Support

Distributed Ramadan food baskets to families in Muttrah and Maabela, provided daily Iftar for female hostel students, and ran the "Majan Al Khair" Iftar campaign in public spaces. Cleaned and supplied local mosques and health centers, and supported Sidab's productive families by purchasing and distributing their traditional goods.

## 04 Health, Environment & Public Awareness

Held blood donation drives, organised a Sidab beach and wadi cleanup, planted 12 trees on campus, and hosted Earth Day's "From Waste to Story" exhibition. Partnered with BioFuel to promote proper disposal of used cooking oil.

## 05 Education & Capacity Building

Delivered free computer training for Zakat Committee staff and a marketing workshop for the Omani Women's Association. Sponsored the First Muttrah Summer Forum, training youth in health monitoring and first aid. Supported schools through visits, prayer education, and agricultural awareness ("Planting Hope").

## 06 Strategic Partnerships & Financial Contributions

Strengthened ties through consultative meetings with community partners and Zakat Committee. Made targeted CSR donations to Muttrah Zakat Committee, Oman Charitable Organisation, and Siraj Foundation for Education Support.

# Student Recruitment and Marketing Practices

Majan University College (MUC) advances equitable access to quality higher education through ethical, data-driven recruitment and marketing strategies. From September 2024 to August 2025, MUC invested OMR 87,000 in marketing (up from OMR 48,000 in 2024) and OMR 76,000 (up from OMR 67,000 in 2024) in programme development, supporting outreach to over 6,500 students across Oman including underserved regions like Musandam, Ibri, and Salalah and expanding internationally into Saudi Arabia and Pakistan.

Digital campaigns leveraged geofencing (averaging 3%+ CTR), WhatsApp Enterprise (10,000+ messages per campaign), and CRM-driven follow-ups, converting 15% of exhibition leads into enrolments. Content emphasised inclusion (e.g., Omani Women's Day), sustainability (Arbor Day, beach cleanups), and future-ready programmes such as BSc (Honours) Data Science (Cybersecurity) and BSc (Honours) Business Analytics with Artificial Intelligence directly supporting Oman Vision 2040 and labour market relevance.

All outreach adheres to data privacy norms, with transparent performance tracking (e.g., 406% Instagram growth, 44.6% LinkedIn engagement). By prioritising geographic equity, digital efficiency, and program relevance.

MUC also ensures transparent disclosure of all financial aspects including enrollment.

- Tuition and Fees: Clear communication of total programme tuition fees, payment schedules, and other mandatory costs.
- Financial Aid Transparency: Comprehensive and easily accessible information on all available financial aid, scholarships, and grants to enable informed decision-making by prospective students, thereby promoting equitable access.
- Accessibility: Ensuring our digital platforms and physical recruitment venues are accessible to all potential applicants, regardless of physical ability.



