



MAJAN UNIVERSITY COLLEGE

SUSTAINABILITY
REPORT

20
24



His Majesty Sultan Haitham Bin Tariq

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About this Report

Majan University College (MUC) presents its first Sustainability Report, providing an overview of our Environmental, Social, and Governance (ESG) performance for the 2024 calendar year. This report has been prepared in accordance with the Global Reporting Initiative (GRI) Sustainability Reporting Standards and the Muscat Stock Exchange (MSX) ESG Guidelines.

Our approach to sustainability is aligned with Oman Vision 2040 and the United Nations Sustainable Development Goals (SDGs), reflecting our commitment to responsible business practices, environmental stewardship, and social impact. This report focuses exclusively on MUC's sustainability performance within its operations in Oman. It does not include information on our partners. Through this report, we aim to provide transparency on our sustainability initiatives and our ongoing efforts to integrate ESG principles into our core activities. As this is our first sustainability report, there are no restatements of previous data or disclosures.

Terminology

In this report, the terms "we", "The College", "MUC", and "our" refer to Majan University College (MUC) unless stated otherwise.

External Assurance

For this first edition of our Sustainability Report, we have not obtained external assurance for the non-financial information presented. However, our dedicated team has ensured the accuracy and integrity of the reported data. The financial information included in this report has been externally audited to uphold transparency and reliability.

Feedback and Inquiries

We welcome your feedback and inquiries about this report. For any questions or suggestions, please contact us at info@majancollege.edu.om



Dean's Message

Dear Stakeholders and Friends of Majan,

As we present Majan University College's Sustainability Report, I feel a sense of pride in the College's efforts during 2024 to contribute to a more sustainable future for Oman's higher education sector. Our institution recognises that higher education plays a pivotal role in shaping sustainable mindsets and practices across the community, not only through the curriculum but through setting an example.

As a first step, solar panels are installed in some areas in the campus, indicating our long-term commitment to renewable energy, and we are planning to activate smart energy management systems that utilise IoT technology. Our tree-planting activities on Tree Day, strongly supported by both staff and students, have enhanced the campus while at the same time helping to offset our carbon emissions.

With regard to waste reduction significant progress is made through initiatives reducing single-use plastics by providing thermal bottles to students and reusable mugs to staff. Recycling boxes placed throughout the campus and our Environmental Awareness Survey have helped us measure community engagement and identify areas for improvement. We have also allocated OMR 10,000 to CSR initiatives this year, guided by our CSR Manual.

From a governance perspective we have invested in a comprehensive data and cybersecurity infrastructure including enterprise firewalls, network segmentation, and a dedicated disaster recovery site supported by regular testing. This report recognises our responsibility to future generations and our responsibility as a higher education institution to give priority to environmental stewardship and social harmony. I am grateful to the MUC team and to OSOOL for their dedication in developing this report.

I invite you to join us as we strive for a more sustainable future for Majan University College and for Oman.

Sincerely,

Dr. Maha Kobeil

**Dean & CEO
Majan University College**

About Majan University College

Overview

Majan University College SAOG was established in 1995 as the first private higher education institution in Oman.

MUC has continued to be at the forefront of higher education in the Sultanate ever since. In December 2017, MUC achieved institutional accreditation from the Oman Academic Accreditation Authority (OAAA), maintaining its reputation as a trailblazer by being the first higher education institution in the country to do so. In September 2024, MUC became the first higher education institution in Oman to be successfully reaccredited by the Oman Authority for Academic Accreditation and Quality Assurance of Education (OAAAQA).

The College is located on a single campus in Darsait which is home to a multicultural academic community with more than a hundred staff from a range of countries and a student population of almost 2,500. MUC is an accredited College of the University of Bedfordshire, UK, and operates under the supervision of the Ministry of Higher Education, Research and Innovation (MOHERI), Oman.

MUC offers undergraduate programmes in Business Administration with 8 pathways, Marketing, E-Business, Accounting, Finance, Islamic Banking, Business Analytics with Artificial Intelligence, Finance and Technology (FinTech), Computer and Internet Applications, Networking, Computing with 3 pathways, Data Science (Cybersecurity Pathway), Data Science (Digital Archives Pathway) and English Language. Except for English Language (full-time), these are delivered in both full-time and part-time mode.

At postgraduate level, the College offers master's programmes in Business Administration, Computer Science, and Applied Linguistics from the University of Bedfordshire, and its own MUC-MBA (delivered in Arabic).



Our Vision

Recognising potential, engaging minds, transforming futures.



Our Mission

To provide an innovative learning environment that supports students in reaching their full potential in a changing world.



Our Values

Excellence
Integrity
Creativity
Teamwork
Inclusivity

To learn more about MUC, please visit our website and refer to the About Us page: www.majancollege.edu.om.

Ownership Structure

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

Financials

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

Awards & Recognition

MUC has grown in leaps and bounds with various achievements to be proud of including its numerous graduates gainfully employed and working in all sectors of the economy.

Below are some of the old and recent awards Majan has gained:

- Institutional reaccreditation from the Oman Authority for Academic Accreditation and Quality Assurance of Education - September 2024.
- Top Omani Brand in the 'Higher Education' category - March 2023.
- MUC won 4 awards: Student Support, Advance Tech, Best Exhibitor and eventually the distinguished 'Best of Best' award at the Excellence in Higher Education Award Event hosted by the Global Higher Education Expo, GHEDEX 2022.
- MUC won the Internet of Things (IoT) award at the Future Skills & HRD Conference by GHEDEX Series 2021 held in December at the Crowne Plaza, Qurum.
- Most Trusted Private Higher Education brand in Oman by OER, 2019.
- 1st higher education institution to achieve full institutional accreditation by the Oman Academic Accreditation Authority (OAAA), 2017.
- No 1 in AIWA Awards for Best Performing Companies in 2016.
- Partner of the Year Award by the University of Bedfordshire in their awards ceremony 2016.
- Most Trusted Brand Award by OER, 2016.
- No 1 in AIWA Awards for Best Performing Companies in 2015.
- Most Trusted Brand Award by OER, 2015.
- No 1 in AIWA Awards for Best Performing Companies in 2014.
- No 2 in AIWA Awards for Best Performing Companies in 2013.
- No 1 in the field of private higher education in Oman (Business Today Best Brands Surveys 2008, 2009 and Oman Observer Surveys, 2008, 2009).
- World Quality Commitment by Business Initiative Directions in Paris in 2007.

