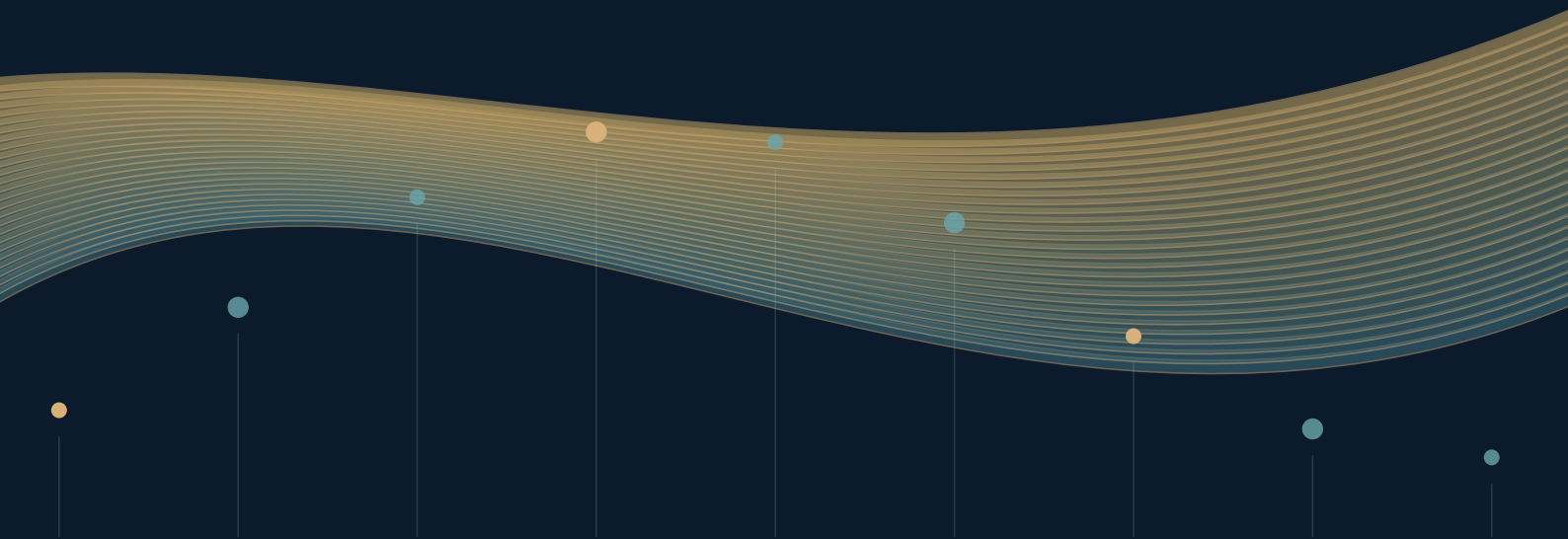




TELECOMMUNICATIONS

The AI-enabled telecom operator

Separate internal AI practice, customer offerings and future infrastructure across ten telecom entities.



ORIGINAL MAYDEN GRAPHIC / EVIDENCE IN MOTION

01 / THE EXECUTIVE VIEW

Start with the operating evidence.

Separate internal AI practice, customer offerings and future infrastructure across ten telecom entities.

10

selected entity records

42

recorded claims

29

eligible claims

1

unranked records

01 / WHAT THE RECORD SHOWS

Test what the customer can complete. Batelco describes Basma connecting billing, device searches and fraud-reporting support to backend systems. Examine completed cases, unresolved requests and escalation to people.

Claims: TEL-031

02 / WHAT THE RECORD SHOWS

Check how far governance reaches. e& reports central review, owners and risk thresholds while wider platform rollout remains a priority. Request operating-unit coverage and examples of challenged or stopped use cases.

Claims: TEL-009 / TEL-010

03 / WHAT THE RECORD SHOWS

Map autonomy to permission. Zain reports closed-loop orchestration; e& UAE describes a roadmap toward greater network autonomy. Establish what each deployed system may change and when an operator intervenes.

Claims: TEL-025 / TEL-012

Public-evidence review. Selected entity scopes. No company participation, population inference or independent assurance implied.

