

Sustainability Report

powering a better tomorrow

2025

State Electric Company Limited
(STELCO)



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Message by the Managing Director

“

As we reflect on the progress made in 2025, it is clear that STELCO's journey toward sustainability is not only defined by achievements, but by our readiness to evolve, adapt, and lead in an increasingly complex energy landscape.

”



Over the past year, our focus has extended beyond expanding renewable energy generation capacity to strengthening our infrastructure, integrating smart technologies & data-driven systems.

Highlights of the year

In parallel, we strengthened our digital transformation initiatives with the deployment of smart metering and the launch of our new Contact Centre, allowing customers to access real-time insights and improved services.

At the heart of our progress lies our people. In 2025, we intensified our investment in workforce development, equipping our employees with the technical skills, safety awareness, and leadership capabilities needed to navigate a rapidly transforming sector. While we acknowledge the challenges encountered—particularly in regards to occupational safety—we remain steadfast in reinforcing a culture where safety, accountability, and continuous learning are paramount.

Looking ahead, STELCO will continue to align its strategies with national priorities and global sustainability ambitions. Our focus will remain on accelerating innovation, strengthening governance frameworks, and delivering value-driven services that balance economic growth with environmental stewardship.

I extend my sincere appreciation to our employees, partners, and stakeholders for their continued dedication and support. Together, we aim to build a more resilient, sustainable, and forward-looking energy future for the Maldives.

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About us

The organization was established as a corporation in 1997, building on a legacy that started in 1949 with the introduction of electricity in Malé.

Historical Journey

STELCO has steadily diversified its operations over the years while strengthening its technical capabilities to meet the evolving needs of the nation. What was once an organization focused primarily on electricity generation and distribution has transformed into a comprehensive utility service provider.

At present, STELCO delivers a broader portfolio of essential services, extending beyond power supply to include water production and sewerage management, supporting the growing demands of communities across the Maldives. As of December 2025, STELCO provides electricity service to more than 93,000 customers across 35 islands.

At the same time STELCO's utility water services now reach more than 5,400 customers across 24 islands, in addition to sewerage systems operational across 24 islands.

In parallel, the company has accelerated its renewable energy initiatives, integrating sustainable solutions into its operations to enhance energy security, reduce environmental impact, and contribute to the nation's long-term sustainability goals.

Our Core Business Area's



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MAJOR BUSINESS AVENUES



01

Electricity

Our core business is power generation, transmission and distribution.



02

Water

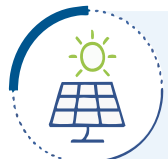
Utility water network operation and maintenance in 24 islands



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Sewerage

Sewerage networks operation and maintenance in 24 islands



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Renewable Energy

Installation and integration of solar photovoltaic (PV) systems.



05

Business Centre

Trade centre operation, and providing engineering solutions

Utility Service

STELCO's core business centers on the generation, transmission and distribution of electricity throughout Greater Malé and its operational centers located islands.

STELCO manages water system and sewerage system operations, delivering essential services to island communities.

The company is also focused on renewable energy solutions, including installation of Solar PV systems, as well as operation of STELCO trade centre, which retails electrical products and merchandise as well as providing engineering and electrical services.

ABOUT US

Corporate Objectives



1.1

VISION

Prosperity through excellence in utility service



1.2

MISSION

Provide efficient & reliable utility services using renewables & modern technologies.



1.3

SLOGAN

ကျွန်ုပ်တို့၏ နိဒါန်း

OUR CORE VALUES

2.1

EXCELLENCE

Our services and operations are exceptional, reliable and efficient.



2.2

INTEGRITY

Trust, transparency and honesty in conducting business and taking responsibility for our actions



2.3

TEAMWORK

Promote staff development and cultivate an engaging work environment where everyone is valued & respected.



2.4

CUSTOMER-CENTRIC

Striving to be honest, friendly and courteous and treat all customers as valued customers.



2.5

SUSTAINABILITY

Creating long term value by using innovation & modern technology to improve quality of service focusing on ecological, social and economic development.



2.6

HEALTH AND SAFETY

Ensuring a healthy and safe environment for both our staff and customers while guaranteeing the safety of the service we deliver.