These prestigious recognitions reflect Majan University College's unwavering commitment to academic excellence, innovation, and quality education. As we continue to evolve in response to changing educational landscapes, these accolades validate our efforts while inspiring us to further enhance our offerings. MUC remains dedicated to sustainable growth and preparing graduates who contribute meaningfully to Oman's development goals and the global community.

Majan University College Sustainability Approach

At MUC, we recognise the importance of embedding sustainability into our vision and our educational mission and institutional initiatives. Engaging minds and transforming futures is what MUC is doing by making all stakeholders more aware of sustainability issues and by striving for a more environmentally positive future. As we progress on our journey to create lasting value for our stakeholders and the communities we serve, we maintain our dedication to incorporating Environmental, Social, and Governance (ESG) principles, including financial sustainability, into every aspect of our decision-making process.

Stakeholder Engagement

Our approach to sustainability rests on three key pillars: comprehensive stakeholder engagement, thorough materiality assessment, and adherence to national and international benchmarks. We actively engage with our students, academic and non-academic staff, and community partners seeking their feedback to shape our sustainability initiatives.

Through this comprehensive approach, MUC strives to be a catalyst for positive change, effectively manage environmental risks, and contribute meaningfully to Oman's sustainable development and global environmental stewardship. We understand that meaningful stakeholder engagement is fundamental to advancing our sustainability agenda in developing our inaugural sustainability report.

Through this collaborative process, we identified critical Environmental, Social, and Governance (ESG) topics that are most relevant to our academic community and operations. Therefore, we reached out to key stakeholder groups through targeted surveys for feedback. These groups include the following:

Board of Directors	Executive Management		Students
Shareholders	Banks	Suppliers	Regulators

Our stakeholder engagement process remains an ongoing effort, enabling us to continuously refine our sustainability initiatives in alignment with stakeholder expectations.

Materiality Analysis

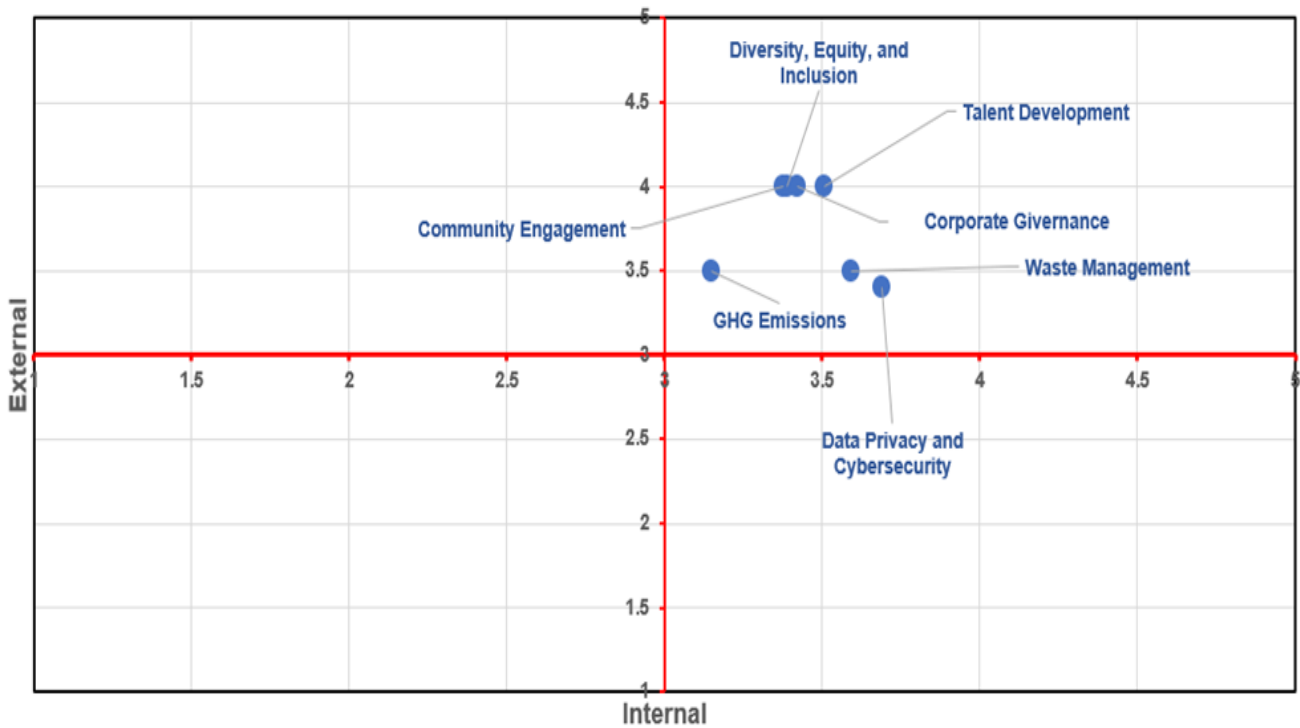
At MUC, we conducted a thorough materiality assessment in 2024 to identify the key Environmental, Social, and Governance (ESG) topics most relevant to our institution and stakeholders. This comprehensive process included benchmarking against leading academic institutions' best practices to ensure our sustainability initiatives are meaningful, transparent, and aligned with both the Higher Education sector expectations and global standards.

Following the Global Reporting Initiative (GRI) Standards and MSX ESG Guidelines, we engaged extensively with our internal and external stakeholders to determine the sustainability priorities that matter most to our academic community. The insights gained from this engagement are captured in our materiality matrix, which shows the most significant topics that guide our sustainability agenda and educational mission.

Materiality Matrix

Our materiality matrix visually represents the intersection between stakeholder priorities and MUC's strategic impact areas, based on our comprehensive 2024 assessment. The matrix plots ESG topics according to their significance to both our stakeholders and our institutional operations, revealing key focus areas where we can create the most meaningful sustainability impact. By highlighting issues of high importance to both dimensions—including topics identified through benchmarking against sector leaders and alignment with GRI Standards and MSX ESG Guidelines.

This visualisation provides a strategic roadmap that informs our resource allocation, sustainability initiatives, and transparent reporting commitments while reflecting the unique context of our academic mission.