Read the argument, inspect the exhibits, then use the leadership questions to identify the next evidence your organisation should produce. All report bodies are in English; Arabic executive summaries are available online.

EXHIBIT 01 / SCOPED CASE COMPARISON

Locate the operator's control boundary

Network, customer-service and security cases have different permissions and fallback requirements.

Network assurance / Fixed-wireless network performance

Source account. stc Bahrain reports AI assurance deployed particularly for fixed wireless access. **Boundary.** Bahrain operation; award account is not an operating audit.

Mayden question. Which faults can it correct, and which require an engineer?

Evidence: TEL-034

Customer interaction / Billing or service request

Source account. Batelco says Basma connects to backend systems for billing, device searches and fraud-reporting support. **Boundary.** Batelco Bahrain; completion and escalation rates undisclosed.

Mayden question. Does the interaction finish the request or transfer unfinished work?

Evidence: TEL-031

Security investigation / Managed-security alert

Source account. Beyon Cyber describes Oryx AI investigating alerts through live queries with human oversight. **Boundary.** Managed-security service; not proof of Batelco-wide adoption.

Mayden question. What action can follow an investigation, and who authorises it?

Evidence: TEL-033

Source: selected claims in PE-2026.10-v4. Company and supplier reports are attributed accounts. The questions are Mayden editorial interpretations, not measured sector results or independent assurance.

EXHIBIT 02 / PUBLIC EVIDENCE

Inspect the operating profile, not only the total

Highest eligible anchor per theme; U = no qualifying evidence located

	Core	People	Partners	Interface	Lineage	Testing	Authority	Knowledge	Control	Points
e& group	3	3	U	2	2	U	1	U	3	52
Beyon / Batelco	2	U	U	3	U	U	3	U	U	30
Ooredoo group	2	2	U	2	U	U	U	2	U	30
stc group	2	2	U	U	U	U	U	1	3	30
stc Kuwait	U	2	U	U	U	1	U	U	2	19
stc Bahrain	3	U	1	U	U	U	U	U	U	15
Zain group	U	U	U	U	U	1	2	1	U	15
du	U	1	1	1	U	U	U	U	U	11
Mobily	U	U	1	U	U	U	U	U	U	4
Vodafone Qatar	U	U	U	U	U	U	U	U	U	U

