







Our  
approach



Our  
people



Our  
customers



Our  
environment



Our  
community



Our  
achievements

## 2. Our people

In our drive to be the best employer of choice, we strive to hire the best talent, provide training and development opportunities, and a healthy work environment combined with the best benefits and compensation structures in the UAE.

A fair and generous benefits structure is administered to all our employees, including flexible working hours, annual flight tickets, discounted mobile plans and special leave categories. Our full-time employees also receive parental leave, an education allowance for their children, family health insurance and job-based allowances such as travel and commission.

Our aim is to continue to set the benchmark for all other organisations within the UAE on employee training and benefits.

### Key aspects:

- Training and development
- Employee engagement
- Employee well-being
- Diversity and equal opportunity

## At a glance

● Achieved    ① In progress/Partially achieved    ○ Not achieved

## We said we would...

## How we did...

## What next?

## Emiratization

Retention and development of our Emirati colleagues\*

● Emirati turnover reduced to under 8%, as against 14% the previous year

Continue to foster the growth & development of the best of Emirati talent

## Training, learning and growing

Launch of du University

● Launched with 3 specific academies

Aim for all staff to go through the 'School of Leadership' by 2017

## Employee engagement

Continue to build employee engagement (target of 4.34)

● Scored 4.39 on the Gallup survey, achieving the 73<sup>rd</sup> percentile globally

Continue to improve our score on the Gallup survey

Engage over 500 volunteers for at least 2,700 hours

● Engaged with 1,296 volunteers, contributing over 5,500 hours

Engage with 1,361 volunteers with close to 5,775 hours

● Scored 4.44 on the Gallup employee engagement survey

Continue to monitor Gallup scores

## Employee well-being

Evaluate HSE incidents and apply proactive measures to avoid repeat incidents

● All incidents are being reported via our asset management system

Monitor and evaluate all HSE incidents

Conduct HSE inspections at all our data centers and Point of Presence sites

● Assessed a total of 73 sites: 6 office locations, 2 warehouses, 48 retail shops/kiosks and 17 technical sites

Continue to conduct HSE inspections

Target a 10% employee participation increase in wellness activities

● Organised a number of activities, increasing overall employee participation

● Activities rated as 4.4, and 4.6 on overall satisfaction and increase in productivity, as per our Gallup employee engagement survey, marking an increase on both aspects

Continue to boost employee wellness

\*In 2015, we adapted our Emiratization KPIs to reflect our core focus of developing and retaining the best Emirati talent.

## Emiratisation

As an Emirati company, we've always believed that one of our foremost responsibilities is towards the country's citizens – in helping them develop and grow as we grow ourselves, and contribute to the UAE's knowledge, economy and vision.

In the early years, our strategy actively focused on recruitment of Emirati youth. Masar, our Graduate Trainee (GT) programme, has been a huge contributor to this. Eight additional GTs joined us in 2015 taking the total enrollment in our Masar programme up to 40.

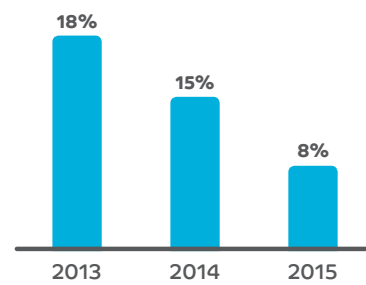
At the end of the year, 33% of our total workforce was comprised of UAE Nationals, and this figure stands at 54% for our senior management team. Our Fujairah call centre continues to be staffed exclusively by Emiratis, and its 90% female staff is a stellar example of our commitment to fostering women's careers.

Over the past year, we have also placed a stronger emphasis on the retention of Emirati talent by focusing on their growth and development within the business.