This assessment strengthens our commitment to responsible educational and business practices, enabling us to prioritise initiatives that create long-term value for our stakeholders and the communities we serve.

Alignment with National and International Standards

At MUC, our sustainability efforts are firmly anchored in both national priorities and internationally recognised frameworks. As a leading educational institution, we align our sustainability initiatives with Oman Vision 2040, supporting the nation's long-term objectives for educational excellence, environmental stewardship, and social development.

Furthermore, our academic and operational initiatives actively contribute to the United Nations Sustainable Development Goals (SDGs), demonstrating our commitment to addressing global challenges while creating meaningful impact within our local community and the broader education sector.

ESG pillars	Topics	Alignments with Oman 2040 Vision	Alignments with Sustainable Development Goals
Environmental 	Waste Management GHG Emissions	<ul style="list-style-type: none"> Environment and Natural Resources 	7 (Affordable and Clean Energy) 13 (Climate Action)
Social 	Diversity, Equity and Inclusion Talent Development Community Engagement	<ul style="list-style-type: none"> Education, Learning, Scientific Research and National Capabilities Labour Market and Employment Well-being and Social Protection 	4 (Quality Education) 5 (Gender Equality)
Governance 	Corporate governance Data privacy and Cyber security	<ul style="list-style-type: none"> Legislative, Judicial and Oversight System 	16 (Peace, Justice, & Strong Institutions)

By strengthening our capacity to generate shared value, this structured alignment promotes a more resilient, accountable, and contributes modestly to a sustainable future for Oman and the international community.

Governance



At Majan University College, governance is the cornerstone of our commitment to transparency, accountability, and sustainable value creation. MUC's governance is guided by best practices and in strict compliance with the Corporate Governance Code issued by the Financial Services Authority and Ministry of Higher Education, Research and Innovation's regulations.

Our Higher Education Institution (HEI) upholds exemplary standards of governance and management, fundamentally rooted in ethical principles that drive both academic and operational excellence. Our comprehensive governance structure ensures the steadfast pursuit of our institutional mission and vision while maintaining rigorous academic standards.

Corporate Governance

Commitment to the highest standards of corporate governance is fundamental to our operations. We believe that corporate governance not only fosters academic excellence but also builds stakeholder confidence in our leadership and maximises long-term value through provision of quality educational services to students and society.

Both internal and external oversight mechanisms play a key role in our continuous improvement efforts. They serve not only to verify compliance with regulatory standards but also to drive operational efficiencies and safeguard the interests of our stakeholders. Ultimately, our focus on effective corporate governance helps mitigate risks, ensures adherence to laws, and promotes ethical decision-making—cornerstones that support institutional stability and long-term value creation in the educational sector.

Board of Directors

The Board of Directors is the highest governing body at MUC and is guided by the Corporate Governance Manual. Our commitment to exemplary organisational standards and management practices stem from a deeply rooted belief system, not merely from

regulatory compliance. This philosophy is central to Majan's core values, emphasizing comprehensive disclosure, clear accountability, and strong control systems that enable our Board to execute its duties and responsibilities with maximum efficiency and effectiveness, while protecting the long-term interests of our stakeholders.

The five-member Board of Directors provides strategic leadership and oversight for Majan University College, operating with full authority to conduct management functions essential for achieving our institutional objectives. All Board activities adhere strictly to applicable laws, Articles of Association, and Annual General Meeting resolutions.

Board Composition and Independence

- Total Board composition: 80% men, 20% women.
- Independent directors: 60% of Board seats.
- Clear separation maintained between Chairman and CEO roles.
- The Board's collective expertise and commitment to sound governance principles ensure balanced decision-making that strengthens our institutional framework while safeguarding MUC's continued growth and development.

Name of Directors	Position	Category of Directors
Prof. Salam Salim Al Mur Al Kindi	Chairman	Independent / Nonexecutive
Dr. Sarah Aly Darwish Hagi Aly Al- Shamali	Vice Chairman	Non-Independent / Non-Executive
Mr. Emad A-Deen Fahmi Nemer Assaf	Director	Independent / Non-executive
Dr. Mansour Farag Khamis Al Saeed	Director	Independent / Non-executive
Dr. Ahmed Aly Darwish Hagi Aly Al - Shamali	Director	Non-Independent / Non-Executive

For a detailed overview of our Board's nomination process, attendance records, remuneration, and other governance practices, please refer to our Corporate Governance Report. ([MSX reports](#))

Board Committees

Our comprehensive approach is dictated by vigorous internal controls implemented through our Internal Audit Committee and the Recruitment and Remuneration Committee.

Board Committees	
Audit Committee	Recruitment 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.

Committee Structure

- Audit Committee: 100% male representation.
- Recruitment and Remuneration Committee: 70% male, 30% female representation.

For detailed information about our Board Committees, including their roles and other relevant details, please consult our Corporate Governance Report ([MSX reports](#))

Board of Trustees

The Board of Trustees (BoT) stands as the paramount governing authority at the University College, in accordance with the mandatory requirements established by the Ministry of Higher Education, Research and Innovation (MoHERI) for all Higher Education Institutions in Oman.

The BoT's establishment and operation fulfills critical governance requirements that ensure institutional compliance with national higher education standards and regulations. Its membership includes distinguished academic leaders, industry professionals, and community representatives who collectively bring diverse expertise and perspectives to institutional governance.

The BoT collaborates closely with the College's executive management team while maintaining a distinct and complementary relationship with the Board of Directors. While the BoD focuses primarily on financial stewardship and strategic business planning, the

BoT exercises vital oversight across multiple academic domains: maintaining rigorous academic standards, overseeing programme development and evaluation, managing programme closures while safeguarding student interests, appointing senior academic leadership, and reviewing academic policies referred by the Academic Board.

Code of Conduct

At Majan University College, we are committed to creating a climate of respect, fairness, and integrity. Our code of conduct outlines the ethical standards expected of all staff members, emphasising the importance of professional behaviour, accountability, and mutual respect in all interactions with students, colleagues, and the wider community.

Key principles include maintaining a high standard of conduct that reflects well on the College, treating others with respect and sensitivity, and ensuring fairness and transparency in all duties. We are expected to be responsible stewards of the College's resources, maintain confidentiality, and uphold the integrity of the academic environment. Staff members must also report any unethical behaviour, including fraud or harassment.