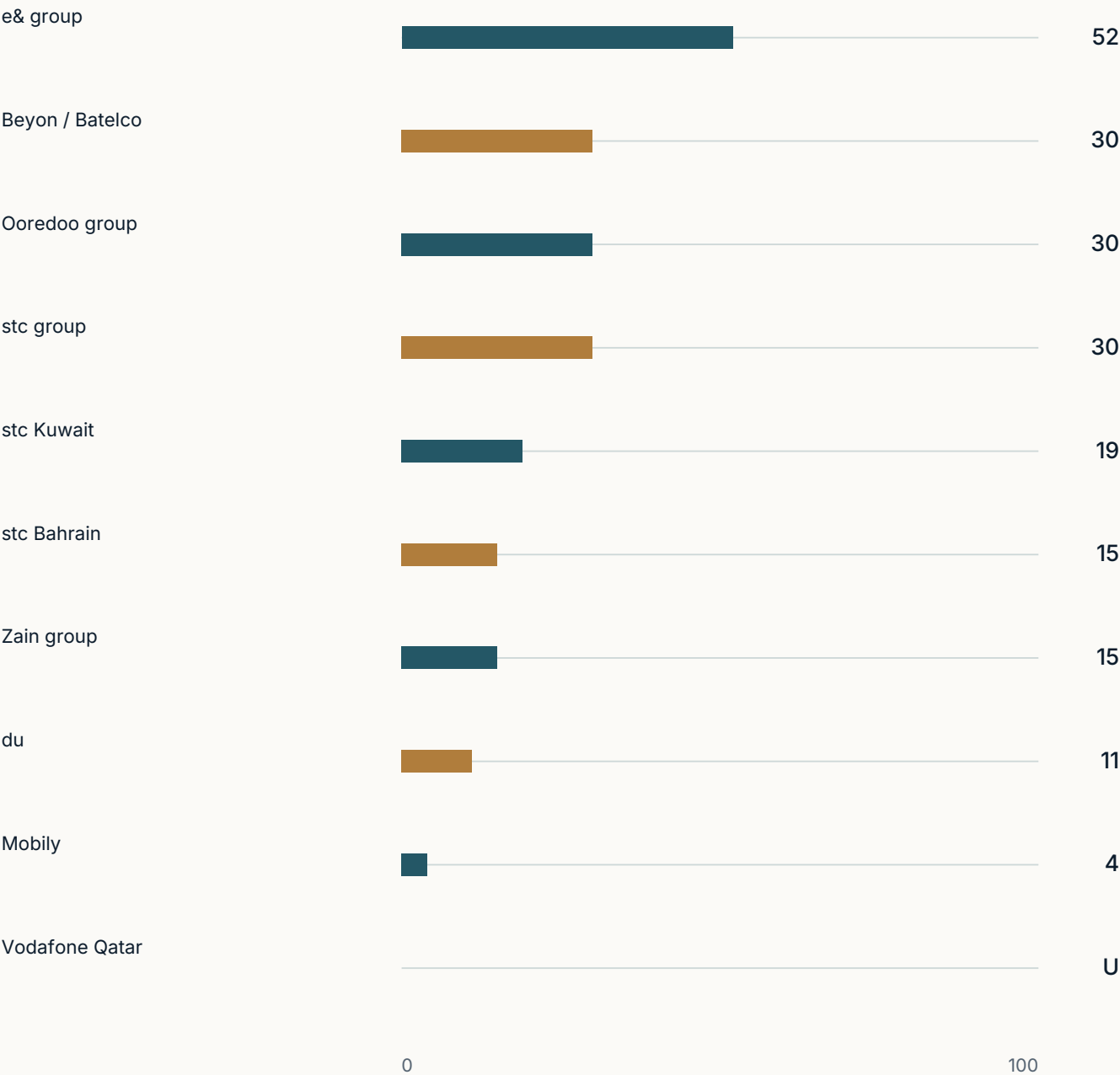
Unknown
Commitment / pilot
Implemented
Operating detail

Source: Mayden PE-2026.10-v4. Each row is a named entity scope. U does not mean absent capability. Anchors are ordinal evidence-specificity judgements; scopes and disclosure access differ.

EXHIBIT 03 / PUBLIC EVIDENCE

Documented evidence points in the selected cohort

Fixed denominator of 27; normalized to 0-100; ties use unrounded totals



Source: frozen release calculation. These are public-evidence points, not a maturity percentage, operational audit or population ranking. No-evidence records stay unranked.

02 / ANALYSIS

Mayden AI Native Index | Telecom research brief |
10 October 2026

Exploratory public-evidence edition. This brief examines public disclosures from ten deliberately selected telecom entities headquartered or operating in Saudi Arabia, the UAE, Qatar, Kuwait and Bahrain. It is a structured evidence review, not a representative survey, audited maturity assessment or claim that one national market leads another. The accompanying evidence database preserves claim-level citations, deployment stages and source limitations. Company statements remain company statements.

The executive question

Telecom operators can sell AI infrastructure, apply AI to network engineering and redesign their own enterprise at the same time. These are three different achievements. An operator may host sophisticated customer workloads while its finance, people and service processes remain largely conventional. Another may quietly improve internal work without publishing detailed case studies. A useful AI-native benchmark must distinguish those possibilities.

The public evidence already offers more substance than a collection of ambitious announcements. There are named employee platforms, network-assurance mechanisms, customer assistants and governance structures. The unresolved question is their penetration: which share of material work has changed, what decisions the systems can make, who owns failures and whether benefits survive the full cost of running them?

This is the opportunity for Mayden. Public research can identify the operating questions worth asking. Proprietary questionnaires and corroborating evidence can establish answers that public communications rarely supply.