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Executive Management



Dr. Ali Azwar
MANAGING
DIRECTOR



Aishath Muzna
DEPUTY MANAGING
DIRECTOR



Abdulla Nazir
DEPUTY MANAGING
DIRECTOR



Ahmed Iqbal
CHIEF TECHNICAL
OFFICER, HEAD OF
MALE' POWER
GENERATION



Fathimath Leena
CHIEF FINANCIAL
OFFICER



Ahmed Shafeeu
GENERAL MANAGER -
WATER, SEWERAGE AND
WASTE MANAGEMENT



Ahmed Saif
GENERAL MANAGER -
PROJECTS, PLANNING
AND DEVELOPMENT



Ibrahim Nizam
GENERAL MANAGER -
RENEWABLE ENERGY DEPT
& HEAD OF INFORMATION
TECHNOLOGY AND SOFTWARE
ENGINEERING



Ibrahim Nashid
GENERAL MANAGER -
MALE' TRANSMISSION
AND DISTRIBUTION



Mohamed Saleem
GENERAL MANAGER -
FINANCE AND
ACCOUNTS



Ahmed Sharneez
GENERAL MANAGER -
HULHUMALE'
POWER GENERATION



Abdul Maliku Thoufeeq
GENERAL MANAGER -
BUSINESS CENTRE



Enas Ahmed
GENERAL MANAGER -
CORPORATE AFFAIRS

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Hussain Farhadh

GENERAL MANAGER -
HUMAN RESOURCES
AND TRAINING



Hussain Waheed

GENERAL MANAGER -
CUSTOMER SERVICES
AND BILLING



Asfa Hussain

GENERAL MANAGER -
MANAGING
DIRECTOR'S BUREAU



Ibrahim Yasir

GENERAL MANAGER -
REGIONAL



Aminath Mazuha

GENERAL MANAGER -
LEGAL



Mohamed Zaeem

CHIEF INTERNAL
AUDITOR AND HEAD
OF INTERNAL AUDIT
DEPARTMENT



Hassan Azim

GENERAL MANAGER -
PROCUREMENT



Ibrahim Shareef

GENERAL MANAGER -
PROPERTY
MAINTENANCE AND
INFRASTRUCTURE
DEVELOPMENT

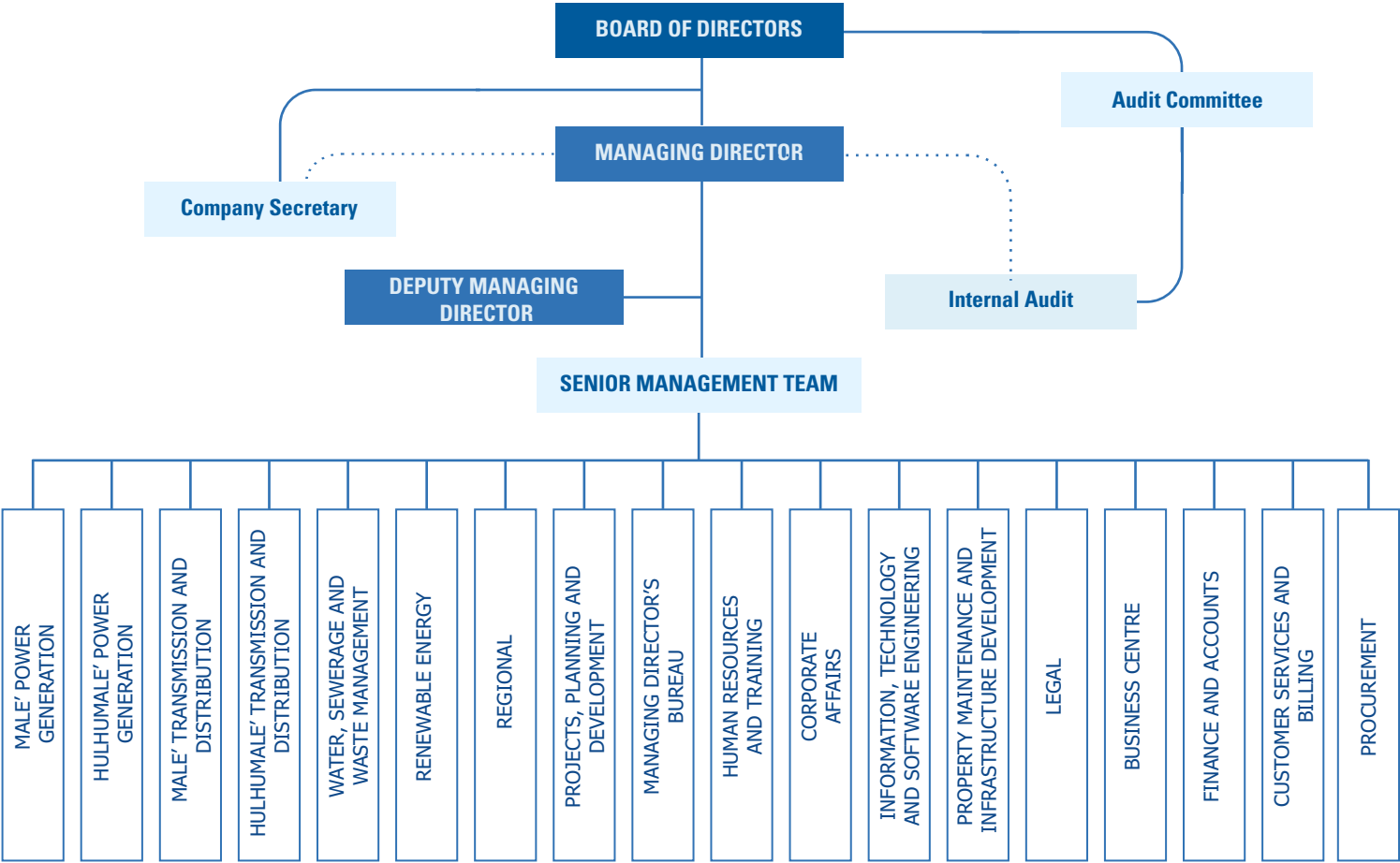


Shahul Hameed

GENERAL MANAGER -
HULHUMALE'
TRANSMISSION AND
DISTRIBUTION

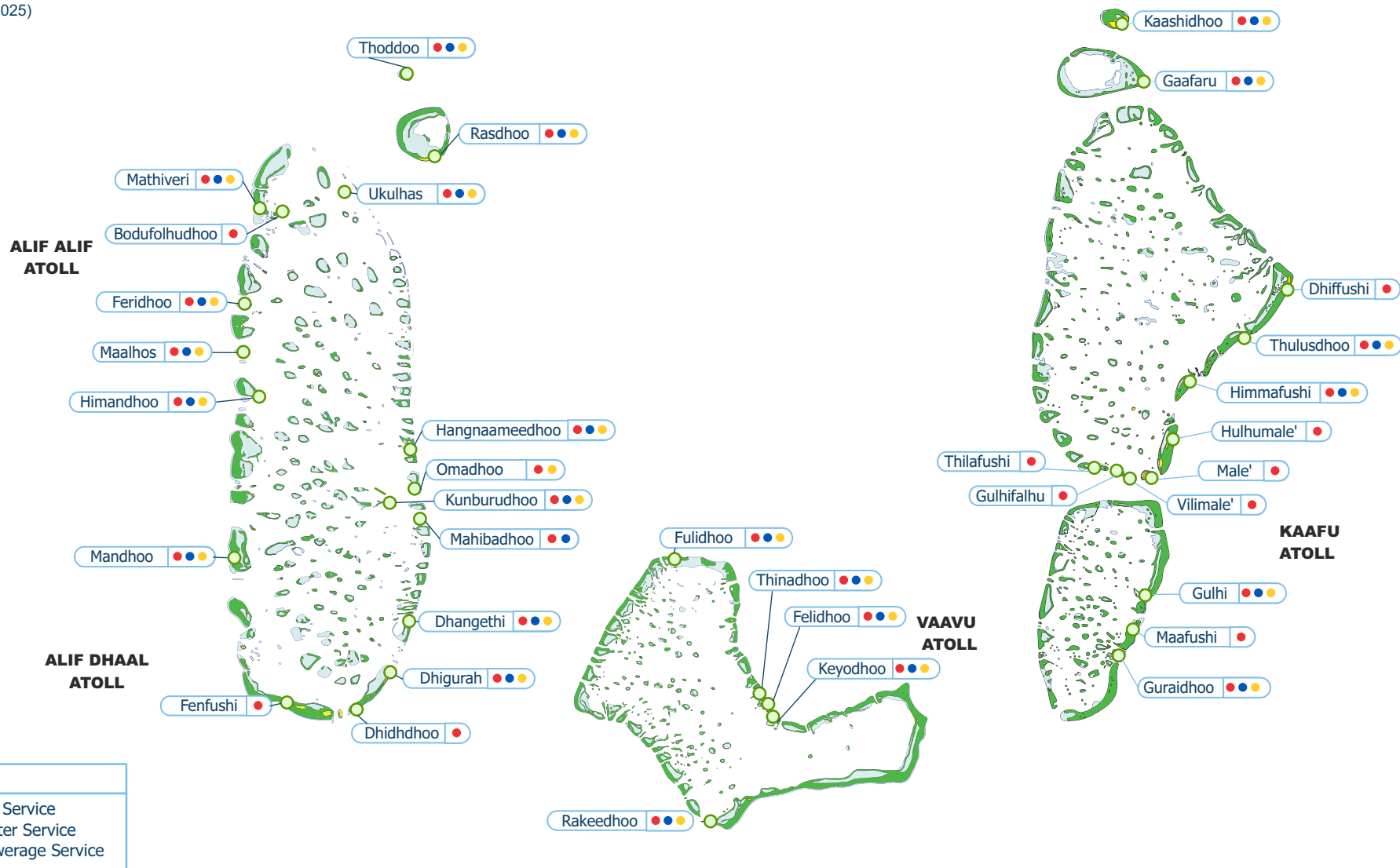
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Organizational Structure



Utility service provided islands

(as at 31 Dec 2025)



Note: Island and atoll locations shown here are illustrative and not geographically precise.

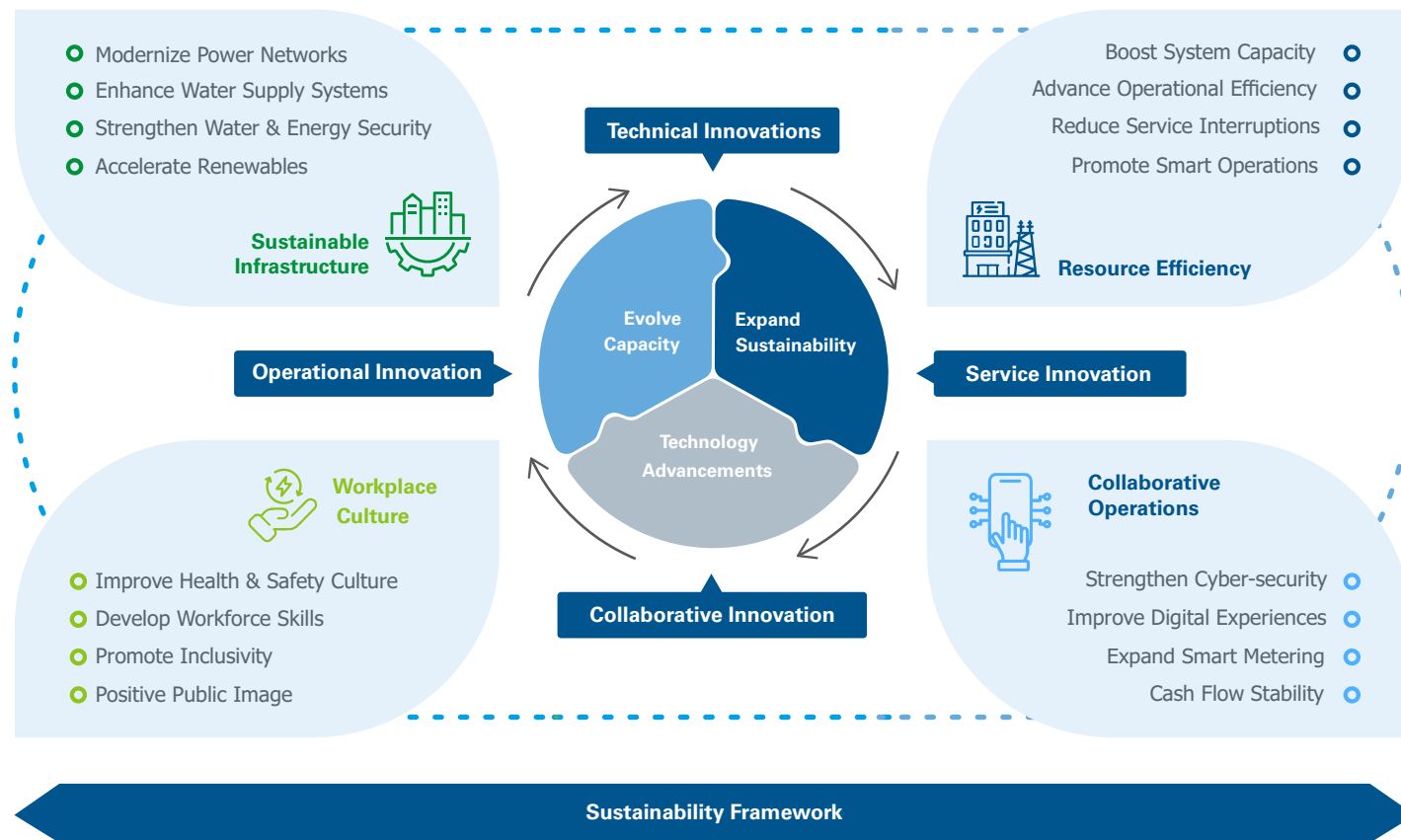
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Sustainability Framework





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Renewable Energy



Green energy initiatives

The company is committed to advancing energy sustainability through a broad range of practical initiatives. These efforts play an important role in guiding the organization toward achieving its renewable energy targets while aligning with national priorities and global sustainability ambitions.