**Environmental**

# Environmental

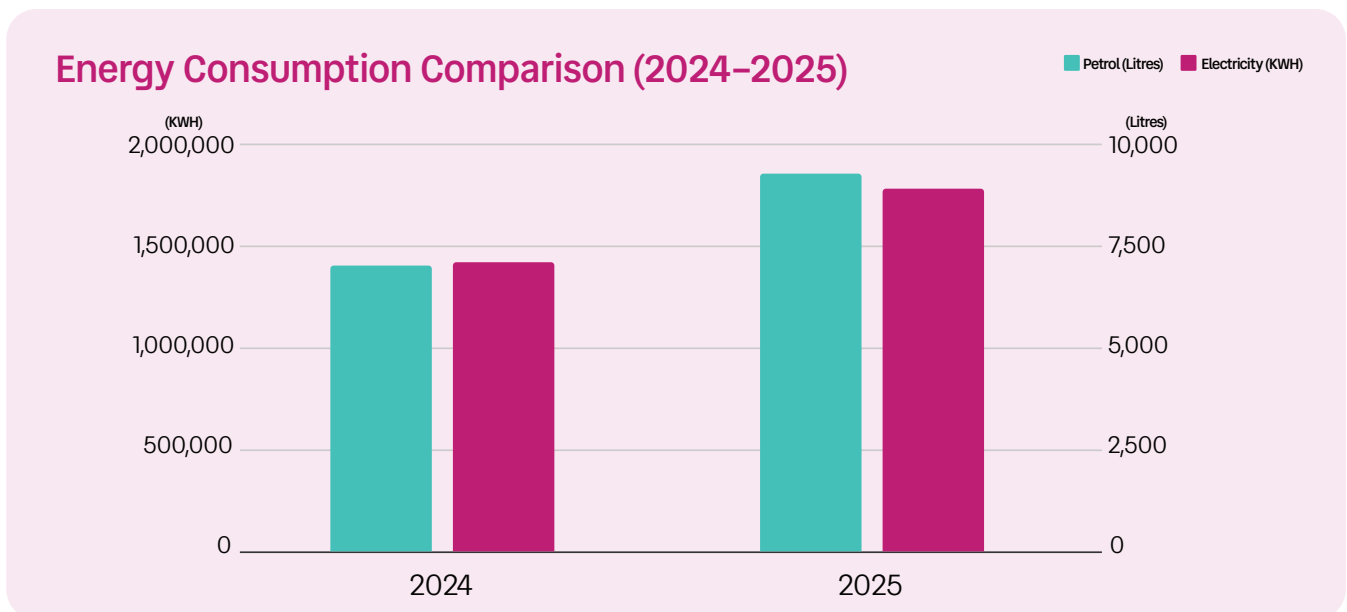
At Majan University College, environmental sustainability is a core institutional value not an add-on. Guided by our Health, Safety, Security, and Environment (HSSE) policy and strategic plan, we actively reduce our ecological footprint through energy and water efficiency, comprehensive waste segregation and recycling (including e-waste and food waste), and responsible hazardous material management.

Operating in an arid region, we prioritize conservation and resilience, aligning with Oman Vision 2040 and the Net Zero by 2050 commitment. Through operational excellence and student engagement, we model sustainable practice preparing graduates to lead Oman's green transition.

## Energy and Emissions

Majan University College treats the management of energy consumption and Greenhouse Gas (GHG) emissions as a strategic imperative, central to its operational sustainability and environmental stewardship. Our comprehensive approach focuses on both data-driven emissions reduction and proactive energy conservation across all campus operations.

Table 7:



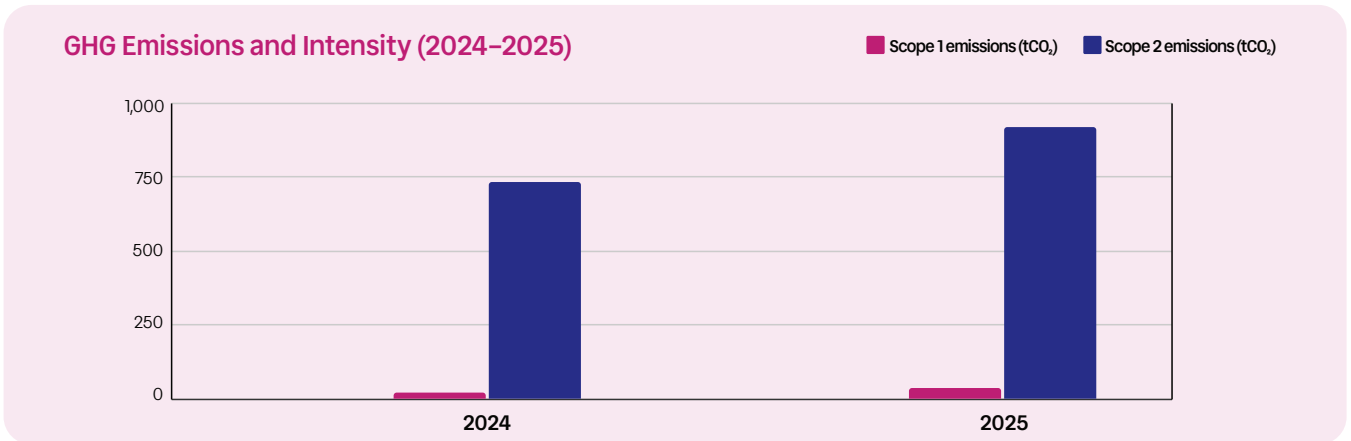
## Climate Action and GHG Emissions Reporting