What the disclosures reveal

Governance is becoming an operating system for AI. stc reports a Responsible AI framework, reusable-model certification and a model registry. Its sustainability report also describes employee training and an internal platform soft-launched in 2023. The time distinction matters: a historical launch is evidence of activity, not proof of today's employee adoption. [stc governance report](#)

e& describes a central governance platform, use-case review, named steering authority, risk processes and mandatory training. Its own forward agenda still includes full platform rollout across business units. A careful assessment therefore credits the disclosed mechanism while preserving incomplete coverage. Governance documents should lead to requests for actual approval, rejection, monitoring and incident records. [e& 2025 report, printed pp.128-129](#)

Network intelligence offers concrete workflows to inspect. An indexed passage from Mobily's report identifies potential leads on network automation. Direct PDF access failed in this review. These leads are excluded from scoring and are not treated as verified factual conclusions here. The next source-recovery step should verify deployment scope, override arrangements and the denominator behind any claimed savings. [Mobily 2025 report, printed pp.104-105](#)

The boundary between deployed practice and future design is equally visible. Ericsson and Mobily's intent-driven-network announcement is an MoU to explore specified capabilities. e& UAE's June 2026 autonomous-network blueprint describes a roadmap towards higher autonomy. Neither announcement alone demonstrates completed transformation. [Ericsson announcement, e& roadmap](#)

The most revealing word in a press release may be "pilot." du announced an internal Copilot launch, but the body specifies testing with selected employees. Its Microsoft contact-centre announcement sets out proposed call insights, analytics and a VoiceBot. These are useful, bounded transformation signals.

They do not establish sustained deployment at scale. The assessment follows the implementation described in the body, rather than the ambition of the headline. [du employee pilot](#), [du contact-centre programme](#)

AI delivery to customers needs a separate lens. Ooredoo reports deploying AI-enabled care tools across markets and a live sovereign AI cloud launch through Syntys. The first concerns how the operator works; the second concerns what it sells. du's AI Park announcement combines a phased infrastructure plan with a hybrid AI offering. Both may be commercially significant, but infrastructure capacity is not an organizational capability score. [Ooredoo annual report](#), [Ooredoo results](#), [du AI Park](#)

Vodafone Qatar's reviewed materials emphasize Microsoft collaboration and a proposed FlowTeam solution with KAIC for client needs. They support a customer-service innovation narrative. They do not, in this bounded source set, support scoring internal AI-native work practices. "Unknown from these sources" is the appropriate result. It would be misleading to translate limited disclosure into weak capability. [Vodafone Qatar report](#), [KAIC announcement](#)

Practical adoption often begins with a specific job. Zain describes a Kuwait FME Mate field-engineering initiative for access to fault data, topology and recommended corrections. The report mixes trial and deployment language, supporting a limited documented implementation rather than an established scaled rollout. It also describes trial portfolios and broader closed-loop ambitions. Its reported efficiency improvement belongs to the specified engineering use case; expected avoided downtime is a forecast. These distinctions prevent promising engineering evidence becoming a claim about every employee or subsidiary. [Zain technology report](#)

stc Kuwait reports an AI Unit, AI Office and employee AI Week. Those disclosures identify accountable structures and capability-building activity. They leave the assessment to determine whether ownership changes investment decisions, whether labs become maintained production services and whether employees continue using the

tools after training. Its detailed technology review also illustrates why ordinary cloud, billing and provisioning improvements should not automatically earn AI credit. [stc Kuwait overview](#), [technology review](#)

Bahrain provides two distinct operating examples. Batelco's Basma assistant has been extended to billing and other service tasks with backend integration. Beyon Cyber's security platform is described as supporting alert investigation with human oversight in managed security operations. The annual report spells it Oryx AI; the sustainability report uses Orryx.AI. This is bounded service-operation evidence, not proof of whole-Beyon autonomy. These practices belong to different entities within Beyon. stc Bahrain separately reports a deployed AI customer-experience assurance framework using topology and fault correlation, while its Huawei agreement concerns future joint development. [Beyon sustainability report](#), pp.58-59, [Beyon annual report](#), pp.26-31, [stc Bahrain assurance](#), [Huawei agreement](#)

The evidence that would change an executive decision

The proposed company study asks each participating operator to nominate three material workflows and provide a small, reproducible evidence pack. Each workflow should show its eligible volume, actual AI-assisted share, exceptions, escalation route and business owner. The organization should identify which decisions remain advisory, which require confirmation and which execute automatically. A sample of successful cases is insufficient: the pack needs failures, rework and reversals.