In recent years, STELCO has made steady progress in increasing the share of renewable energy within its overall power generation mix. A key driver of this progress is the large-scale deployment of solar photovoltaic (PV) systems across multiple islands.

These include both utility-scale installations at powerhouse facilities and distributed rooftop systems on residential and commercial buildings, enabling efficient use of available space and encouraging wider community participation.

TOTAL RENEWABLE ENERGY PRODUCTION

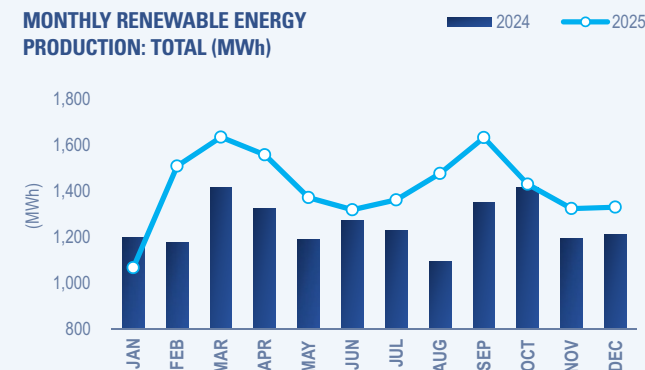
2024 TOTAL
15,082
MWh

2025 TOTAL
17,035
MWh



INCREASE IN 2025
↑ 13%
COMPARED TO 2024

MONTHLY RENEWABLE ENERGY PRODUCTION: TOTAL (MWh)





Sustainable Energy Sources

STELCO advances renewable energy through solar, storage, and research initiatives, supporting sustainability goals and reducing fossil fuel dependence effectively.

STELCO's Renewable Energy Department leads the planning, implementation, and maintenance of these initiatives, ensuring reliable performance and minimizing disruptions. As solar capacity expands, reliance on imported fossil fuels has decreased, helping reduce long-term operational costs and exposure to global fuel price fluctuations while improving national energy security.

Environmental benefits are also significant, with increased solar adoption contributing to lower greenhouse gas emissions.

In parallel, STELCO continues to explore wind, wave, and tidal energy opportunities, alongside integrating Battery Energy Storage Systems (BESS) to enhance grid stability and renewable energy utilization, supporting the national goal of meeting 33% of electricity demand through renewable sources.

Renewable Goals Mechanisms

At present three major schemes are currently employed by STELCO to increase renewable energy utilization:



**INSTALLATION OF SOLAR PANELS
ON STELCO ROOFTOPS**



AVIKATHA ROOF RENTAL



NET-METERING

Net Metering

In alignment with the Net Metering regulations established in the Maldives, STELCO has actively facilitated the integration of customer-owned Solar PV systems into its electricity grid.

Under this arrangement, customers independently procure solar installation equipment and associated accessories, and are responsible for the installation of their systems, either through private contractors or certified service providers.

Once the system is installed, customers submit an application to STELCO for grid interconnection approval. Upon successful verification and compliance with technical standards, the system is connected to the grid through a bidirectional kWh meter.

During daylight hours, when solar generation is at its peak, customers are able to utilize the energy produced for their own consumption. Any surplus energy is fed into the grid, effectively offsetting the electricity consumed at other times.

Benefits

The Net Metering scheme offers multiple benefits to customers. Most notably, it significantly reduces electricity bills by lowering dependence on grid-supplied power. Additionally, the scheme encourages investment in renewable energy technologies, contributing to a more distributed and resilient energy system.



Renewable Integration

From STELCO's perspective, Net Metering supports the gradual integration of renewable energy into the national grid without requiring large-scale capital investments in generation infrastructure. It also promotes energy efficiency and reduces peak demand pressures.

As of 31st December 2025, more than 3,406 kWp of Solar PV systems had been successfully integrated into the STELCO grid under Net Metering arrangements.

STELCO powerhouse rooftop Solar PV installations

In pursuit of reducing dependence on conventional fossil fuels such as diesel, STELCO has significantly expanded the installation of Solar PV systems across its own infrastructure, particularly on the rooftops of powerhouses and operational premises.

By installing solar panels on powerhouse rooftops, STELCO is able to harness solar resources to supplement its energy mix. This not only reduces fuel consumption but also offer environmental benefits, including reduced greenhouse gas emissions.



Rooftop Solar

By the end of December 2025, Solar PV systems had been installed across more than 50 STELCO powerhouses and premises.

Avikatha Roof Rental

In June 2022, STELCO introduced the Avikatha Roof Rental scheme as an innovative approach to expanding solar energy capacity while engaging the community in renewable energy initiatives. This program allows customers to lease their rooftop spaces to STELCO for the installation of Solar PV systems, thereby transforming underutilized areas into productive energy-generating assets.

Under this scheme, STELCO installs and maintains solar panels on rented rooftops, and in return, property owners receive fixed monthly payments. The compensation is determined based on the number of solar panels installed and the available rooftop area.

The Avikatha scheme offers mutual benefits. For STELCO, it provides access to additional space for solar installations, enabling the expansion of renewable energy capacity without the need for acquiring new land. For customers, it offers a passive income opportunity while contributing to national sustainability efforts.

As of 31st December 2025, more than 427 kWp of Solar PV systems had been installed under the Avikatha Roof Rental initiative.

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Hybrid energy systems for islands

Across island communities, the Renewable Energy Department continues to lead the development of innovative hybrid energy solutions that support a cleaner, more reliable, and environmentally sustainable energy future for the country.



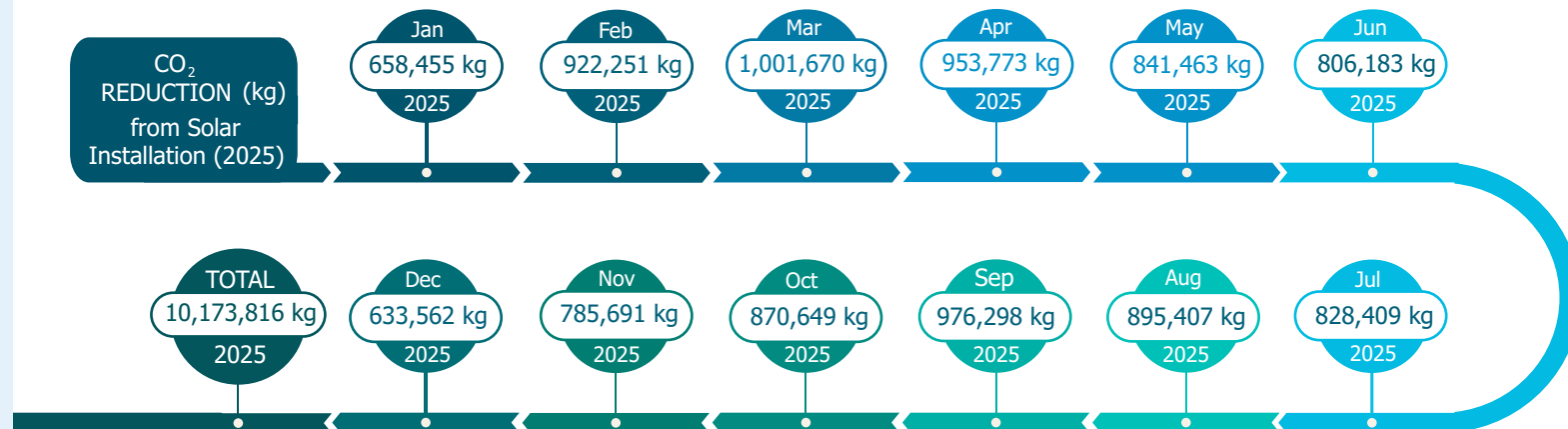
Green energy advancement

Hybrid energy systems integrate multiple energy sources, including solar photovoltaics, battery energy storage systems, and conventional diesel generators, into a unified framework. These systems are managed by an Energy Management System which optimizes energy dispatch by balancing supply and demand in real time and ensures that renewable energy is prioritized whenever available, while diesel generators are utilized only when necessary to maintain system stability.

A key achievements in this area is the successful implementation of a hybrid energy system in V. Rakeedhoo. This system has demonstrated significant operational and environmental benefits, including the ability to shut down diesel generators for over twelve hours each day. As a result, the island has experienced substantial fuel savings, reduced noise pollution, and improved air quality, enhancing the overall quality of life for residents.

Total installed Solar PV (as at 31st Dec).