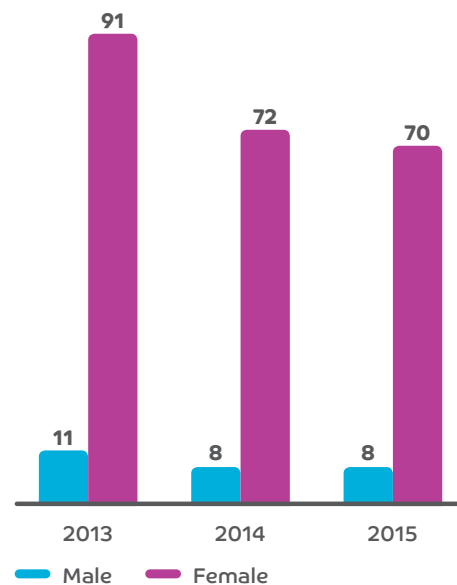
We're pleased to state that we recorded a significant reduction in the attrition rate of our Emirati staff – from 28% in 2013 down to 8% in 2015. This reduction is a direct result of several initiatives, such as our Career Development Programme, where we offer training and support to our Emirati colleagues, including coaching, mentorship, and on-the-job and classroom training to help prepare them for the next career level. Over 50 Emirati staff enrolled in this programme last year, where our main focus was the retention of Emiratis in three key areas of our business. In addition, the attention committed to building leadership capabilities through our School of Leadership has played a great role in developing more than 160 nationals across various grades in the company.

We also continued with a host of other programmes to encourage the development of Emiratis, such as offering internships, summer traineeships and scholarships to deserving students. A total of 33 interns joined us last year alongside 10 summer trainees, against 2014

Emirati turnover against total number of leavers (2013-2015)



Fujairah call centre headcount by gender (2013-2015)



figures of 29 interns and 9 summer trainees. During the year, we also offered 22 students scholarships to pursue higher education at the American University of Dubai.

We also participated in various career days around the Emirates, including our inaugural participation in the Ajman Career Fair and Dubai University Career Day last year, in addition to the Dubai and Abu Dhabi career fairs.



We are proud of our Fujairah call centre which continues to be **90% female.**

## 2 Employee engagement

We are aware of the benefits associated with a highly engaged workforce, and as such, our efforts are geared towards actively listening to our employees and ensuring we have the best practices in place to boost their engagement and productivity.

We continued the momentum we have built over the past few years on employee engagement action planning, encouraging teams to review monthly action plans, make necessary adjustments and communicate progress. In the past year, 1,500 of our colleagues attended over 200 action planning sessions by the end of the first quarter. Most business units also went beyond this to actively discuss the outcomes of these sessions and company performance at quarterly 'town hall' meetings.

We also reflected on the results of our engagement survey and enhanced several of our existing areas to improve overall employee satisfaction. For instance, with the aim of increasing recognition among our colleagues, we encouraged more effective use of our internal awards, and rolled out a new commission structure across our commercial function to include our outsourced partners.

We also focused on providing more clarity on role expectations and overall strategic direction for the company through the organisation of roadshows

“Through our employee wellness programme and various community-driven initiatives we aim to pave a shared path towards wellness. Our goal is to drive the people of the UAE to adopt healthier practices, and our employees are the biggest champions of this philosophy.”



**Mansoor Anwar**  
Senior Director  
Employee Wellness & Happiness

and quizzes on our company Balanced Score Card and Employee Performance Management System (EPMS). Our HR team also worked hard to review the quality of set performance objectives and reviews, and are now working to develop accurate job descriptions for existing and new roles.

One of our other focus areas was related to improving collaboration and coordination between various departments. The launch of our 'Be Our Guest' programme was instrumental in achieving this, allowing our colleagues to rotate among departments and thus, learn more about other job functions.

We also observed that larger teams showed a quicker improvement in their engagement scores against smaller teams. We are working to address this either by merging teams where feasible, or providing special training through Gallup.

We have also implemented joint performance assessments where necessary, while our senior management is now being subject to a 360 degree feedback survey.

We received the Gallup Great Workplace award for the second consecutive year in recognition of our continuous efforts to improve engagement.