Outcome measurement should retain handling time, elapsed resolution time, quality, customer impact, model cost, review effort and control failures separately. The same apparent productivity gain can represent faster work, transferred work or reduced service quality. Baseline period, case mix and comparison method should accompany any percentage improvement.

For employee adoption, licensed seats and training attendance are useful inputs. Sustained use, changed tasks, demonstrated skills and supervision burden are more informative. For governance, existence of a committee is a starting signal. The consequential evidence is a decision it made and a risk it controlled.

A credible comparison needs comparable entities

The launch cohort mixes international groups with local operators. stc group, stc Kuwait and stc Bahrain overlap: stc's 2024 subsidiary table records full ownership of Bahrain and 51.84% of Kuwait. e& also reports Mobily among its associates. Country labels in this review identify headquarters or the local operating market; they do not isolate where every disclosed capability operates. [stc ownership table](#), [e& report](#), [associates note](#)

The first public comparison should therefore display group and local-operator strata, source coverage and explicit unknowns. A future local-market study should scope evidence to Saudi stc operations, e& UAE, Ooredoo Qatar, Zain Kuwait and Batelco Bahrain, rather than silently relabel group disclosures. Parent and subsidiary records should remain linked.

A stronger headline for the benchmark

"Who is most AI-native?" is attractive but premature as a factual conclusion from this corpus. The defensible launch story is more useful: Gulf telecoms are showing how AI enters real operating work. The next test is coverage, accountability and verified value.

Publish a workflow map, deployment-stage timeline and evidence profile beside the company table. Let an executive inspect the claim, scope and source behind every mark. Invite companies to correct facts and contribute evidence under a consistent protocol. Over successive waves, the research can establish which practices spread, which gains persist and which organizational changes explain the difference. That longitudinal record is the beginning of a proprietary benchmark.

Review transparency. Extraction and source challenge in this edition were AI-assisted. Separate AI readers do not constitute human expert sign-off or independent assurance. Company claims, research findings and Mayden interpretations retain their distinct scope.

EXHIBIT 04 / INSPECT THE ASSUMPTION

Separate a commitment from a deployed practice

Eligible claim records, n = 29; one practice may support multiple distinct themes