The code outlines specific expectations for staff, such as avoiding inappropriate relationships or conflicts of interest and respecting local customs and laws. It also provides clear guidelines for our personal conduct on social media, where any mention of our association with the College should reflect the appropriate local culture and values. Additionally, academic staff are entrusted with promoting a fair and inclusive academic environment, prioritising honesty, fairness, and the security of assessments and student data. This ethical framework supports our mission to create a positive, productive, and inclusive learning environment for everyone.

Compliance

MUC has consistently demonstrated full adherence to all applicable laws and regulations governing higher education institutions. Our compliance framework ensures strict alignment with both educational and corporate governance standards. The College maintains impeccable regulatory standing, with no instances of non-compliance, fines, or sanctions imposed. This exemplary track record underscores our firm commitment to

upholding the highest standards of institutional governance and regulatory compliance in the academic sector.

MUC follows a comprehensive ethics policy which is readily accessible to all staff through the HR Manual. All College staff are in compliance with this policy, reflecting our institutional culture of integrity and ethical conduct. This universal adherence to our ethics standards strengthens our governance framework and supports our mission of educational excellence.

Conflict of Interest

MUC maintains a robust framework to identify, prevent, and manage conflicts of interest in alignment with best governance practices. The College's approach encompasses procedural safeguards, and transparent disclosure mechanisms to ensure institutional integrity.

MUC addresses conflicts of interest through dedicated provisions within the corporate governance and finance manual, which establishes clear protocols for related party transactions. This framework serves as the foundation for maintaining ethical standards throughout the organisation's operations.

To proactively mitigate potential conflicts, MUC implements several key preventive measures:

- **Third-Party Verification:** All suppliers are required to complete and sign a Know Your Customer (KYC) form, enabling thorough vetting of external business relationships.
- **Board Independence:** Members of the Board of Directors must formally attest to their independence by signing a dedicated independence form, reinforcing governance integrity.

Audit Committee Responsibilities

The Audit Committee serves as the primary oversight body for related party matters by:

- Reviewing proposed dealings and transactions with related parties.
- Submitting recommendations to the Board of Directors.
- Developing regulations that enable the College to conduct low-value transactions with related parties without requiring advance approval, thereby balancing operational efficiency with governance requirements.

Board of Directors' Role

The Board provides final governance oversight by reviewing related party transactions that fall outside the normal scope of operations before presentation to the general meeting, ensuring appropriate scrutiny of non-standard arrangements.

MUC maintains transparency through systematic disclosure of conflicts of interest concerning:

- Cross-board memberships.
- Cross-shareholding with suppliers and other stakeholders.
- Existence of controlling shareholders.
- Related parties, their relationships, transactions, and outstanding balances.

All related party transactions are formally reported in both the annual corporate governance report and the audited financial statements at year-end, ensuring stakeholders have access to comprehensive information about potential conflicts of interest.

Policies and Commitments

At MUC, we recognise that effective policy implementation requires systematic integration across all levels of our institution. Our approach to responsible business conduct and respect for human rights is embedded within our organisational structure, strategic planning, and daily operations.

Policy Commitments for Responsible Business Conduct

MUC upholds the highest standards of ethics, integrity, and accountability in all its operations. Our institutional commitments are centred around three core pillars:

1. Commitment to Responsible Conduct

We are dedicated to maintaining:

- Fair and Transparent Governance – Adhering to corporate governance best practices.
- Ethical Business Practices – Ensuring compliance with all regulatory requirements.

2. Commitment to Respecting Human Rights

We recognise and respect national and internationally accepted human rights principles, including:

- Fair Labour Practices – Complying with labour laws, providing fair salaries, and ensuring safe working conditions.
- Data Protection & Privacy – Safeguarding personal and business data in compliance with privacy regulations.

3. Commitment to Business Relationships

We extend our commitment to responsible conduct to all stakeholders, including:

- Staff: Providing a respectful, diverse, and inclusive workplace.
- Students: Ensuring transparency, fairness, and quality education.
- Investors & Regulators: Maintaining financial integrity, risk management, and compliance with regulatory authorities.

Embedding Policy Commitments Throughout the Organisation

Allocation of Responsibility Across Different Levels MUC has implemented a structured approach to embedding policy commitments, with clear roles and responsibilities across all levels:

Board of Trustees (BoT)

- Provides academic governance oversight and ensures alignment of institutional policies with educational mission and values.
- Approves and monitors academic policies related to teaching quality, research integrity, and educational sustainability.
- Reviews progress on academic excellence and institutional effectiveness KPIs.
- Ensures compliance with MoHERI requirements and higher education sector standards.

Board of Directors (BoD)

- Provides strategic oversight on governance, ethics, and sustainability policies.
- Approves institutional policies related to responsible business, compliance, and financial sustainability.
- Reviews progress on Operational Excellence and Financial & Environmental Sustainability KPIs.

Executive Management

- Ensures that strategic goals align with responsible business principles.
- Oversees financial efficiency and value-for-money initiatives through budget control and risk management.

Staff, Students, and Business Partners

- Required to adhere to MUC's Code of Conduct, ethical business policies, and sustainability initiatives.
- Encouraged to participate in CSR activities, research collaborations, and sustainability efforts.

Integration into Organisational Strategies & Operational Policies

MUC's policy commitments are integrated into our Strategic Plan (SP) 2021-2025 through alignment with key operational and governance frameworks:

Strategic Themes & Goals

- Student Experience & Teaching Excellence: Ensuring an inclusive, ethical, and high-quality learning environment.
- Research: Advancing knowledge creation and application through ethical and impactful research initiatives.
- Partnerships: Developing responsible collaborations with industry, community, and other educational institutions.
- Operational Excellence: Promoting effective systems, processes, and responsible governance.

- **Financial Sustainability:** Ensuring transparent financial management and responsible resource allocation.
- **Environmental Sustainability:** Implementing eco-friendly practices and reducing environmental impact across operations.
- **Investment in People:** Developing an engaged workforce that aligns with ethical and responsible business values.

Implementation of Commitments

MUC enforces responsible business commitments through practical actions across departments and processes:

Risk Management & Compliance Audits

- Conducting internal and external audits to assess financial sustainability, governance, and compliance.
- Ensuring zero high-risk internal audit observations to maintain financial efficiency.
- Strengthening policies on academic integrity, student engagement, research ethics and operational governance.