Aligned with global best practices in higher education sustainability, Majan University College (MUC) is systematically advancing its understanding of greenhouse gas (GHG) emissions across campus operations including energy consumption, facility management, and institutional transportation. Through a rigorous, data-driven methodology, MUC is identifying key emission sources to initiate and inform targeted, measurable, and scalable reduction initiatives aimed at progressively lowering its environmental footprint.

As an educational institution, MUC's carbon profile is inherently lower than industrial or commercial sectors. Recognizing the significance of even modest emissions, MUC is committed to transparently tracking, managing, and reducing these impacts as part of its broader climate strategy.

Majan University College (MUC) calculates its Scope 1 and Scope 2 greenhouse gas emissions in alignment with the GRI and GHG Protocol. Scope 1 direct emissions from campus vehicles running on petrol are calculated by the IPCC-recommended emission factor for petrol. Scope 2 indirect emissions from purchased electricity are determined using the factor from the Carbon Database Initiative by location-based method. All data is collected annually through centralised facility systems and reported transparently to support ongoing emission reduction efforts.

**Table 8:**



Metric	Output factor	2024	2025
GHG intensity	tCO <sub>2e</sub> /Employees	6.25	7.65

### Smart Energy Management: Solar-Powered Infrastructure for Campus Efficiency

As part of Majan University College’s strategic plan for 2025–2030, the institution is advancing its commitment to low-carbon operations through the deployment of smart energy management solutions. A key initiative under this framework is the integration of solar panel systems across campus parking lots/ sites, enabling the generation of on-site renewable energy that directly supports campus operations.

This initiative is designed to improve energy efficiency, reduce dependence on grid electricity, and lower the College’s Scope 2 GHG emissions. The solar installation will contribute to a diversified energy mix, enhance system resilience, and serve as a model for sustainable infrastructure across higher education institutions in Oman.


Implementation will take place in phases within the period of the new strategic plan 2025-2030, with an initial portion scheduled for completion within the current academic year. The system will be equipped with monitoring and smart-metering capabilities to track real-time performance, optimize energy output, and ensure operational efficiency. Over time, this initiative is expected to yield measurable reductions in energy consumption, operational costs, and overall carbon intensity, fully aligning MUC with Oman Vision 2040’s environmental pillar and global best practices in sustainable and green campus management.


### Water and Waste Management

Majan University College is committed to resource efficiency and sustainable development, integrating proactive strategies for minimizing waste generation and promoting responsible water stewardship across all campus operations. Our approach ensures alignment with national goals for responsible resource management.

#### Waste Minimization and Circularity Initiatives

MUC focuses on the hierarchy of Reduce, Reuse, and Recycle to lower the environmental footprint, particularly targeting key waste streams such as single-use plastics and paper.

 **Single-Use Plastic Reduction:** We continue to advance efforts to eliminate single-use plastics, by the use of thermal bottle and reusable mugs that are provided to all students and staff, in order to reduce the use of disposable container waste.

 **Paper Waste Management:** To minimize paper waste, designated recycling bins are strategically placed throughout the campus. Staff are also actively encouraged to utilize recycled paper for appropriate applications, thereby contributing to a lower institutional environmental impact.