Category	Capacity (kWp)	
	2024	2025
 Net Metering	2,224	3,406
 Greenlife	175	175
 STELCO Powerhouses	2,122	2,155
 Power Purchasing Agreement	7,946	7,947
 JICA	781	736
 Avikatha	401	427
 Special Projects	395	423
TOTAL	14,044	15,269

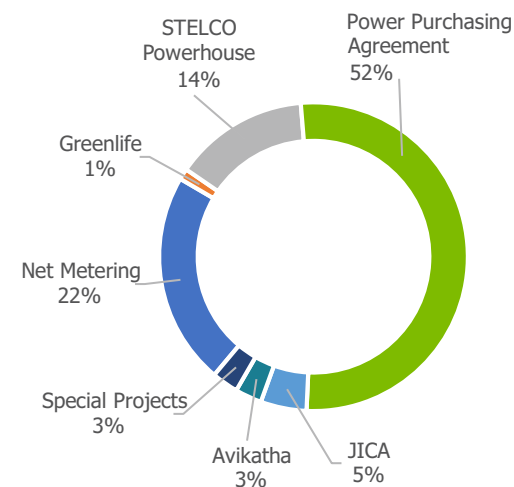


Hybrid Energy Projects

In addition to project implementation, the company has actively contributed to the Preparing Outer Islands for Sustainable Energy Development (POISED) project. This initiative, led by the Ministry of Environment, aimed to deploy hybrid renewable energy systems across outer islands to reduce electricity generation costs, decrease greenhouse gas emissions, and alleviate the financial burden of energy subsidies on the national budget.

Overall, the development of hybrid energy systems represents a transformative step toward achieving energy sustainability in the Maldives, not only by reducing STELCO's environmental footprint but also by enhancing the reliability and efficiency of power supply across its operational islands.

Total Installed Solar PV (as at 31st Dec 2025).



Energy Conservation

Energy conservation - Hulhumalé powerhouse

Maintaining internal energy consumption below 2% of total electricity output remains a key departmental objective. This target ensures that nearly all generated power supports the plant's core operations. Currently, internal electricity consumption stands at about 1.5% of total electricity production, and the department applies ongoing monitoring and control measures to maintain this figure within the desired range.

In Hulhumalé powerhouse, a portion of the electricity produced is used to run essential auxiliary equipment such as seawater circulation units, fuel transfer pumps, air compression systems, and control infrastructure, all of which are necessary for reliable and continuous plant operation.

Furthermore, electricity also powers everyday facility needs, including office equipment, workshop tools, lighting, and other staff-related areas that support routine daily functions.



Energy efficiency

Achieving energy efficiency improvements relies on a series of planned infrastructure upgrades and system modifications. These enhancements are designed to reduce unnecessary energy consumption and improve overall system performance. As a result, Hulhumalé powerhouse not only lowers operating costs but also promotes long-term sustainability and more responsible use of resources.

By carefully implementing these changes, the plant enhances its operational efficiency while minimizing environmental impact, thereby supporting the broader corporate commitment to responsible energy management.





ENERGY CONSERVATION INITIATIVES

To lower internal energy consumption, the organization has launched multiple initiatives that also advance sustainability and reduce costs.

Efforts are centered around four key areas, aiming to improve efficiency through the adoption of energy-saving technologies.



Energy-Efficient Lighting

Switching from CFL and halogen lights to LEDs reduces power consumption, extends lifespan, and lowers maintenance needs.



Equipment Efficiency

Routine maintenance of air conditioners, heaters, and compressors ensures optimal performance and prevents energy loss.



Building Optimization

Air sealing, improved insulation, and climate-suitable cooling systems help minimize energy waste and enhance efficiency.



Monitoring & Renewables

Real-time energy monitoring identifies inefficiencies, while solar integration reduces grid reliance and supports sustainability.

Demand-side Management

Public awareness campaigns

Electricity demand typically increases during the first and second quarters, marking a noticeable upward trend in the early half of the year. This growth is largely influenced by increased consumption across both domestic households and commercial establishments. Over time, national electricity demand has steadily climbed at an estimated rate of 8–10% annually, placing considerable strain on STELCO's generation capacity.

Meeting growing electricity demand remains an operational challenge requiring both immediate measures and long-term planning.

In response to this situation, STELCO implements a range of consumer-oriented energy conservation initiatives on an annual basis. Such programs are designed to raise public understanding of efficient electricity use while providing simple, practical methods to minimize unnecessary consumption. Customers are guided to adopt energy-saving technologies, improve their usage patterns, and develop responsible habits such as switching off appliances when not in use.



Managing electricity demand

Additionally, awareness efforts are strengthened through regular educational broadcasts on local television and consistent sharing of energy-saving messages across social media channels.

By utilizing these communication platforms, conservation guidance is made widely accessible to individuals, households, and business operators in a clear and actionable manner.

Ultimately, demand-side management initiatives focus on improving public knowledge regarding electricity conservation and the financial impact of inefficient usage.

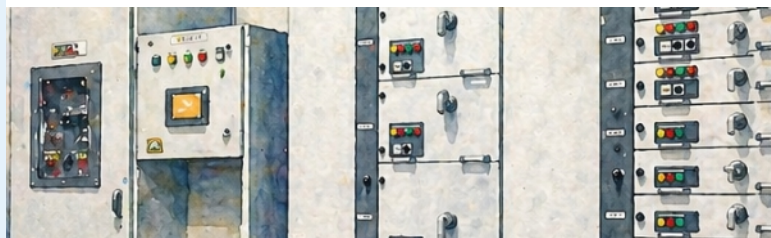




Grid efficiency improvements

STELCO's Transmission and Distribution (T&D) Department plays a critical role in ensuring electricity generated at power stations is delivered to consumers efficiently and sustainably.

In 2025, the department worked to prioritize network upgrades, modernization, and the adoption of better technologies. These efforts were implemented with the targeted aim of reducing both technical and non-technical losses and improving electricity delivery.



Energy Transmission and Distribution

Improving energy delivery

T&D oversees a widespread 0.4kV and 11kV distribution network in the Greater Malé region, continuously enhancing infrastructure to ensure reliable service across all operational areas.

A major initiative has been the replacement of aged and undersized cables with higher-capacity, low-loss alternatives. Upgrades to underground medium and low-voltage cables in urban areas have reduced resistive losses and voltage drops, improving overall system efficiency.

In parallel, the integration of smart grid technologies has strengthened conservation efforts. Smart meters provide real-time usage data, enabling the detection of irregular consumption, overloads, and energy theft, helping reduce waste.

At the network level, systems such as SCADA and Distribution Management Systems monitor performance, optimize load distribution, and quickly address faults. Preventive maintenance and strategic planning—including efficient feeder routing and transformer placement—further ensure reliable, low-loss operations while supporting renewable energy integration.

STELCO Powerhouses

Electricity Consumption



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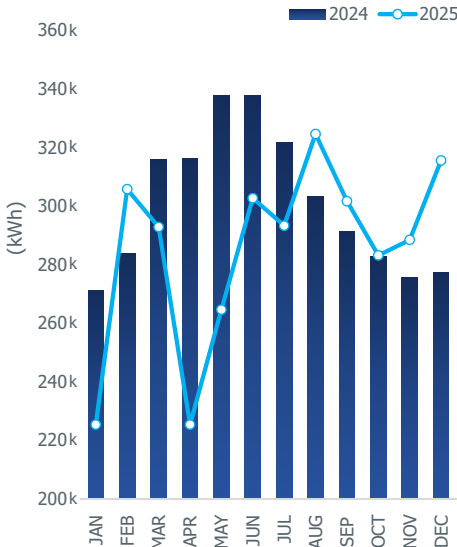
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MALE' POWERHOUSE (2025)

3,424,000 kWh

2024 ANNUAL TOTAL: 3,615,000 kWh

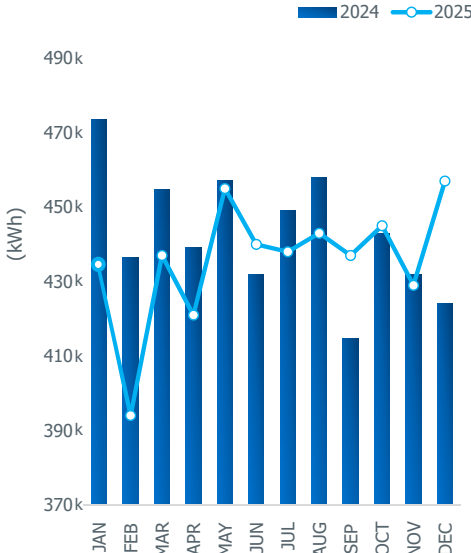


(Note: figures rounded off to nearest thousand)

HULHUMALET' POWERHOUSE (2025)

5,246,000 kWh

2024 ANNUAL TOTAL: 5,314,000 kWh



MALE' POWERHOUSE
CHANGE

-191,000 kWh
-5% ▼

INTERNAL CONSUMPTION

HULHUMALET' POWERHOUSE
CHANGE

-68,000 kWh
-1.3% ▼

INTERNAL CONSUMPTION

STELCO Powerhouses

Electricity Consumption

Category	2024 MWh	2025 MWh
Greater Malé Region		
Male'	3,615	3,424
Hulhumalé	5,314	5,246
Vilimale'	150	195
Gulhifalhu	73	68
Thilafushi	88	107
TOTAL	9,239	9,040
Kaafu Atoll		
K. Kaashidhoo	132	107
K. Gaafaru	138	134
K. Thulusdhoo	86	102
K. Dhiffushi	156	178
K. Himmafushi	20	19
K. Gulhi	91	95
K. Maafushi	115	111
K. Guraidhoo	168	249
TOTAL	907	994
Alif Alif Atoll		
Aa. Bodufolhudhoo	41	35
Aa. Rasdhoo	86	114
Aa. Himandhoo	109	117
Aa. Maalhos	73	81
Aa. Mathiveri	68	75