Stakeholder Engagement & Transparency

- Conducting annual surveys (staff satisfaction, student experience) to evaluate institutional governance, ethics, and sustainability performance.
- Disclosing governance and financial commitments in annual reports, financial statements, and stock market disclosures.

Training & Awareness Programmes

- We ensure that our responsible business policies are understood and implemented through structured training programmes.

Board & Leadership Training

- Governance and ethical leadership development.
- Understanding regulatory frameworks, sustainability goals, and financial risk management.

Staff Training

- Fundamentals of Research Funding - Budget Allocation, Utilisation Efficiency, Compliance, and Accountability
- How to Handle Students with Psychological Issues
- Significance of Fundamental Ergonomics in the Workplace
- Digital Economy Horizon

Student Awareness & Engagement

- Encouraging participation in research projects, community initiatives, and responsible partnerships.

Communication of Commitments to Stakeholders

MUC ensures transparency and stakeholder engagement through:

- Formal Policies & Codes of Conduct.
- Training & Awareness Programmes.
- Public Disclosures & Reports.

Through these comprehensive measures, MUC ensures that its policies are implemented throughout its institutional framework, ensuring that responsible business conduct and respect for human rights remain at the core of our operations and strategic decision-making.

Communication of Critical Concerns

At MUC, we uphold the highest standards of honesty, integrity, and accountability to all our stakeholders. All MUC staff are bound by an obligation, expressed in their employment contract, to act with professional integrity and adhere to ethical standards. Our policy provides a structured mechanism for our employees to raise and report concerns responsibly and accurately to the appropriate MUC senior staff if they have reasonable grounds to believe that serious malpractice has occurred or is likely to occur.

Identification & Escalation of Critical Concerns

We employ multiple mechanisms to identify and assess risks and concerns:

- **Annual Staff Satisfaction & Student Experience Surveys** – These serve as essential tools for identifying potential weaknesses in our governance and operational efficiency.
- **Internal & External Audits** – Our annual audits, including risk assessments, help uncover critical concerns related to financial management, regulatory compliance, and governance.

Escalation & Decision-Making Process

Once identified, our critical concerns follow a structured escalation pathway:

1. **Risk Owner Assessment:** The identified concern is first escalated to our relevant risk owner for evaluation and mitigation.
2. **Severity-Based Escalation:** Depending on the seriousness of the issue, our concerns may be further escalated:
 - **Moderate Issues:** Managed by our relevant department or committee.
 - **High-Risk Matters:** Escalated to our Board of Directors (BoD) for strategic decision-making.

Formal Disclosure & Stakeholder Communication

We ensure transparency and accountability by formally communicating critical concerns through:

- **Public Disclosure Channels** – As a listed entity, we comply with stock market regulations for timely disclosures.
- **Annual Reports** – Our key risks, mitigations, and governance actions are published in our institution's annual report.
- **Financial Statements** – Material concerns impacting our financial performance are disclosed as required under financial reporting standards.

This proactive approach to institutional oversight has yielded positive results in 2024, with no critical concerns requiring escalation to the Board of Directors. This reflects the effectiveness of MUC's early identification and resolution strategies, as well as the commitment to maintaining the highest standards of institutional integrity.

Whistleblowing

The whistleblowing policy is an essential part of the governance structure, for reporting any misconduct, illegal actions, or gross inaction. MUC recognises that timely identification and resolution of such issues are vital to safeguarding the College's values and reputation.

To facilitate this, MUC provides clear processes for staff and individuals connected to the College to report any concerns regarding suspected wrongdoing. These reports can be made to senior management, ensuring that all concerns are taken seriously and investigated thoroughly. We have put in place stringent safeguards to ensure that all information shared through this process remains confidential.

We are dedicated to creating an environment where whistleblowers can raise genuine concerns without fear of retaliation. Our mechanisms are designed to provide assurance to those who report issues that their actions will not result in any negative consequences. These measures are formally documented within our updated HR manual, which includes a comprehensive whistleblowing policy. Through these steps, MUC strives to maintain a transparent and ethical working environment that promotes accountability at all levels of the College.

Data Privacy & Cybersecurity

At Majan University College, we maintain an unwavering commitment to safeguarding information assets and protecting stakeholder privacy through comprehensive security measures and robust data protection protocols. The strategic approach to cyber security and data privacy integrates advanced technological solutions with rigorous operational controls, ensuring institutional resilience while maintaining the highest standards of data protection.

MUC follows a formal data privacy framework accessible in both the Information Security Management System (ISMS) policy and the HR manual. We have taken concrete steps to comply with both the General Data Protection Regulation (GDPR) and Oman's Personal Data Protection Law, demonstrating MUC's proactive approach to meeting

international and national privacy standards. These compliance efforts reflect MUC's dedication to protecting personal information and respecting the privacy rights of MUC's students, staff, and all stakeholders across its operations.

Student and Staff Privacy Protection

For student management systems, login credentials are encrypted and secured, accessible only to the individual students. MUC staff privacy is secured through the Non-Disclosure Agreement (NDA) signed by all employees as part of its comprehensive privacy framework.

Information Security Infrastructure

MUC's multi-layered security architecture encompasses enterprise-grade firewalls operating in High Availability mode, equipped with advanced Intrusion Detection and Prevention Systems (IDS/IPS), antivirus capabilities, and SSL inspection protocols. This sophisticated infrastructure is enhanced through strategic network segmentation utilising VLANs, effectively minimising potential security risks while maintaining stringent access controls to critical systems.

Business Continuity and Data Protection

MUC maintains a dedicated Disaster Recovery site situated over 40 kilometres from our main campus, ensuring operational resilience through geographical diversity. This facility houses replicated business-critical processes and data, complemented by comprehensive archival systems. The backup strategy implements multiple protection layers, including short-term and long-term retention policies, with integrity verified through semi-annual testing protocols secured by two-factor authentication.

Advanced Threat Protection

The security posture is strengthened through Extended Detection and Response (XDR) solutions deployed across all endpoints, with threat signatures updated every 30 minutes. This is augmented by automated vulnerability assessments conducted bi-monthly on server infrastructure and monthly on internet-facing services. The Web Application Firewall provides additional protection against DDoS attacks, while our in-house Security

Information and Event Management (SIEM) system ensures continuous monitoring of network activities.