## Strategic Water Stewardship

A step forward to achieving effective operations and water efficiency MUC has initiatives to make use of water generated as a byproduct from campus air-conditioning units' water that is typically discharged as waste into a dedicated collection network for reuse in watering gardens and plants. This initiative will be part of the Operational Plans of the new MUC Strategic Plan 2025-2030.

## Circular Economy Contributions

MUC demonstrates its commitment to circular economy principles through sustainable furniture management practices. Instead of discarding used furniture, the College refurbishes and reuses items such as chairs, desks, corridor furnishings, and outdoor seating. This practice not only extends the life of these assets but also reduces the need for new procurement and conserves valuable resources.

## E-Waste Management

E-waste represents a priority within MUC's sustainable waste management strategy. The institution has implemented a structured and responsible approach to the end-of-life management of IT equipment, in line with circular economy principles and environmental best practices.

Functional computers that no longer meet operational requirements are donated to local schools and charitable organisations, extending product lifecycles and supporting community education initiatives. Where technically viable, hard drives undergo secure refurbishment and reuse, ensuring data security while minimizing resource consumption. Certain decommissioned devices are repurposed for use in academic laboratories, providing students with hands-on learning opportunities in hardware and systems engineering.

Equipment that cannot be reused, donated, or repurposed is disposed of through certified e-waste recycling partners managed by the Information Technology Services Department (ITSD). These partners adhere to stringent environmental and safety standards, ensuring the safe handling of hazardous materials and the recovery of valuable resources through compliant recycling processes.

Collectively, these initiatives underscore MUC's commitment to responsible e-waste management, resource efficiency, and environmental stewardship integral components of the institution's broader sustainability agenda.

## Scope 3 Emissions: A First Step Toward Comprehensive Carbon Accounting

While MUC's previous reporting focused exclusively on Scope 1 and 2, in line with MSX's foundational expectations. For this reporting cycle, we have made the decision to exclude comprehensive Scope 3 emissions data from our disclosures. This is based on two key factors: the challenges in accurately measuring indirect emissions for an educational institution, and as per the circular dated October 7, 2024 issued by the MSX, Scope 3 emissions reporting is not required this year.

## Our Material Scope 3 Emissions Would Likely Fall Under These Ghg Protocol Categories:

**Business Travel:** Emissions generated by faculty attendance

**Employee Commuting:** Emissions related to the daily travel of personnel and of their students travelling to college and back

**Upstream Transportation and Distribution:** Emissions associated with the delivery of necessary inputs, including IT hardware, lab supplies, and catering ingredients.

**Purchased Goods & Service:** Emissions from vendors/suppliers supporting our operations

# Appendix

# Appendix

## GRI Index

Statement of use	Majan University College SAOG has reported in accordance with the GRI Standards for the reporting period 01 September 2024 to 30 August 2025.
GRI 1 used	GRI 1: Foundation 2021

GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION
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### General disclosures

GRI 2: General Disclosures 2021	DISCLOSURE	LOCATION
	2-1 Organisational details	6
	2-2 Entities included in the organisation's sustainability reporting	10
	2-3 Reporting period, frequency and contact point	05 - 10
	2-4 Restatements of information	05
	2-5 External assurance	05
	2-6 Activities, value chain and other business relationships	06
	2-7 Employees	25
	2-8 Workers who are not employees	27
	2-9 Governance structure and composition	16
	2-10 Nomination and selection of the highest governance body	18
	2-11 Chair of the highest governance body	17
	2-12 Role of the highest governance body in overseeing the management of impacts	17
	2-13 Delegation of responsibility for managing impacts	18
	2-14 Role of the highest governance body in sustainability reporting	18
	2-15 Conflicts of interest	18
	2-16 Communication of critical concerns	21
	2-17 Collective knowledge of the highest governance body	16
	2-18 Evaluation of the performance of the highest governance body	18
	2-19 Remuneration policies	18
	2-20 Process to determine remuneration	18
	2-22 Statement on sustainable development strategy	20
	2-23 Policy commitments	19
	2-24 Embedding policy commitments	19
	2-25 Processes to remediate negative impacts	21
	2-26 Mechanisms for seeking advice and raising concerns	22
	2-27 Compliance with laws and regulations	15