We improved on our overall engagement, scoring



**4.39 on the  
Gallup Index**

and maintaining our global  
73<sup>rd</sup> percentile ranking.

### Fostering innovation

From the start, our management has encouraged innovative thinking throughout the company, as is also evident through our brand value 'surprising'. Last year, we took our existing innovative ideas initiative one step further by adding a more organised structure and incentivising idea generation through a rewards and recognition scheme. Each department was requested to appoint an 'innovation facilitator' who was empowered to both encourage and solicit ideas, while also actively accepting or rejecting these based on a clear rationale.

The success of this Ideas UK Platinum accredited scheme is evident through the results; over the course of 12 months, our colleagues generated over 4,000 ideas, of which more than 1,100 were accepted, and approximately 700 implemented within the year.





# Volunteering

2015 marked the first full year of our official corporate volunteering policy, allowing all our staff one paid working day to contribute towards community initiatives. While volunteering has always been something our staff are passionate about, we formalised this structure in communicating top management's support in order to help boost employee engagement.

In terms of process, our sustainability team actively seeks out volunteer opportunities in line with our sustainability pillars – education, environment, entrepreneurship and the UAE's heritage, culture and society - and invites our staff to participate in these opportunities. Notifications are sent via our internal newsletter, and directly to regular volunteers for their reference. Participation is on a first come, first served basis, but we ensure that there are at least two activities per month for our staff.

Our colleagues are also welcome to suggest volunteering activities or participate outside of work hours for volunteer interest areas that they are passionate about. Where possible we have encouraged staff to provide skills-based volunteering, such as mentorship via workshops for university students, or by sharing entrepreneurial skills through Injaz UAE.

In 2015, 315 members of our staff contributed over 2,400 hours towards volunteering activities. Further, our Ramadan project (Mawaed Al Rahman) engaged 933 of the UAE's residents, who collectively contributed over 3,100 hours. Thus, in total, we engaged with 1,296 volunteers who contributed over 5,500 hours to the same.

In addition, we introduced a question in our Gallup employee engagement survey to assess the contribution of volunteering towards employee satisfaction during the year. The question received a rating of 4.4, on a scale of 5, thus proving that volunteering does in fact add to overall staff satisfaction and engagement.

## Employee well-being

We are conscious of the need to promote the well-being of all our employees in order to gain the best performance from them. This extends beyond just the tracking and alleviation of illnesses, and looks at providing opportunities for our staff to engage in sports and fitness as part of improving overall work-life balance.

Our commitment to well-being is championed by our Chairman, who himself participates in various fitness activities. This enthusiasm cascaded down our management team, where 'health and wellness' was included in the overall KPIs for 82 of our executives. This was measured through a reduction in overall body fat percentage, which was achieved through a comprehensive wellness program focusing on health screening, fitness activities & gym attendance.

Simultaneously, we increased the number of opportunities for our staff to participate in wellness activities. We started several sports clubs headed by our colleagues, and organised our first-ever internal Olympics – all with a resounding success. Our colleagues participated in seven fitness activities during the year, with a remarkable

increase in participation rates from the previous year. In our efforts to promote a culture of wellness, we also encouraged our staff to invite their family members to participate and covered their participation fees.

In 2015, we also introduced the delivery of a series of work-life balance seminars for our new Graduate Trainees with the objective of instilling a sense of time and task management from the very start of their career. We also organised a flu vaccination campaign, blood donation drive and wellness awareness workshop for all our colleagues.

Our efforts to promote a healthier workforce also played a part in boosting our colleagues' engagement levels, as evident from our Gallup results. Our staff rated their satisfaction with these activities at 4.4, and more importantly, rated the contribution of these wellness initiatives on overall wellbeing and productivity at 4.46. Both of these scores exceed the previous year's results, which were 4.39 and 4.38 respectively. Our success is also evident in the average of six sick days per employee in the year, which is half of the entitlement of 12 days.



## Employee grievances

We have a robust employee grievance mechanism that aims to resolve any complaints without discrimination, and in keeping with the UAE's Labour Law.