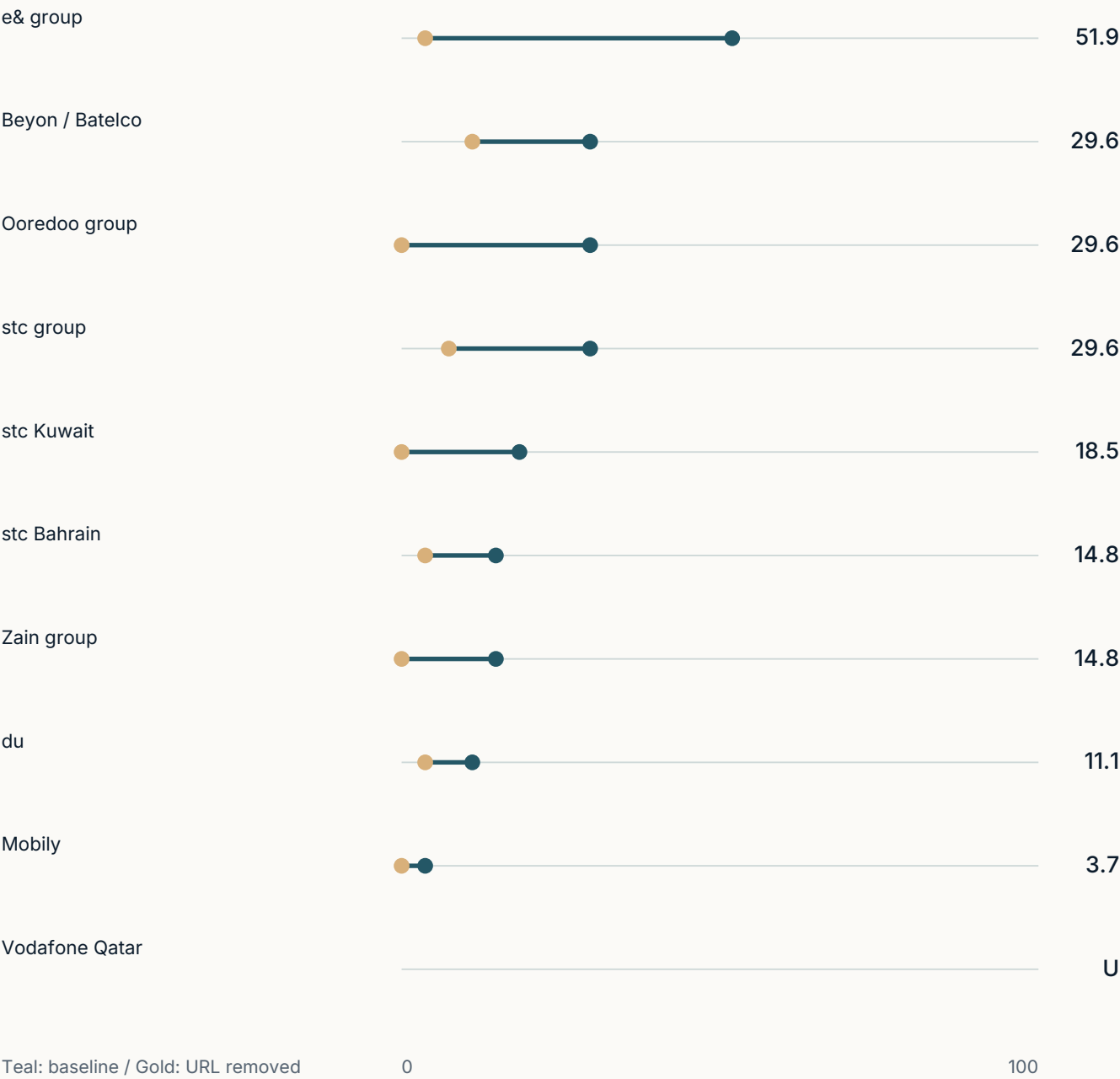


Source: claim ledger. 13 excluded records are outside these bars. Counts are claims, not independent systems, companies or estimates of adoption.

EXHIBIT 05 / INSPECT THE ASSUMPTION

How much of the profile rests on one retained source URL?

Baseline points versus points after removing the most influential primary source URL



Source: deterministic URL-removal check. Remaining URLs can repeat the same disclosure; required corroborating-source dependencies are not removed. This is not a confidence interval or a test of source truth.

03 / A CLOSER LOOK

e& group

Emirates Telecommunications Group Company PJSC (e&), consolidated group

ELIGIBLE ANCHOR 3 / TEL-009

e& describes central AI use-case review by a steering committee with use-case owners and risk thresholds.

Boundary. Claim scope: Emirates Telecommunications Group Company PJSC (e&), consolidated group. Report also lists full governance-platform rollout across all units as a 2026 priority; not proof of universal implementation. Application: internal.

Locator. Printed p.128 / PDF page index129, Responsible AI

[Inspect the source](#)

ELIGIBLE ANCHOR 3 / TEL-011

e& launched mandatory responsible-AI training in September 2025 and reports Citizen X employee model-building activity.

Boundary. Claim scope: Emirates Telecommunications Group Company PJSC (e&), consolidated group. Training mandate is not completion; employee-built models are not automatically production deployments. Application: internal.

Locator. Printed p.128 / PDF page index129, Embedding responsible AI across workforce

[Inspect the source](#)

The question for leadership

Locate AI inside the operator.

Evidence may concern e& UAE or other subsidiaries; group evidence cannot describe UAE enterprises generally.

03 / A CLOSER LOOK

Beyon / Batelco

Beyon B.S.C., consolidated group including Batelco by Beyon

ELIGIBLE ANCHOR 3 / TEL-031

Batelco expanded Basma to handle billing, device searches and fraud-reporting support through backend integration.