	2-28 Membership associations	06
	2-29 Approach to stakeholder engagement	10
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	11
	3-2 List of material topics	12
	3-3 Management of material topics	12
<b>GRI 205: Anti-corruption 2016</b>	205-2 Communication and training about anti-corruption policies and procedures	21
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organisation	33
	302-3 Energy intensity	33
	302-4 Reduction of energy consumption	34
<b>GRI 303: Water and Effluents 2018</b>	303-5 Water consumption	34
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	33
	305-2 Energy indirect (Scope 2) GHG emissions	33
	305-3 Other indirect (Scope 3) GHG emissions	35
	305-4 GHG emissions intensity	33
	305-5 Reduction of GHG emissions	34
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	35
	306-2 Management of significant waste-related impacts	35
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	25
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	27
	401-3 Parental leave	27
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	27
	404-2 Programmes for upgrading employee skills and transition assistance programmes	28
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	17
	405-2 Ratio of basic salary and remuneration of women to men	26
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	22

# 30 MSX Metrics

## Environment

E1. GHG Emissions					
E1.1) Total amount for Scope 1 (tn CO <sub>2</sub> e)	38.44	E1.2) Total Amount for Scope 2 (tn CO <sub>2</sub> e)	917.96	E1.3) Total amount for Scope 3	-
E2. Emissions Intensity					
E2.1) Total GHG emissions per output scaling factor (tn CO <sub>2</sub> e / number of full-time employee)	7.65	E2.2) Total non-GHG emissions per output scaling factor (tn CO <sub>2</sub> e / full-time employee)	-		
E3. Energy Usage					
E3.1) Total amount of energy directly consumed (MWh)	83	E3.2) Total amount of energy indirectly consumed (MWh)	1,777		
E4. Energy Intensity					
E4.1) Total direct energy usage per output scaling factor (MWh / full-time employee)	0.66				
E5. Energy Mix					
E5.1) Percentage: Energy usage by generation type	100% Grid				
E6. Water Usage					
E6.1) Total amount of water consumed (m <sup>3</sup> )	4,941	E6.2) Total amount of water reclaimed (m <sup>3</sup> )	-		
E7. Environmental Operations					
E7.1) Does your company follow a formal Environmental Policy?	Yes	E7.2) Does your company follow specific waste, water, energy, and/or recycling policies?	No	E7.3) Does your company use a recognised energy management system?	No

**E8. Environmental Oversight / Management**

E8.1) Does your Senior Management Team oversee and/or manage sustainability-related issues?	Yes
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**E9. Environmental Oversight / Board**

E9.1) Does your Board of Directors oversee and/or manage sustainability-related issues?	No
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**E10. Climate Risk Mitigation**

E10.1) Total amount invested, annually, in climate-related infrastructure, resilience, and product development.	-
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# Social

S1. CEO Pay Ratio					
S1.1) Ratio: CEO total compensation to median Full Time Equivalent (FTE) total compensation	0	S1.2) Does your company report this metric in regulatory filings?	No		
S2. Gender Pay Ratio					
S2.1) Ratio: Median male compensation to median female compensation	1.08				
S3. Employee Turnover					
S3.1) Percentage: Year-over-year change for full-time employees	1%	S3.2) Percentage: Year-over-year change for part-time employees	0%	S3.3) Percentage: Year-over-year change for contractors/consultants	0%
S4. Gender Diversity					
S4.1) Percentage: Total enterprise headcount held by men and women	Men: 50.40%	S4.2) Percentage: Entry- and mid-level positions held by men and women	Men: 50.00%	S4.3) Percentage: Senior- and executive-level positions held by men and women	Men: 55.56%
	Women: 49.60%		Women: 50.00%		Women: 44.44%
S5. Temporary Worker Ratio					
S5.1) Percentage: Total enterprise headcount held by part-time employees	3%	S5.2) Percentage: Total enterprise headcount held by contractors and/or consultants	15%		
S6. Non-Discrimination					
S6.1) Does your company follow non-discrimination policy?	Yes				