Our initiatives to enhance our colleagues' understanding of their role expectations, setting clearer objectives and our Employee Performance Management System (EPMS) are key contributors to the reduction in grievances. We are now working to further develop our grievance process and communicate this to our staff, while also ensuring that there is absolute confidentiality maintained about any raised grievances.



In 2015, we had five grievances filed none of which were appraisal related or taken to the Labour court. This is a **70% reduction** in the total number of grievances against 2014.

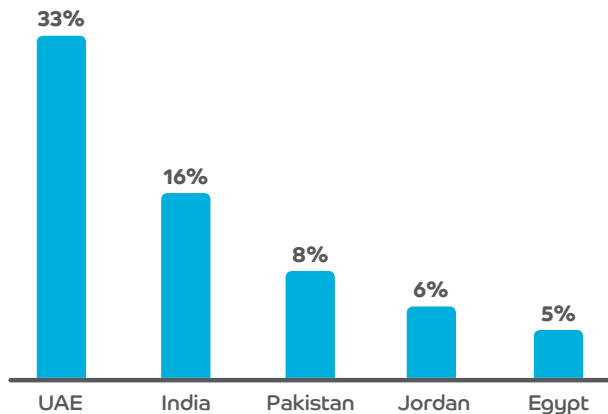




## 2 Diversity and equal opportunity

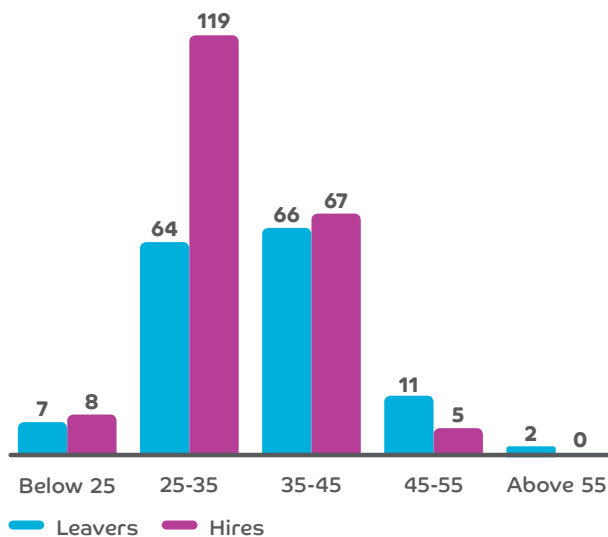
We're proud to foster an environment that celebrates diversity; the experiences that all our 1,889 colleagues bring with them. On the last day of 2015, we had a total of 1,653 full-time employees comprising of 1,179 males and 474 females. Fixed term contractors were 236 of our total staff, split as 176 male and 60 female. Of note, we do not capture data related to franchise and outsourced staff and hence, is not included in this calculation.

### Percentage of top nationalities



We hired 199 employees over the course of the year, while only 150 of our colleagues left us.