Category	2024 MWh	2025 MWh
Aa. Feridhoo	69	69
Aa. Ukulhas	95	113
Aa. Thoddoo	85	107
TOTAL	627	712
Alif Dhaal Atoll		
Adh. Kumburudhoo	64	61
Adh. Hangnaameedhoo	64	63
Adh. Omadhoo	56	78
Adh. Mahibadhoo	108	91
Adh. Dhangethi	54	60
Adh. Dhigurah	101	139
Adh. Dhidhdhoo	40	27
Adh. Fenfushi	90	86
Adh. Mandhoo	38	35
TOTAL	615	639
Vaavu Atoll		
V. Fulidhoo	34	43
V. Thinadhoo	32	45
V. Felidhoo	53	58
V. Keyodhoo	64	71
V. Rakeedhoo	33	35
TOTAL	216	252
GRAND TOTAL	11,605	11,637

Notes:

- Electricity consumption data is derived from meter readings as well as historical estimates, and is subject to revision based on receipt of updated information from sites.

Water Conservation



Consumption Trends

Our Water and Sewerage department’s daily operations incorporate several important measures aimed at promoting efficient water use and supporting long-term sustainability.

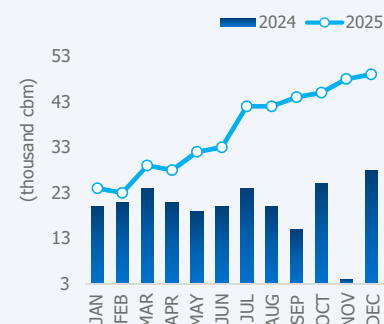
One of the key components of our approach is the implementation of regular monthly water audits. By carefully reviewing usage data, we are able to identify areas where water consumption is unusually high or inconsistent with expected demand. This allows us to pinpoint potential inefficiencies, operational issues, or areas where conservation measures can be strengthened. In addition to consumption monitoring, we make extensive use of installed water meters across both production and distribution networks.

The upward trend in water usage was mainly driven by the expansion of utility water and sewerage services to more islands throughout 2024 and 2025.

R/O WATER PRODUCTION (2025)

445,000 cbm

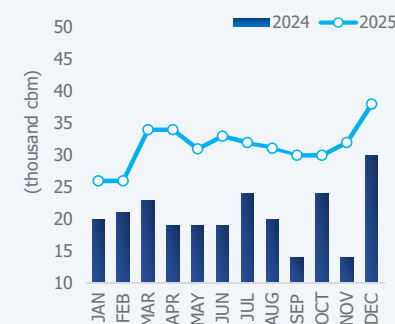
2024 R/O PRODUCTION - 201,000 cbm



R/O WATER CONSUMPTION (2025)

381,000 cbm

2024 R/O CONSUMPTION - 254,000 cbm



R/O PLANTS WATER PRODUCTION CHANGE

+244,000 cbm
+121%▲

CHANGE FROM 2024 - 2025



R/O PLANTS WATER CONSUMPTION CHANGE

+127,000 cbm
+50%▲

CHANGE FROM 2024 - 2025



(Note: figures rounded off to nearest thousand)

Renewable Energy

Energy Conservation

Electricity Consumption

» Water Conservation

Waste Management

Sustainability in Operations

Environmental Activities

Environmental Incidents

Legal Adherence



Systematic improvements

A major focus area in our operations is the reduction of Non-Revenue Water (NRW), which represents water that is produced but not billed due to losses such as leaks, unauthorized connections, or metering inaccuracies. To address this, we prioritize leak detection and repair as a continuous and systematic process.

Our teams regularly analyze production and distribution meter data to identify zones with elevated NRW levels and implement prompt rectification measures, including detailed inspections, leak detection surveys, and timely repair works.



Sustainability in Water Operations

Resource efficiency initiatives

We adhere to guidelines to enhance environmental protection and sustainability during our water and sewerage operations.

For water systems, we are implementing energy-efficient technologies for water production and distribution to reduce overall energy consumption. The brine discharge and sewerage outfall locations are selected and constructed based on the approved Environmental Impact Assessments (EIA) to mitigate adverse environmental effects.

In sewerage systems, we optimize pump station capacities to ensure a continuous and systematic process that minimizes energy use, and we monitor sump well inflow data to identify groundwater infiltration. Furthermore, we are planning the deployment of Sewage Treatment Plants (STPs) on major islands to ensure that the treated effluent meets environmental standards before discharge through sea outfalls.

We are working towards strengthening our response mechanisms by developing structured repair and maintenance plans for systems experiencing higher levels of water loss. This ensures that resources are allocated efficiently and that high-risk areas receive immediate attention.

Water Conservation in Power Generation

Hulhumale' Powerhouse

Reliable operation of diesel generator sets is supported through water produced for engine cooling using steam recovered from the Heat Recovery Steam Generator (HRSG). This process captures waste heat from engine exhaust to improve the efficiency of the Multi-Effect Distillation (MED) plants, enhancing overall plant performance while supporting efficient resource use and reducing environmental impact.

Operational stability is strengthened through the production of high-quality water that is monitored to meet required standards before use. This helps reduce corrosion, scaling, and unplanned downtime, while extending equipment life and lowering maintenance needs. Producing water on-site reduces dependence on external supply sources, improving operational independence and minimizing risks of supply disruption. It also helps control costs that would otherwise increase through outside procurement.

Water is stored in dedicated tanks with a total capacity of 800 cubic meters, ensuring a reliable reserve. Around 80% is allocated to firefighting systems, while the remainder supports operational needs.



Malé Powerhouse

Improved efficiency and reduced reliance on external water sources are achieved through STELCO's integrated water management practices. By producing its own water and using supplementary sources, the company supports sustainability while maintaining reliable and cost-effective operations.

A key component is the on-site desalination system, which converts seawater into fresh water for operational use. Most of this water is used for cooling diesel generators, while the balance supports in-house needs. Rainwater harvesting, particularly at the Malé powerhouse, further supplements supply and reduces demand on desalination. Regular monitoring and maintenance help prevent leaks, minimize wastage, and ensure efficient water use.

Hulhumalé Powerhouse

Water Consumption



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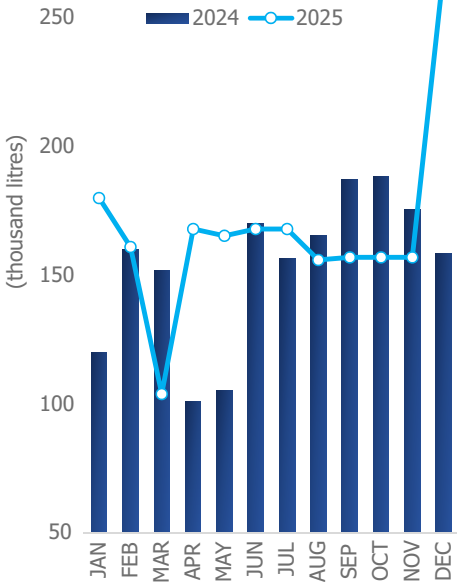
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HULHUMALE' POWERHOUSE (2025)

2,010,400 litres

WATER CONSUMPTION



CHANGE (2024/2025)

170,600 litres

2023-2024 CHANGE - 458,960

% CHANGE (2024/2025)

+9.3 % litres

2023-2024 CHANGE: +33%

Total water consumption in 2025 for Hulhumalé' powerhouse reached 2,010,400 litres, representing an increase of 170,600 litres (+9.3%) compared to 2024.

Despite the increase, monthly consumption patterns remained relatively stable throughout most of 2025. The highest monthly consumption in 2025 was recorded in December at 269,000 litres, representing an approximate 70% increase compared to December 2024. In contrast, the lowest monthly consumption was recorded in March 2025 at 104,000 litres, reflecting a roughly 32% decrease compared to March 2024.

The overall increase in water consumption at the Hulhumalé powerhouse corresponds with higher electricity demand during the latter part of the year. As more generator sets are brought into operation to meet the rise in electricity demand, generator cooling requirements also increase, resulting in higher water consumption across powerhouse operations.

Renewable Energy
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Waste Disposal Framework

The company has implemented formal protocols for waste handling and disposal at its powerhouses in Malé and Hulhumalé. These guidelines ensure that all operational by-products are managed in a structured and environmentally responsible manner, with clear distinctions drawn between different waste types.

Waste is segregated into specific streams including organic waste, rock debris, steel, wood, cardboard, and oil filters to ensure safe handling and appropriate disposal methods.