Boundary. Claim scope: Batelco by Beyon, Bahrain. No accuracy, escalation or eligible-interaction denominator. Application: internal.

Locator. Printed pp.58-59 / PDF page index30, Batelco by Beyon

[Inspect the source](#)

ELIGIBLE ANCHOR 3 / TEL-033

Beyon Cyber launched Oryx AI for alert investigation with live queries and human-in-loop oversight.

Boundary. Claim scope: Beyon Cyber managed security operations. Classed service-delivery operating practice, not proof of use in Batelco or group functions; deployment volume unreported. Application: internal-service-delivery.

Locator. Printed pp.30-31 / PDF page index16, Beyon Cyber

[Inspect the source](#)

The question for leadership

Locate AI inside the operator.

Batelco local operations and Beyon Cyber subsidiary claims must not imply whole-group adoption.

03 / A CLOSER LOOK

Vodafone Qatar

Vodafone Qatar P.Q.S.C.

EXCLUDED OR UNRESOLVED / TEL-020

Vodafone Qatar reports expanded Microsoft collaboration for cloud, AI and digital services.

Boundary. Claim scope: Vodafone Qatar P.Q.S.C.. No attributable internal deployment coverage or mechanism. Application: customer-product. Exclusion: Customer product alone does not establish internal operating practice. No qualifying AI-specific operating anchor retained.

Locator. Telco to TechCo section

[Inspect the source](#)

EXCLUDED OR UNRESOLVED / TEL-021

Vodafone Qatar and KAIC intend to co-develop FlowTeam based on TENN.ai for client needs.

Boundary. Claim scope: Vodafone Qatar P.Q.S.C.. Indexed excerpt; full-page fetch failed. MoU is not deployed system. Application: customer-product. Exclusion: Customer product alone does not establish internal operating practice. No qualifying AI-specific operating anchor retained. Complete readable source support not established; indexed-only evidence cannot score.

Locator. Main release paragraphs 1-3

[Inspect the source](#)

The question for leadership

Locate AI inside the operator.

Do not attribute Vodafone Group Plc worldwide practices to Vodafone Qatar.

04 / THE LEADERSHIP AGENDA

Ask for evidence that changes the decision.

01 / Locate AI inside the operator.

Evidence to request: A named network, service or employee workflow, distinct from products sold to customers.

02 / Identify the operational fallback.

Evidence to request: Human escalation, degraded-service procedure and evidence from live incidents.

03 / Measure the service actually changed.

Evidence to request: Workflow volume, resolution quality and an appropriate before/after comparator.

Method and boundaries

This is an AI-assisted, bounded public-source review using a purposeful corpus. Nine themes retain their highest eligible anchor: 1 for a specific commitment or pilot, 2 for an implemented practice, 3 for implemented practice with operating detail. U means unknown. Points equal 100 times the sum of anchors divided by 27. Ordinal steps and equal weights are design assumptions, not validated importance estimates.

Reported outcomes, actual company capability and disclosure depth are different objects. Source-linked corporate or vendor statements are not independently assured operations. Deterministic sensitivity tests are not confidence intervals. Sector scopes, reporting periods and access differ; no national rankings, population prevalence or causal inference are made. The confidential company instrument remains a separate development track.

Dated sources run from 2025-02-10 to 2026-06-22. 22 of 29 eligible claim records have undated sources. Publication dates do not confirm continuing operation or a common observation period; undated does not mean stale.

[Inspect the full method / Reproduce the evidence](#)

05 / SOURCES & PROVENANCE

Follow the argument back to its source.

Sources below include eligible and excluded research leads. Inclusion in this list does not make a source eligible or independently verified. Exact claim decisions, source locators and limitations are retained in the online evidence ledger. Research cutoff: 10 October 2026.