### Total hires versus total leavers



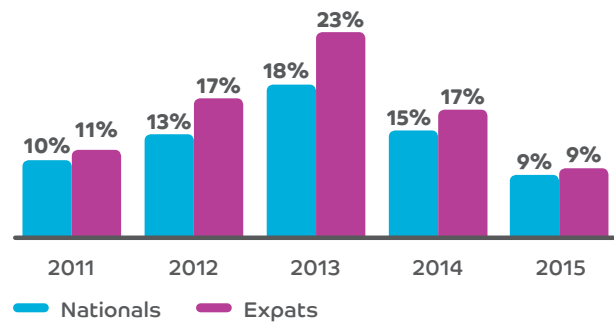
### Hires and Leavers - by gender



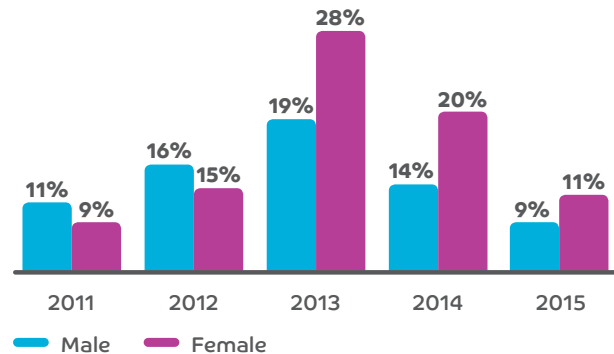
Results from our initiatives to heighten employee engagement and satisfaction were also evident in the reduction of our attrition rate, which was under 10% at the end of the year. Over the course of the year, our employee turnover was at 9.21% - a reduction from 15.96% in 2014 - as a result of our commitment to heighten engagement. This turnover rate reflects voluntary and involuntary resignations and redundancies.

For all our full-time employees, we allow paternity leave of three days and maternity leave of 45 days. During 2015, 110 of our colleagues availed paternity leave, as against 33 instances of maternity leave. We are happy to report that of all the parental leave taken during the year, only one of our colleagues opted to leave our employment following the expiration of her maternity leave.

### Attrition rate - Nationals vs expats



### Attrition rate by gender



Our stated policy commits us to providing equal opportunity to all, irrespective of race, gender or religion. In our last report, we mentioned the presence of four colleagues with disabilities. As of last year, all of these colleagues have remained with us, two of whom continue to maintain regular working hours. Of the remainder, one is working on reduced hours while the other has been provided with visual aid to support the disability.

## Training and development

Our management team are firm believers that people are our greatest assets, and thus, we consider their growth and development to be an investment in the sustainability of our business.

Learning and development is delivered through du University, a career planning framework that develops technical, functional, management and leadership skills competencies for all employees. The framework was launched last year with the aim of enabling employees to master their current roles and develop for the future by matching offered programmes with our core competencies.

All managers are required to conduct a structured annual review with their reportees to assess performance, identify their teams' learning needs and build their development plan using our customised competence development framework portal. We also offer the development of soft skills such as project management, presentation skills and business writing through the portal.

Flagship programmes under du University include the School of Leadership, Retail Sales & Service Academy and Enterprise Sales Academy.

The School of Leadership is a framework based on a comprehensive study of business needs and multiple design reviews. The school offers five different development journeys – one each for Executives, Directors, Managers, Specialists and Associates – and has a mandate to train all employees by 2017. Over 430 of our colleagues have attended the schools in 2015, with a 97.5% satisfaction rate.

The School of Sales & Services is a framework of skills enhancement programs aimed at improving sales & customer experience competencies in the organisation. Within this framework two sales academies have been launched, directed at our Enterprise sales and Retail sales teams. The former offers training programmes that teach sales staff to diversify from product-based to solution-based sales, and understanding both customer needs and retention in the enterprise segment. Over 350 colleagues have attended the school of Sales & Services in 2015. 97.1% have indicated an increase in the learning after attending the program.

Given the wide range of staff within our business, we included a course on cultural awareness via du University, focusing on subjects such as diversity, women in the workplace, and UAE customs and practices in and outside the workplace, including important events and characteristics of the UAE.

“As an Emirati business, our aim is to set the benchmark for all other organisations within the UAE when it comes to training and development of staff to consistently improve the customer experience.”



**Ibrahim Nassir**  
Chief Human Capital &  
Administration Officer



Last year, a total of **659 employees** received **35,916 hours of classroom training**, of which approximately 10,400 hours were delivered to our female colleagues.