Waste Management

Waste Management Protocols

Domestic waste is collected daily and transported to WAMCO through an established municipal disposal system. To facilitate this process, the daily waste generated from power plant operations is systematically classified into two principal categories: domestic refuse and industrial residue. Domestic waste follows a routine, high-frequency disposal schedule through an established municipal channel.

Industrial waste, however, requires specialized handling due to its nature and potential environmental impact. To ensure safe treatment and proper processing, industrial residue is managed periodically by a qualified third-party contractor. This approach supports sustainable waste management practices while minimizing ecological risks and promoting environmental responsibility.



Sustainability in our operations

Environmental Controls

STELCO maintains a strong commitment to environmental protection through the implementation of a comprehensive framework of Standard Operating Procedures (SOPs) designed to support safe, efficient, and environmentally responsible operations across all facilities and operational sites.

These procedures cover critical operational areas including hazardous material handling, fuel handling and refueling activities, diesel storage systems, lubricating oil management, spill prevention measures, and waste handling practices. A major priority within this framework is the safe management, storage, and disposal of hazardous materials to prevent soil, groundwater, coastal, and marine contamination.

A key focus is the safe management of hazardous materials to prevent soil and water contamination. Used lubricating oil, depleted batteries, and high-voltage cables are handled under strict controls throughout their lifecycle—from collection and storage to transport and disposal. Batteries are stored in designated containment areas and handled only by trained personnel to minimize leakage and contamination risks.



Eco-conscious operations

Noise pollution is also managed through mitigation measures such as sound attenuators installed on diesel generators, reducing impact on nearby communities and ecosystems.

Fuel management is tightly controlled using a layered storage system, with diesel stored in both day tanks and larger secondary tanks to ensure reliability while minimizing overflow risks.

All storage systems are fitted with bund walls to contain spills and prevent contamination of surrounding soil and groundwater, reinforcing STELCO's commitment to environmental safety.





Environmental Stewardship

To mark World Environment Day, the Government of the Republic of Maldives launched the “Five Million Trees” initiative to help reduce the effects of climate change for both current and future generations. Supporting this national effort, STELCO pledged to plant 500,000 trees within the designated period, reinforcing its commitment to environmental sustainability.

To support this objective, STELCO has conducted numerous tree plantation activities throughout the Malé region and across more than 35 islands in which it operates.



Environmental Activities

Green Initiatives

Tree plantation activities are implemented through well-coordinated programmes, supported by a structured monthly planting target of approximately 9,200 trees. As a result of these sustained efforts, the company has successfully planted over 74,000 trees (as of October 2025), reflecting steady progress toward its long-term goal.

Tree plantation has become a cornerstone of STELCO’s environmental stewardship efforts, reflecting its commitment to supporting national sustainability goals and enhancing the ecological resilience of the Maldives.

A defining feature of STELCO’s initiative is its strong emphasis on collaboration and community engagement. Tree planting events actively involve employees and local community members, fostering a shared sense of responsibility for environmental conservation.

Environmental Incidents

Environment Incidents

A total of three environmental incidents were recorded in 2025, all involving oil spills during tank transfer operations due to human error. The first incident occurred on 1 June 2025 at K. Kaashidhoo Powerhouse, followed by a similar spill on 11 July 2025 at AA. Mathiveri Powerhouse. The third incident was reported on 6 December 2025 at AA. Thoddoo Powerhouse.

In response to such incidents, our operational procedures outline specific actions that are to be taken to contain and mitigate the situation in order to minimize environmental impact. Preventive measures have been implemented to reduce the risk of ground contamination from oil spills, including the construction of protective boundary walls around main tanks and day tanks. In addition, stringent supervision and continuous monitoring are enforced to ensure safe and compliant tank-filling operations.

Our internal audit function, together with established operational procedures and SOPs, plays a key role in strengthening internal controls, and risk management at STELCO, while enhancing accountability in order to enable the timely identification and mitigation of risks.



Risk Assessment

Three oil spill incidents were evaluated by the Internal Audit Department in 2025, focusing on incident reporting, risk identification, and compliance with company procedures. Regular risk assessments and audit activities support early detection of risks, ensuring alignment with policies and regulatory requirements.

Internal audit also provides risk-based insights to strengthen mitigation strategies, inform decision-making, and enhance organizational resilience. Special audits are conducted upon referral, while risk-prioritized areas are incorporated into the annual audit plan. Strong governance frameworks, systematic follow-up of findings, and ongoing staff training further reinforce risk awareness and internal controls.



Legal Adherence



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ENVIRONMENTAL LAWS WE ADHERE TO



Compliance Framework

Our organization operates within a clear framework of national environmental laws that guide and regulate our activities. These laws shape our operations, ensuring alignment with standards for environmental protection and sustainability.

These principles are embedded in our Standard Operating Procedures (SOPs), ensuring environmental considerations are applied consistently across daily operations—from planning and implementation to monitoring and reporting.

Adhering to these laws supports our long-term sustainability goals. By aligning with national regulations, we help protect natural resources, reduce environmental risks, and promote ecological balance. We also remain committed to continuously improving our practices in response to evolving environmental challenges and regulatory changes.

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Sustainability Pillar 2: Health and Safety

- » Health and Safety in the Workplace
- » Occupational Injuries

- » Incidents
- » Awareness Programs

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Occupational Health & Safety



Employee Safety Focus

Recognizing the technical complexity and high-risk nature of our operations—including working at heights and handling high-voltage equipment—we place significant emphasis on prioritizing employee health and safety. Safeguarding staff from potential injuries is a key priority of the organization and is essential to minimizing work disruptions, maintaining operational efficiency, and ensuring continuity of services. Accordingly, the incorporation of health and safety into our operational procedures forms the basis of our efforts to guide daily operations, protect personnel, and promote a culture of risk awareness across the department.

In line with our commitment to the hierarchy of controls, we implement a structured approach to hazard management. Wherever possible, risks are eliminated or substituted, and engineering and administrative controls are applied to reduce exposure before relying on personal protective equipment (PPE). Regular training sessions, toolbox talks, and safety audits reinforce safe work practices and ensure staff are familiar with company health and safety policies, as well as relevant national and international regulations. This integrated approach not only minimizes workplace incidents but also strengthens a culture of vigilance, accountability, and continuous improvement across all operational areas.

Occupational Injuries

Category	Data
2024	
 Minor occupational injuries	104
 Major occupational injuries	8
TOTAL	112
2025	
 Minor occupational injuries	10
 Major occupational injuries	4
TOTAL	14

Occupational Health & Safety

Health Safety Practices

Health and safety policies remain foundational to safeguarding personnel, particularly during high-risk operations involving high-voltage infrastructure and elevated tasks. Following the enactment of national safety regulations in 2024, STELCO has accelerated the modernization of its organizational safety frameworks.

Administrative Oversight: Health and Safety Unit collaborates across all departments to implement Emergency Response Plans, Facility Evacuation Plans, and updated Standard Operating Procedures.

Infrastructure and Risk Mitigation: Operational risk is mitigated through the installation of certified fire suppression and safety systems across all powerhouses nationwide.

Capacity Building and Mentorship: To ensure compliance, the company mandates foundational safety training for all personnel, maintains advanced technical programs, and utilizes field mentorship to institutionalize safe operational techniques.

STELCO's strategic objective extends beyond standard provision of Personal Protective Equipment (PPE). The organization is dedicated to cultivating a robust, top-down safety culture firmly rooted in the hierarchy of hazard controls to ensure an uncompromisingly secure working environment.



Incidents in 2025

In November 2025, an arc flash incident occurred at a medium-voltage (MV) switchgear installed in Hulhumalé. The incident caused power outages in Malé and Hulhumalé and severely injured a STELCO staff, who later passed away while receiving medical treatment abroad.

Following the incident, the company initiated significant steps to identify the root cause of the incident in order to prevent such incidents from recurring. To further strengthen occupational health and safety, preliminary work is ongoing to implement a comprehensive occupational health and safety management system within the organization, with the aim of aligning organizational work practices with international best practices.

Awareness Programs on Health and Safety



Workplace Occupational H&S Training

APR 2025



Occupational Health and Safety Training

MAY 2025

Awareness Programs on Health and Safety

A range of awareness programs were conducted in 2025 to strengthen employee understanding of established health and safety SOPs and policies. These sessions were designed to promote a proactive safety culture and ensure that all employees are well-informed about workplace risks and preventive measures.

General safety and compliance trainings focused on reinforcing safe work practices, adherence to procedures, and individual responsibilities in maintaining a secure work environment. Specialized sessions such as electrical safety, fire safety, and security awareness helped employees recognize potential hazards and respond effectively in emergency situations. Refresher trainings and train-the-trainer initiatives further supported continuous learning and knowledge sharing across teams.

In addition, STELCO organized health-focused awareness programs covering topics such as workplace health, mental well-being, and general health conditions. These sessions encouraged employees to prioritize their physical and mental health while fostering a supportive work environment.