S01 / e& Integrated Annual Report 2025

e& / Undated / company_annual_report

Locator: Printed p.128 / PDF page index129, Responsible AI

[Open source](#)

S02 / e& and TM Forum announce strategic blueprint for Autonomous Networks

e& / 2026-06-22 / company_press_release

Locator: Main release, roadmap paragraphs

[Open source](#)

S03 / Beyon Sustainability Report 2025

Beyon / Undated / company_sustainability_report

Locator: Printed pp.58-59 / PDF page index30, Batelco by Beyon

[Open source](#)

S04 / Beyon Annual Report 2025

Beyon / Undated / company_annual_report

Locator: Printed pp.26-27 / PDF page index14, Batelco by Beyon

[Open source](#)

S05 / Ooredoo Annual Report 2025

Ooredoo / Undated / company_annual_report

Locator: Printed pp.4-5 / PDF page index3, Customer Experience

[Open source](#)

S06 / Ooredoo Group FY 2025

Ooredoo / Undated / company_results_release

Locator: Syntys / sovereign AI cloud paragraph

[Open source](#)

S07 / stc Sustainability Report 2025: Corporate governance

stc group / Undated / company_sustainability_report

Locator: Responsible AI, paragraphs 1-4

[Open source](#)

S08 / stc Sustainability Report 2025: Our customers

stc group / Undated / company_sustainability_report

Locator: Reliable and resilient infrastructure and services

[Open source](#)

S09 / stc Kuwait Annual Report 2025: Overview

stc Kuwait / Undated / company_annual_report

Locator: 2025 timeline, June and July

[Open source](#)

S10 / stc Kuwait Annual Report 2025: Technology Sector

stc Kuwait / Undated / company_annual_report

Locator: Printed pp.70-71 / PDF page index0, Building Smarter IT Foundations

[Open source](#)

S11 / stc Bahrain wins awards for AI-powered CX assurance and convergent billing

stc Bahrain / 2025-10-26 / company_press_release

Locator: AI and Machine Learning Customer Experience award paragraph

[Open source](#)

S12 / stc Bahrain signs partnership agreement with Huawei

stc Bahrain / 2025-06-16 / company_press_release

Locator: Main agreement and roadmap paragraphs

[Open source](#)

S13 / stc Agentic AI product page

stc Bahrain / Undated / company_product_page

Locator: Product introduction and Autonomous Intelligence

[Open source](#)

S14 / Zain Annual Report 2025: Technology

Zain / Undated / company_annual_report

Locator: Personal Data Privacy Policies and Framework

[Open source](#)**S15 / Zain Annual Report 2025: Strategy**

Zain / Undated / company_annual_report

Locator: Force 2: Digital Zain

[Open source](#)**S16 / du launches Microsoft 365 Copilot for enhanced workplace efficiency**

du / 2025-03-13 / company_press_release

Locator: Main release, first-phase paragraph

[Open source](#)**S17 / du announces collaboration with Microsoft to transform AI call center operations**

du / 2025-03-05 / company_press_release

Locator: Project technologies and subscriber-copilot paragraphs

[Open source](#)**S18 / du launches AI Park and National Hybrid AI at GITEX 2025**

du / 2025-10-13 / company_press_release

Locator: AI Park and National Hybrid AI sections

[Open source](#)**S19 / Mobily Annual Report 2025: Technology and Innovation**

Mobily / Undated / company_annual_report

Locator: Printed pp.104-105, AI, Automation and Intelligent Network Operations

[Open source](#)**S20 / Ericsson and Mobily sign MoU at LEAP 2025 to explore intent-driven autonomous networks**

Ericsson / 2025-02-10 / partner_press_release

Locator: Main announcement paragraphs 1-2

[Open source](#)**S21 / Vodafone Qatar Annual Report 2025**

Vodafone Qatar / Undated / company_annual_report

Locator: Telco to TechCo section

[Open source](#)**S22 / Vodafone Qatar and KAIC sign strategic MoU to advance AI innovation**

Vodafone Qatar / 2025-09-13 / company_press_release

Locator: Main release paragraphs 1-3

[Open source](#)**S23 / stc ownership table**

Primary source as linked / See original / Research or official publication

Locator: Linked publication; see cited passage in report

[Open source](#)

About Mayden

Mayden connects senior judgement, research and engineering to help organisations move from strategic choices to working capabilities. This research programme examines how AI changes recurring work, decisions and accountability.

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