Data Privacy Performance

MUC's commitment to data privacy and protection has yielded exemplary results, with no substantiated complaints regarding customer privacy breaches, no reported data leaks, and no regulatory infractions. This achievement reflects our annual investment of OMR 30,000-40,000 in cyber security infrastructure and demonstrates MUC's proactive approach to privacy protection.

Stakeholder Impact

MUC's comprehensive security measures foster trust among its diverse stakeholder community:

- Students and staff benefit from a secure operational environment with robust data protection.
- Shareholders and investors are assured by our strong security governance.
- Regulatory compliance is maintained through proactive security management.

Through these measures, MUC continues to uphold the highest standards of data privacy and cyber security, ensuring sustainable institutional operations while protecting the interests of all stakeholders.

Social



Diversity, Equity, and Inclusion

At MUC, we recognise that our greatest strength lies in the unique perspectives, backgrounds, and experiences our community members bring to our institution. We are dedicated to fostering an environment where diversity is celebrated, equity is pursued intentionally, and inclusion is woven into the fabric of our daily interactions.

The stability of MUC's workforce underscores its commitment to creating a supportive and inclusive environment that ensures staff retention. This indicates that our focus on workplace culture and inclusive efforts is resonating with our team members, encouraging longer tenures and deeper institutional knowledge.

Our Employees	2023	2024
Full-time permanent employees	126	121
Employee turnover	16	9
Total number of new employee hires	6	2

Employees by Gender

In 2023, MUC's workforce consisted of 126 full-time permanent employees, comprising 32 male employees and 94 female employees. Following minor organisational adjustments, the workforce shifted slightly in 2024 to 121 full-time permanent employees, with 31 male employees and 90 female employees. This maintains our strong female representation at approximately 74% of our total workforce, reflecting our commitment to gender diversity and inclusion.

MUC's executive leadership has 4 female staff (44% of the executive team) in 2024. There are 10 female leaders in the middle management (56%), while male representation

is 8 (44%). This demonstrates our ongoing commitment to advancing gender equality in leadership roles across the institution.

Employees by Gender	2023	2024
Total number of employees	126	121
Total number of male employees	32	31
Total number of female employees	94	90
Total number of new male employee hires	2	0
Total number of new female employee hires	4	2
Total number of employees in the Executive Management	9	9
Number of males in the Executive Management	6	5
Number of females in the Executive Management	3	4
Total number of employees in the Middle Management	18	18
Number of males in the Middle Management	8	8
Number of females in the Middle Management	10	10
Ratio of the basic salary and remuneration of women to men	1:0.9	1:0.9

We continue to prioritise equal opportunities across our institution, with specific emphasis on gender-balanced recruitment strategies and career growth pathways for all staff. Through our targeted hiring approaches, leadership cultivation initiatives, and inclusive workplace policies, we strive to foster an environment where everyone finds support and opportunities to excel professionally, regardless of gender or background.

Employees Age Group

We embrace the multigenerational composition of our team, drawing strength from the varied insights and specialised knowledge that employees across different age brackets contribute to our College community. We deeply appreciate the rich diversity of experiences our staff members of all ages bring to our institution, cultivating an environment where intergenerational knowledge exchange and collaborative efforts flourish and enrich our organisational culture.

Employees Age Group	2023	2024
20 - 30	8	6
31 - 40	44	48
41 - 50	39	32
51 - 60	27	28
Above 60	8	7
Total	126	121

MUC acknowledges the significant value that comes with employing staff across multiple generations and working diligently to ensure equitable professional advancement opportunities for all. Our commitment extends to supporting colleagues throughout every phase of their career journey through comprehensive skills development initiatives, structured mentoring relationships, and tailored career progression pathways designed to nurture talent at all levels of experience.

Omanisation and Nationality Diversity

As one of the leading higher education institutions in the private sector in Oman, we place significant emphasis on cultivating local talent while embracing the richness of our multicultural faculty and staff. Our steadfast commitment to Omanisation harmonises with national development priorities, ensuring that Omani professionals receive opportunities for advancement and leadership, while simultaneously benefiting from the diverse global perspectives and specialised expertise brought by our international team members.

Omanisation	2023	2024
Total number of non-Omani employees	52	47
Total number of Omani employees	74	74
Total number of new Omani employee hires	6	2
Total number of new non-Omani employee hires	0	0
Number of Omani employees in the Executive Management	3	3
Number of non-Omani employees in the Executive Management	6	6
Number of Omani employees in the Middle Management	13	13
Number of non-Omani employees in the Middle Management	5	5
Total	126	121

MUC's Omanisation approach extends to leadership roles, ensuring a strong presence of Omani talent in executive and middle management. We continue to focus on hiring, training, and retaining local talent, while fostering an inclusive environment that values diverse perspectives and cultural exchange

Employees Nationality	2023	2024
Algerian	1	0
British	2	2
Egyptian	3	3
Filipino	3	3
Indian	24	24
Iranian	3	3
Iraqi	1	1
Kenyan	1	1
Nigerian	1	0
Omani	74	74
Pakistani	5	5
Palestinian	1	0
Sudanese	6	5
Tunisian	1	0
Total	126	121

Workers who are not employees

Our 2024 non-employee workforce encompasses both part-time lecturers who provide targeted teaching support and interns who assist with administrative functions. This carefully balanced approach ensures we maintain educational quality while providing valuable professional development opportunities for emerging talents in our community.

Employees Benefits

MUC demonstrates commitment to employees' wellbeing through a comprehensive benefits package designed to support our full-time staff members. Full-time staff enjoy


access to essential protections including life insurance coverage and medical insurance, providing crucial financial security and healthcare support. Additionally, all full-time staff receive the complete range of leave entitlements as stipulated by the Omani Labour Law (OLL), including annual leave, sick leave, and other statutory benefits. The College has an atmosphere in which all staff are encouraged to celebrate their specific religious festivals, demonstrating that inclusivity is fully embraced. On the occasion of festivals such as Deepavali and Christmas Day, relevant employees are given a day off and receive a congratulatory email from the Dean. These provisions reflect our dedication to caring for our employees' holistic welfare, promoting work-life balance, and fostering long-term institutional loyalty while creating a supportive environment where our team members can thrive professionally and personally.