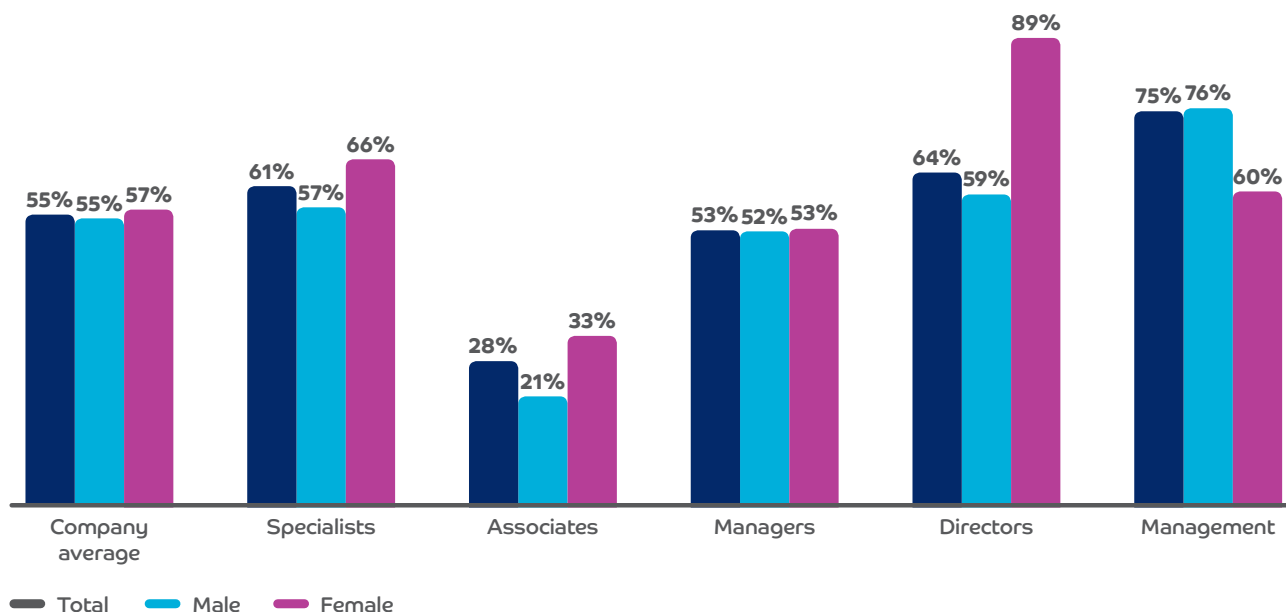
We clocked an average of 54 hours per year per employee; women averaged 56.5 hours while men averaged 54.8 hours. In parallel, over 200 of our outsourced staff were trained via the Retail Sales & Service and Enterprise Sales academies.

Further, our aim to promote a culture of self-learning and development, facilitated through the availability of over 300 online training materials was successful. Over the year, we recorded 22,803 hours of training online!

Our senior management participated in a 'Collaborative Leadership & Decision Making' programme, delivered by the global business school INSEAD.



### Classroom training averages



Separately, we organised a session called 'Spirit of Belonging' which focused on the role of increasing unity, and instilling the spirit of loyalty and belonging among the citizens and residents of the nation. While conducted in Arabic, the lecture was open to all our colleagues with the aim of inspiring the spirit of harmony and brotherhood among all segments of society and all ethnicities.

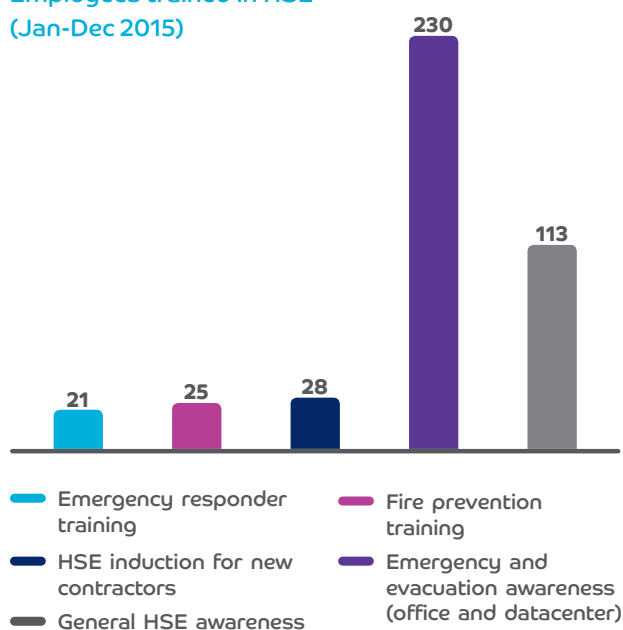
Our training and development framework is complemented by our outstanding Employee Performance Management System (EPMS) that evaluates all our full-time staff in a fair and transparent way on two aspects: Competencies (20%) and Objectives (80%). In 2015, all of our full-time employees received performance reviews as part of our organisational requirements.