Awareness Programs on Health and Safety



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Security Staff Training

FEB 2025



Wärtsilä: Quality, Environment, Health and Safety (QEHS) Session

MAY 2025



Workplace Hazard Identification

MAY 2025



Diving Awareness Session

MAY 2025



Awareness Session - Alzheimer & Dementia

AUG 2025



Fire Warden Training

AUG 2025

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Health Screening Camp

SEP 2025



Cancer Awareness

SEP 2025



Safety and Compliance Training

OCT 2025



Firefighting Training

DEC 2025

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Sustainability Pillar 3: Social Issues

- » Employment Policies
- » Staff Training
- » Gender Equality
- » Corporate Social Responsibility (CSR)
- » Community Engagement

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Employment related policies



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STELCO - STAFF RELATED POLICIES IN PRACTICE (as of 31 December 2025).





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Employment Policies		Grievance Policy	This policy provides a structured process for employees to formally raise workplace-related concerns, ensuring these complaints are addressed promptly, fairly, and consistently by the company.
		Gender Equality Law (18/2016) Implementation Policy	This policy establishes a framework to promote gender equality and prevent any form of gender-based discrimination within STELCO's workplace, fostering an inclusive and equitable work environment for all employees.
		Prevention of Sexual Harassment Policy	This policy strictly prohibits sexual harassment in the workplace and clearly defines behaviors that constitute harassment. It also provides employees with reporting mechanisms, procedures for addressing complaints, and disciplinary actions to ensure a safe and respectful work environment.
		Whistleblowing Policy	This policy enables employees to report any suspected fraud, corruption, or unethical conduct within the company. It ensures that such reports are handled confidentially and appropriately through internal mechanisms, fostering transparency and accountability.



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Employment Policies		Dress Code Policy	This policy ensures a professional and consistent appearance among employees, promotes a sense of unity and equality, reflects the organization's brand and values, and supports workplace safety and hygiene.
		Leave Policy	This policy defines the different types of leave available to employees, the eligibility criteria, and the procedures for requesting leave. It ensures a structured approach to managing employee absences while maintaining workplace efficiency.
		Staff Higher Education Policy	This policy supports STELCO staff in pursuing higher education through scholarships, leave, and stipends, focusing on technical fields aligned with operational needs. It outlines the application process and coverage of tuition, allowances, and related benefits.
		Recruitment Policy	This policy sets out how the company recruits staff for vacancies, including application procedures, shortlisting, interviews, evaluation, selection, and onboarding processes.



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Employment Policies		Welfare Policy	This policy provides financial assistance to eligible employees facing critical medical issues and unforeseen circumstances, helping them manage unexpected financial challenges while fostering security and support.
		Retirement and Redundancy Policy	This policy outlines the benefits and conditions available to employees upon retirement, as well as the circumstances under which redundancies may occur. It details retirement and redundancy packages, financial support, and procedures for managing layoffs and organizational restructuring.
		Transfer Policy	This policy provides guidelines for transferring employees within the organization, including between departments or job roles. It outlines eligibility criteria, reasons for transfers, procedures for requesting transfers, and support available during the transition.
		Childcare Scheme Guideline	This guideline outlines the process for reimbursement provided to staff who use services from childcare centers in the Maldives.

Employment Policies		Hajj and Umrah Policy	This policy outlines the eligibility criteria, selection process, and conditions for employees participating in annual Hajj and Umrah draw, with selected employees receiving full sponsorship from STELCO to undertake pilgrimage.
		Deceased Staff Allowance Policy	This policy outlines eligibility criteria and provides financial support to the families or designated beneficiaries of employees in the event of their passing.
		Internship Policy	This policy provides a structured and fair framework for recruiting and engaging interns, ensuring meaningful learning experiences, skill development, and professional growth.

Employee Training



Training Statistics 2025



Category	Data
Employees trained in 2025	
Short-term courses carried out	138
Long-term courses (staff given opportunity)	07



Training Hours	
Total training hours	9,016
Average training hours per employee	08.05
Total staff who participated in trainings	1,120



Expenditure on Training	
2024 Training Expenditure	MVR 3 million (approx)
2025 Training Expenditure	MVR 4.2 million (approx)

Staff Training

At STELCO, employee training is a key priority in strengthening organizational performance. Training initiatives improve efficiency, reduce operational risks, and promote a strong culture of safety.

STELCO places strong emphasis on continuous learning to support employee development and motivation. These efforts foster teamwork, improve communication, and contribute to effective succession planning by preparing staff for future leadership and technical roles.

Challenges remain in delivering training effectively. Aligning training schedules with operational demands, particularly in shift-based environments, can limit participation. Additionally, the geographically dispersed nature of STELCO’s operations presents constraints, including limited access to training facilities and transportation.

Training and Awareness Programs



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Customer Service Skills Training

FEB 2025



Island Powerhouse Managers Training

FEB 2025



Survey Training

MAY 2025



Dhivehi Language Training

MAY 2025



Sexual Harassment Prevention

JUL 2025



Blood Donation Awareness Session

AUG 2025

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132 kV Cable Line Inspection

AUG 2025



Sexual Harassment Prevention

SEP 2025



Stress Management

SEP 2025



Sensitization Awareness on Disability Inclusion

SEP 2025



Emotional Resilience Awareness

OCT 2025



Customer Services Training

OCT 2025

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Leadership Enhancement Training

NOV 2025



Basic Sign Language Training

DEC 2025

BUILDING SKILLS AND EMPOWERING PEOPLE

STELCO continues to strengthen workforce capability through targeted training, professional development and awareness programs, designed to support productivity, safety and long-term growth.



1,120+

Staff participation in trainings in 2025.



9,016+

Training hours completed in 2025.

FOCUS AREAS



Technical Skills Development



Leadership Development



Health, Safety & Compliance



Awareness and Inclusion



Our Commitment

We will continue investing in our people by creating opportunities to learn, develop and lead the transition toward a stronger future.



Grow



Adapt



Lead



Inspire

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State Utility Skills Academy



Technical Training Academy

The State Utility Skills Academy was officially inaugurated by President Dr. Mohamed Muizzu in late October 2025 as a training and development centre to strengthen the technical competency, workforce capability, and professional development of STELCO staff and utility sector professionals.

Historically, the utility sector has faced difficulties in recruiting qualified engineers and technicians, while limited access to specialized training facilities restricted opportunities for practical engineering education and professional development. The Academy was developed to address these challenges by equipping with advanced training technologies, industry-grade workshop, classrooms, a conference hall and accommodation facilities within a dedicated training environment.

The Centre is designed to deliver a comprehensive blend of STELCO-certified programs, nationally recognized courses, and structured hands-on practical training opportunities aimed at strengthening technical competency and workforce capacity within the utility sector.

Skills Development

The training programs are more focused on key engineering and technical disciplines, including mechanical and electrical engineering, automation engineering, automotive engineering, and water and sewerage operations. Through these specialized programs, the academy aims to develop a skilled and qualified Maldivians while supporting the long-term sustainability.



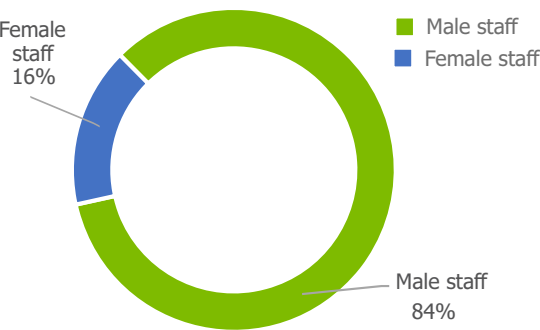
Gender Equality



Employee Composition

Details	Staff No's
Category	
Male staff	1,799
Female staff	343
TOTAL	2,142

Gender Representation in STELCO Workforce



Workplace diversity

As at 31 December 2025, female staff constituted 16% of the total workforce at STELCO. Research shows that increasing female participation in the workplace can improve organizational productivity and efficiency.

A more diverse leadership team is also believed to create a more inclusive environment, which can support higher employee morale and better overall performance.

At STELCO, higher female representation is perceived to enhance workplace culture by encouraging collaboration, improving communication, and supporting better decision-making through diverse perspectives. It is also believed to strengthen inclusivity, boost employee morale, and help attract and retain a wider talent pool, contributing to stronger organizational capability and long-term growth.

**Ratio of Female Representation in
Senior Management (as at Dec 2025)**

Details	No
Female Staff	
Deputy Managing Director	1
Chief Financial Officer	1
Head of Department	3
Unit Heads	17
Station Manager	1
TOTAL	23
Male Staff	
Deputy Managing Director	2
Heads of Department	15
Unit Heads	57
Station Manager	32
TOTAL	106

The ratio of female representation in Senior Management at STELCO stood at 18% in 2025.