Parental Leave

MUC acknowledges the importance of balancing professional and personal responsibilities. As per the Omani Labour Law in 2024, a total of 5 employees who welcomed a new child took parental leave, with both male and female employees returning to work after their leave period. Specifically, one male employee utilised parental leave benefits for the first time in our recent reporting history, marking a positive step toward gender-balanced family support practices. Additionally, four female employees took parental leave during this period. We are particularly pleased to report a 100% return-to-work rate following parental leave, with all five employees successfully reintegrating into their professional roles. We remain committed to fostering a supportive work environment that enables employees to manage their family responsibilities while continuing their professional growth.

Talent Development

Throughout 2024, MUC continued to invest strategically in learning and development opportunities that enhance staff's expertise and contribute to their professional growth. The training initiatives encompassed a diverse range of topics including IT, learning and teaching methodologies, research skills, e-learning technologies, language proficiency, soft skills development, health and safety protocols, and artificial intelligence applications.



These programmes were designed to equip our staff with the tools and knowledge needed to excel in an evolving educational landscape.


In the 2024 academic year spanning two semesters, MUC employees undertook an average of 20 hours of training, with male employees averaging 15 hours and female employees averaging 12 hours. We remain committed to increasing these figures and ensuring equitable access to professional development opportunities across all staff demographics.

MUC's commitment to ongoing performance evaluation and career development is reflected in our comprehensive review process. In 2024, the majority of our employees received regular performance and career development reviews, comprising 64 male employees and 59 female employees (excluding newly recruited staff). These reviews serve as valuable opportunities for constructive feedback, goal setting, and professional growth planning.

The Teaching Excellence Plan forms the foundation of MUC's professional development strategy for academic teaching staff. This plan emphasises innovative teaching practices and the creation of a high-quality learning environment. For academic staff, we meticulously plan and conduct professional development sessions that address their specific teaching and pedagogical development needs.

For all staff across the institution, professional development is guided by evolving job requirements and the comprehensive staff appraisal process. This dual approach ensures that our investments in talent development align with both individual career aspirations and our institutional objectives, whether for academic teaching personnel or professional support staff.

As MUC moves forward, it remains dedicated to cultivating a culture of continuous learning and improvement, recognising that our investment in our people directly translates to enhanced educational experiences for our students and greater institutional success.



Community Engagement

Majan University College is the only higher education institution in the Muttrah area, which underscores its fundamental responsibility to foster meaningful community engagement and deliver sustainable social impact. MUC recognises that its institutional role extends beyond academic excellence to encompass active community engagement, development and social stewardship.

Strategic Community Engagement

Our community engagement strategy is executed through structured initiatives that promote active participation and sustainable development in line with the CSR Committee and its allotted budget. In addition to MUC's student CSR club and volunteers club, a culture of social responsibility among our student body is cultivated while creating meaningful connections with local organisations and community members.

Performance Metrics and Impact Assessment

MUC maintains rigorous monitoring of our community engagement initiatives through established Key Performance Indicators, which include:

- Regular consultations with charitable organisations and social work institutions.
- Development and implementation of student volunteering awareness programmes.
- Creation of structured volunteering opportunities for student participation.

Initiative	2023	2024
CSR Manual and Calendar Development	OMR 5,000	OMR 10,000
Student Support Programmes	Student scholarships and fee discounts	Continued scholarship support
Community Partnerships	Zakat Muttrah Association collaboration, Ramadan Iftar programmes	Enhanced community partnerships

Facility Resource Sharing	Community access to College auditorium and resources	Expanded facility access programmes
Student Volunteer Programmes	CSR Club and Volunteers Club activities	Enhanced volunteer engagement

Impact Assessment

The College’s community engagement initiatives are designed to create sustainable positive impact through:

- Enhanced educational accessibility through financial support mechanisms.
- Strengthening community ties through shared resource utilisation.
- Active participation in cultural and religious community activities.
- Structured volunteer programmes that benefit both students and community members.

Through these initiatives, we continue to strengthen our role as responsible corporate citizens while fostering sustainable community development and social progress. Our commitment to community engagement remains essential to our institutional mission and contributes significantly to our overall sustainability objectives.

Environmental



Environmental sustainability stands at the intersection of ecological responsibility and institutional operations. As an educational institution, Majan University College recognises its unique position to not only implement sustainable practices but also to model environmental stewardship for our students and the wider community. Our environmental initiatives are guided by our comprehensive health, safety, security and environment policy, which provides the foundation for our ongoing sustainability efforts.

GHG Emissions

MUC recognises the importance of addressing greenhouse gas (GHG) emissions as part of its commitment to environmental responsibility. Throughout 2024, MUC continued to develop its approach to carbon management by implementing systems to monitor both the direct operational emissions (Scope 1) and indirect emissions from purchased energy (Scope 2).

In alignment with best practices in higher education sustainability, the College is working to enhance its understanding of emissions sources across campus operations, including facility management, transportation, and energy consumption. This data-driven approach positions us to develop targeted interventions that can effectively reduce our environmental impact over time.

Energy Conservation

In addition to the solar panels, MUC has installed sensor-controlled corridor lights in the Al Maha Block as part of its energy conservation initiatives. This practical application of energy management technology has proven effective in reducing unnecessary electricity usage.

Energy Consumption	Unit	2023	2024
Petrol consumption	Litres	6307	7042
Diesel consumption	Litres	3152	2427
Electricity consumption	KWH	1465409.23	1419833.8
Electricity Intensity	KWH/Employee	11630.232	11734.164

MUC’s commitment to reducing GHG emissions is an integral part of its broader goal of fostering a sustainable campus at Majan University College. This ensures that MUC not only meets environmental standards but also contributes meaningfully to the well-being of our academic community and the planet we share.

Year	Unit	2023	2024
Total scope 1 GHG emissions	tCO2	23.13	22.88
Total scope 2 GHG emissions	tCO2	0.77	0.75
Total scope GHG emissions	tCO2	23.90	23.63
GHG intensity	tCO2/ Employee	0.1897	0.1953

Waste Management

Majan University College maintains a comprehensive approach to waste management that aligns with sustainable development principles and promotes resource efficiency. MUC’s waste management practices focus on reduction, reuse, and responsible disposal across all campus operations.