Further, we implemented our promotion policy in 2015. Our teams also worked hard to identify succession plans for critical roles, while also recognising emerging talent.

## Health and safety

Our HSE policy sets the tone to ensure compliance and best practices are applied with regards to Health, Safety and Environment. It ensures that HSE elements are embedded within our corporate processes and implemented at operational levels to provide a safe working environment for our employees and visitors. It specifically expands on ensuring we are an environmentally compliant organisation by understanding our aspects and

### Employees trained in HSE (Jan-Dec 2015)



impacts and putting measures in place to ensure environmental protection, thus being in line with global and local commitments.

We continue to ensure our workplace environment is safe and conducive for our employees and visitors by proactively identifying hazards and risks to minimise injury or ill health. In 2015, we visited and assessed a total of 73 sites – 6 office locations, 2 warehouses, 48 retail shops/kiosks and 17 technical sites, which were the key focus for these assessments.

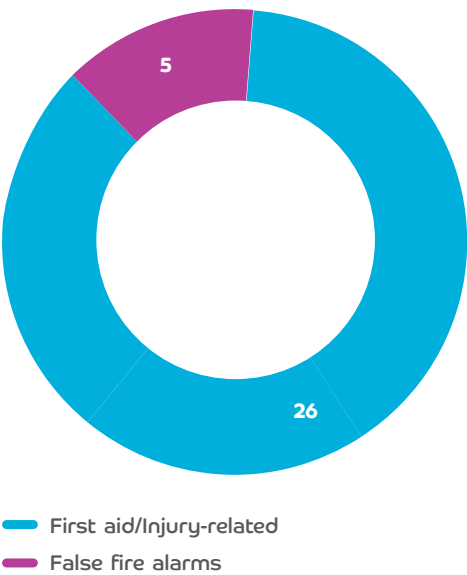
HSE related incidents are captured and monitored through our Enterprise Asset Management System where investigations are conducted and root causes determined to better enhance on our safety mechanisms and prevent recurrences. All staff and/or the identified HSE roles, as held by our 74 Emergency Coordinators, can report incidents through the self-service request system or by calling the call centre to report an incident. This also ensures that root causes are understood and appropriate control measures are applied to minimise recurrences. Our reporting also allows us to capture incidents arising from our visitors, which include visitors to our retail outlets, contractors working on site and any outsourced personnel working on our premises.

During the year, we recorded only 31 incidents, of which 26 required first aid or a hospital visit, with the remainder associated with fire-related emergencies. The overall incident rate was 0.9 for men and 0.8 for women.

During the year, we also received the 'UL Indoor Air Quality Building' certification, which is the world's first Comprehensive IAQ certification and preventative maintenance program. This is not only a recognition of the highest order, but is a result of all our efforts to ensure a safe working environment. The indoor air quality certification also demonstrates our commitment to our employees' wellness by ensuring compliance to the many physical, chemical and biological hazards affecting employee health. The buildings and their systems underwent comprehensive visual inspection and air samples were evaluated for common air pollutants such as volatile organic compounds, formaldehyde, CO<sub>2</sub>, CO, moisture and dust.

Our HSE risk assessments of our sites, and type of worker activities have not identified any exposure to any occupational disease. We will continue to establish mechanisms within the organisation that drive our HSE commitments in line with international best practices.

Incident summary (Jan – Dec 2015)



Health and safety incidents by gender