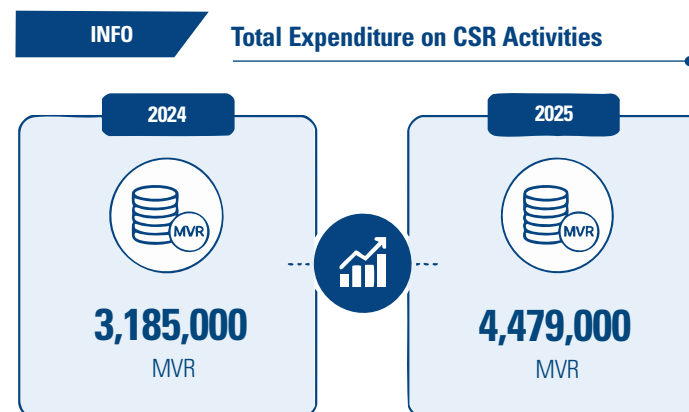
**Ratio of Female Representation in
STELCO Board of Directors**

As of 31st Dec 2025, there are 2 female director serving on the STELCO Board of Directors.

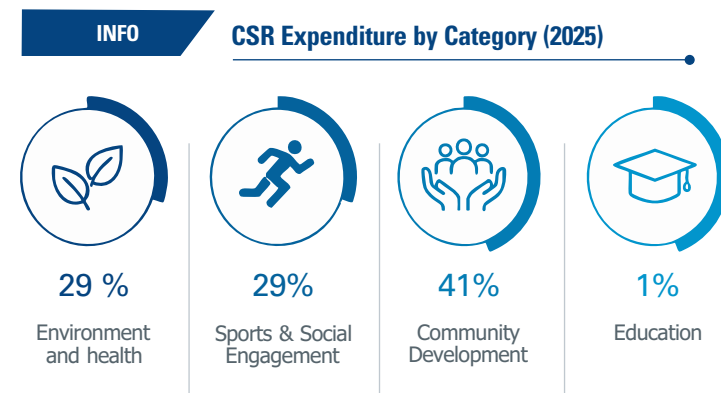
The ratio of female representation on STELCO Board stood at 33% as at 31st Dec 2025.



Corporate Social Responsibility



(note: figures rounded off to nearest thousand)



Societal Responsibilities

STELCO demonstrates its dedication to social and environmental progress through a structured approach to community engagement and responsible business practices. The company recognizes the importance of contributing beyond its core operations and aims to support initiatives that create meaningful benefits for society.

A formally approved policy provides guidance on how support is evaluated and delivered, ensuring transparency and consistency. Assistance is extended to a wide range of areas, including clean energy initiatives, community events, cultural and religious activities, environmental conservation efforts, and emergency response during times of crisis. Greater attention is given to communities within STELCO’s service areas, allowing the company to build stronger local connections.

Through this targeted approach, STELCO continues to enhance stakeholder confidence while contributing to long-term social development and resilience.

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Electrician Course for women

FEB 2025



Help Gaza fundraising event

FEB 2025



Fitr Eid Preparation works

MAR 2025



Staff blood donation event

AUG 2025



Career Guidance Polytechnic Students

AUG 2025



Furugaan Mosque Renovation

OCT 2025

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Fitr Eid Celebration STELCO stall

APR 2025



Aailee Ufaa Festival

NOV 2025

Outreach Activities

In 2025, STELCO actively participated in and organized events that brought communities together, including children’s events such as the Viluntheri Festival, community gatherings during Eid celebrations, and engagement activities across various islands. Environmental sustainability remained a key priority, with ongoing tree planting programmes conducted in different locations.

STELCO also supported national development and public engagement through participation in events such as the Build Expo and Rashu Expo, where the company showcased its services, innovations, and commitment to the energy sector. In addition, the opening of the State Utility Skills Academy marked a significant step in promoting technical education and workforce development.

Community infrastructure support was further demonstrated through projects such as the development and upgrading of recreational spaces, including the futsal turf at AA. Thoddoo. Through these efforts, STELCO strengthened relationships with communities, supported social well-being, and contributed to sustainable national growth, reinforcing its role as a responsible and community-focused organization across the Maldives.

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Changing Futcell Turfground

JAN 2025



Rashu Expo

FEB 2025



Build Expo STELCO stall.

APR 2025



Business Expo

MAY 2025



Eid Celebration

JUN 2025



Tree Plantation Activities

JUN 2025

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Viluntheri Festival - family event

OCT 2025



Tech Eng EXPO

OCT 2025



Generation Ban Run

NOV 2025



CHSE Students - Career guidance visit

SEP 2025



Gaazee School students visit

SEP 2025



Employment Certificate (Persons with disabilities)

DEC 2025

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Oversight effectiveness

Corporate governance policies are important to any organization because they establish a clear framework for accountability, transparency, ethical conduct, and responsible decision-making. These policies define the roles, responsibilities, and authority of the Board of Directors, management, and employees, ensuring proper leadership and effective oversight.

They also support strong internal controls, sound risk management, and improved operational efficiency across the organization. In addition, effective corporate governance policies help ensure compliance with legal, regulatory, and industry requirements, reducing the risk of misconduct or non-compliance.

By promoting fairness, integrity, and consistency in decision-making, they strengthen trust and confidence among shareholders, employees, customers, regulators, and other stakeholders. Strong governance also improves the organization's ability to manage challenges, respond to change, and pursue opportunities responsibly.

Reporting Transparency

Corporate governance policies are reviewed periodically and will continue to be developed and updated in line with the company's operational, regulatory, and governance requirements

The company has consistently published its Annual Reports for the years 2020, 2021, 2022, 2023, and 2024. The Environmental, Social, and Governance (ESG) Report was first published in 2023, and the most recent ESG Report for 2024 has also been successfully published.

A separate section/tab has been created on the company website for publication of the Annual Report and ESG Report.



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Board Governance Policies		Board Evaluation Policy	This policy promotes good governance and ensures continuous development and improvement of the Board's processes and procedures. The evaluation process provides a valuable feedback mechanism for the Board to improve its effectiveness.
		Code of Ethics	The Code of Ethics establishes the ethical standards expected within STELCO and helps prevent, detect, and address misconduct, breaches of internal standards, and other improper or unlawful activities.
		ERM Policy	This policy sets out the rules and mandatory principles for STELCO to ensure that the risk management is embedded, understood, adopted, and practiced throughout STELCO as a prudent management practice, which is linked to STELCO's Strategy and a key enabler of better performance.
		Internal Audit Policy	This policy sets out the framework, authority, and requirements governing the company's internal audit function



CUSTOMER INTERACTION GROWTH

2024 → 2025



PHONE CALLS

2024
36,429 → **66,411**
2025



SOCIAL MEDIA

2024
63,876 → **52,678**
2025



COMPLAINTS RESOLVED

2024
100,305 → **119,089**
2025

Customer Complaints

STELCO's Contact Center operates 24 hours a day, seven days a week, providing support for all customer inquiries. Complaints received through official communication channels, including Viber, Telegram, and WhatsApp, are managed with professionalism, accuracy, and responsiveness. Our staff adhere to well-defined procedures to ensure timely resolution and clear, effective communication, thereby upholding a consistent level of customer satisfaction.

The table reflects the number of formal complaints received and resolved in 2025

Call Type	Number	%
Bill Extension requests	9,540	19.1%
Bill Increase	5,425	10.9%
Reconnection	12,064	24.1%
Disconnection	6,193	12.4%
Payment Issues	555	1.1%
WAMCO Charges included	237	0.5%
Power Cut	15,119	30.3%
MIB Payment Update Delay	158	0.3%
Finance (including emails	257	0.5%
Ramazan discount	191	0.4%
STELCO App related issues	2114	4.2%
TOTAL	49,987	

Legal Enquiries

In 2025, we received a limited number of legal complaints; primarily related to employment matters and contractual issues.

These typically arise from employment-related disputes as well as matters concerning agreements, service obligations, and the enforcement of contractual terms. Each case is approached with careful consideration and handled with due diligence.

Appropriate internal reviews and, where necessary, external legal guidance are sought to support fairness and consistency in outcomes.

Legal Complaints	Number
Submitted in 2025	12
Resolved in 2025	03

Addressing legal enquiries

The company is striving to reduce the number of legal and regulatory complaints by prioritizing the regular review and updating of its Standard Operating Procedures (SOPs) and internal policies. Efforts are being made to ensure that these documents remain current, practical, and aligned with evolving legal and regulatory requirements in order to help prevent issues before they arise.

The company is also considering strengthening its internal monitoring, reporting, and audit mechanisms to support the early detection of potential gaps, non-compliance, or operational risks. In addition, periodic staff training and awareness programs are being held to help employees better understand their compliance obligations and apply procedures consistently in their day-to-day activities.

Procurement Complaints

Procurement related complaints records

Details	No
Year 2024	
Complaints recieved	4
Complaints registered	4
Complaints resolved	4
Year 2025	
Complaints recieved	3
Complaints registered	3
Complaints resolved	3

Most feedback and concerns received are operational and administrative in nature, primarily relating to coordination matters such as documentation, processing timelines, communication, and contract or invoice clarification with suppliers and contractors.

The company maintains established communication and resolution mechanisms to ensure that all matters are addressed promptly and professionally in collaboration with the relevant departments.

Addressing reported issues

Concerns and feedback are received through official communication channels and are reviewed promptly on a case-by-case basis.

To further minimize procurement-related concerns, the company continues to strengthen interdepartmental coordination, enhance communication with suppliers and contractors, and improve process efficiency across procurement activities.