Reduction Initiatives

The College continues its successful initiative to reduce single-use plastic consumption across campus operations. Through its thermal bottle programme, students receive reusable water bottles, while staff are provided with reusable mugs, significantly decreasing disposable container waste. This initiative has gained increased adoption in 2024, building on the foundation established in previous years.

To minimise paper waste, recycling boxes are strategically placed throughout the campus, encouraging proper waste segregation and disposal. Staff are actively encouraged to use recycled paper for appropriate applications, further reducing our environmental footprint.

Circular Economy Contributions

MUC’s commitment to circular economy principles is demonstrated through our furniture management practices. Rather than disposing of used furniture, the College systematically refurbishes and reuses chairs, desks, corridor furnishings, and outdoor

seating. This approach not only extends the useful life of these assets but also reduces procurement needs and associated resource consumption.

E-Waste Management

Electronic waste represents a particular focus area within our waste management efforts. The College has implemented a structured approach to managing end-of-life IT equipment:

- Functional computers no longer meeting the institutional requirements are donated to local schools and charitable organisations, extending their useful life and supporting community education initiatives.
- Hard drives are professionally refurbished and reused where possible, ensuring both data security and resource conservation.
- Select IT equipment is repurposed for educational use in hardware laboratories, providing students with hands-on learning opportunities while reducing waste.
- Equipment that cannot be donated, repurposed, or reused is managed through ITSD's certified supplier partners, who dispose of our e-waste according to formal environmental protocols, ensuring hazardous materials are properly processed and valuable resources are recovered through environmentally responsible recycling methods.

These initiatives collectively demonstrate Majan University College's commitment to responsible waste management and environmental stewardship as we continue to enhance its sustainability practices.

Appendix 1

GRI Index

Statement of use	Majan University College (MUC) SAOG has reported in accordance with the GRI Standards for the period of January 1, 2024 - December 31 2024
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	No GRI Sector Standards apply to Majan University College (MUC) SAOG.

GRI Standard	Disclosure	Location (page)	Omission			MSX ESG Disclosure Metric
			Requirement(s) Omitted	Reason	Explanation	
General Disclosures						
GRI 2: General Disclosures 2021	2-1 Organisational details	6				
	2-2 Entities included in the organisation's sustainability reporting	4				
	2-3 Reporting period, frequency and contact point	4				G7 & G8
	2-4 Restatements of information	4				
	2-5 External assurance	4				G9
	2-6 Activities, value chain and other business relationships	6				

2-7 Employees	26				S5
2-8 Workers who are not employees	30				
2-9 Governance structure and composition	13				G1 & G2
2-10 Nomination and selection of the highest governance body	13				
2-11 Chair of the highest governance body	13				
2-12 Role of the highest governance body in overseeing the management of impacts	13				E8 & E9
2-13 Delegation of responsibility for managing impacts	15				
2-14 Role of the highest governance body in sustainability reporting					
2-15 Conflicts of interest	16				
2-16 Communication of critical concerns	22				

2-17	Collective knowledge of the highest governance body	13				
2-18	Evaluation of the performance of the highest governance body	13				
2-19	Remuneration policies	13				S2
2-20	Process to determine remuneration	13				
2-21	Annual total compensation ratio	13				S1
2-22	Statement on sustainable development strategy	5				
2-23	Policy commitments	18				
2-24	Embedding policy commitments	19				
2-25	Processes to remediate negative impacts					
2-26	Mechanisms for seeking advice and raising concerns	22				

	2-27 Compliance with laws and regulations	15				
	2-28 Membership associations	6				
	2-29 Approach to stakeholder engagement	9				
	2-30 Collective bargaining agreements	NA				
Material Topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics					G8
	3-2 List of material topics	11				
GHG Emissions						
GRI 3: Material Topics 2021	3-3 Management of material topics					E1, E2
GRI 305: Emissions 2016	Disclosure 305-1 Direct (Scope 1) GHG emissions	34				
	Disclosure 305-2 Energy indirect (Scope 2) GHG emissions	34				
	Disclosure 305-3 Other indirect (Scope 3) GHG emissions	NA				
	Disclosure 305-4 GHG emissions intensity	34				

	Disclosure 305-5 Reduction of GHG emissions	33					
Waste Management							
GRI 3: Material Topics 2021	3-3 Management of material topics						
GRI 306: Waste 2020	Disclosure 306-1 Waste generation and significant waste related impacts	34					
	Disclosure 306-2 Management of significant waste- related impacts	35					
	Disclosure 306-3 Waste generated	35					
Talent Development							
GRI 3: Material Topics 2021	3-3 Management of material topics						S2, S3, S4, S5, S6
GRI 401: Employment 2016	Disclosure 401-1 New employee hires and employee turnover	27					
	Disclosure 401-2 Benefits provided to full-time employees that are not provided to temporary or part time employees	30					
	Disclosure 401-3 Parental leave	30					

GRI 404: Training and Education 2016	Disclosure 404-1 Average hours of training per year per employee	31				S2, S3, S4, S5, S6
	Disclosure 404-2 Programs for upgrading employee skills and transition assistance programs	31				
	Disclosure 404-3 Percentage of employees receiving regular performance and career development reviews	31				

Diversity, Equity and Inclusion

GRI 3: Material Topics 2021	3-3 Management of material topics					S2, S3, S4, G1
GRI 405: Diversity and Equal Opportunity 2016	Disclosure 405-1 Diversity of governance bodies and employees	13				
	Disclosure 405-2 Ratio of basic salary and remuneration of women to men	27				
GRI 406: Non-discrimination 2016	Disclosure 406-1 Incidents of discrimination					S2, S3, S4, S6

Community Engagement

GRI 3: Material Topics 2021	3-3 Management of material topics					S2, S3, S4, S6, S8, S10
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GRI 413: Local Communities 2016	Disclosure 413-1 Operations with local community engagement, impact assessments, and development programs	32				
	Disclosure 413-2 Operations with significant actual and potential negative impacts on local communities	32				
Data Privacy and Cybersecurity						
GRI 3: Material Topics 2021	3-3 Management of material topics					G6
GRI 418: Customer Privacy 2016	Disclosure 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data Corporate governance	24				
Corporate Governance						
GRI 3: Material Topics 2021	3-3 Management of material topics	12				G4, G5



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