<b>S7. Injury Rate</b>			
S7.1) Percentage: Frequency of injury events relative to total workforce time	0%		
<b>S8. Global Health and Safety</b>			
S8.1) Does your company follow an occupational health and/or global health & safety policy?	Yes		
<b>S9. Child and Forced Labour</b>			
S9.1) Does your company follow a child and/or forced labour policy?	No	S9.2) If yes, does your child and/or forced labour policy also cover suppliers and vendors?	No
<b>S10. Human Rights</b>			
S10.1) Does your company follow a human rights policy?	Yes	S10.2) If yes, does your human rights policy also cover suppliers and vendors?	No
<b>S11. Community Investment</b>			
S11.1) Company investment in the community (including philanthropic donations)?	Yes	The percentage of the amount invested in the community of the company's pre-tax profit.	1.15%

# Governance

G1. Board Diversity					
G1.1) Percentage: Total board seats occupied by men and women	Men: 100%		G1.2) Percentage: Committee chairs occupied by men and women	Men: 100%	
	Women: 0%			Women: 0%	
G2. Board Independence					
G2.1) Does company prohibit CEO from serving as board chair?	Yes		G2.2) Percentage: Total board seats occupied by independent board members	100%	
G3. Incentivised Pay					
G3.1) Are executives formally incentivised to perform on sustainability?	No				
G4. Supplier Code of Conduct					
G4.1) Are your vendors or suppliers required to follow a Code of Conduct?	No		G4.2) If yes, what percentage of your suppliers have formally certified their compliance with the code?	0%	
G5. Ethics & Prevention of Corruption					
G5.1) Does your company follow an Ethics and/ or Prevention of Corruption policy?	Yes		G5.2) If yes, what percentage of your workforce has formally certified its compliance with the policy?	100%	
G6. Data Privacy					
G6.1) Does your company follow a Data Privacy policy?	Yes	G6.2) Has your company taken steps to comply with GDPR rules?	Yes	G6.3) Has your company taken steps to comply with Oman Personal Data Protection Law rules?	Yes
G7. Sustainability Reporting					
G7.1) Does your company publish a sustainability report?	Yes	G7.2) Is sustainability data included in your regulatory filings?	Yes		

### G8. Disclosure Practices

G8.1) Does your company follow reporting framework?	Yes	G8.2) Does your company focus on specific UN Sustainable Development Goals (SDGs)?	Yes	G8.3) Does your company set targets and report progress on the UN SDGs?	No
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### G9. External Assurance

Are your sustainability disclosures assured or validated by a third party?	No
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## List of Acronyms

MUC	Majan University College
CEO	Chief Executive Offices
CO <sub>2</sub>	Carbon Dioxide
CO <sub>2</sub> e	Carbon Dioxide Equivalent
ESG	Environment, Social, and Governance
FSA	Financial Services Authority
FTE	Full-Time Equivalent
GCC	Gulf Cooperation Council
GDPR	General Data Protection Regulation
GHG	Greenhouse Gas
GRI	Global Reporting Initiative
HR	Human Resources
LLC	Limited Liability Company
m <sup>3</sup>	Cubic Meters
MSX	Muscat Stock Exchange
MWh	Megawatt hours
SAOC	Omani Closed Joint Stock Company (Société Anonyme Omanaise Close)
SAOG	Omani Public Joint Stock Company (Société Anonyme Omanaise Générale)
SDGs	Sustainable Development Goals
tn	Tonne
UN	United Nations