du

add life to life

Sustainability report 2015

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Chairman's statement

Ahmad Bin Byat
Chairman

Our philosophy on sustainability

Last year, when His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai, launched the Mohammed bin Rashid Al Maktoum Global Initiatives, he said, "The world today is facing great challenges…and the only solution lies in human development which can be achieved by educating people and helping them build their future."

We're working with the Government of the UAE and the country's vibrant community to contribute towards a better future, where youth are more empowered, the community is more engaged and everyone is connected and has the ability to communicate effectively. This is not just our vision to do good, but our strategy for being a strong and sustainable business. We are not just in the business of selling connections, we are in the business of adding life to life.

Summary of our progress on sustainability this year

2015 has been a year of transformation and innovation, and our efforts during the year helped us pave the way towards a future that is not just smart and simple but also very sustainable. During the year, we continued to support the UAE Government's Smart Government and Dubai's Smart City ambitions by offering creative propositions that build on the Internet of Things philosophy through high-speed data and integrated technology and communication services. This is not just core to our business, but core to our corporate responsibility commitment.

With a focus on youth empowerment and entrepreneurship, we launched a pioneering initiative to help build the business skills of university students. Our efforts towards education have also included the introduction of innovative solutions that facilitate a more effective and easy communication for children with special needs. In 2015, our initiatives towards resource efficiency continued to reduce the GHG emissions of our operations, an extremely important step towards the UAE's ambition to mitigate and build resilience to climate change. Our improved CSR Label score this year (88.68%) is a very good indication that our sustainability efforts are improving as we continue to expand as a business.

Our sustainability plans for the future

Our sustainability focused projects are some of the many initiatives that we feel have not just strengthened our business, but have contributed towards strengthening the social fabric of our nation. With our membership to the UN Global Compact's UAE Network's steering committee we will build on these actions by reaching out to other businesses and encouraging them to play their part in upholding human rights, labour rights, anti-corruption and environmental principles. There are many areas of social and innovative change that we are leading in, but we truly believe that groundbreaking change will only come about as a result of collective action.

In the future, we will continue to enhance experience for our customers - both businesses and individuals - by facilitating digital integration and offering innovative services that boost connectivity, productivity and overall quality of life through wellness, education and entertainment. By creating one of the best workplace environments in the region, we have been able to keep our human resource engaged and actively contributing towards the company's vision to enhance your life; anytime, anywhere. We look forward to a successful 2016 and beyond.

CEO's statement

Osman Sultan
Chief Executive Officer

Being the second entrant in any market is a challenge; something we experienced ourselves when we started operations. We knew we had a lot to prove, and we set about achieving this by creating a long-term, sustainable strategy, supported by strong values aimed at supporting the country and community in which we operate.

Our commitment to promoting sustainability is not limited to our brand promise, or a policy, or an annual charity contribution. We firmly believe that an effective sustainability programme is an embedded business strategy that looks to deliver value for the benefit of all our stakeholders - this has been our core focus. We will continue to ensure we have a platform from which to encourage businesses across the region to focus on a positive, sustainable future for the UAE.

We're proud to not only be a pioneer in the products and services we bring to the market, but also to be leading the way in our governance and disclosure practices.

Achieving a sustainable business model

Part of being a sustainable entity entails the creation of value for our community outside of our core business and in line with the Government's objectives, such as UAE Vision 2021, as well as contributing to the development of the UAE for its citizens and residents.

Core to our philosophy is to inculcate sustainability as a culture throughout the organisation and in everything we do, every day - be it through delivery of innovative products and services, excellent customer service, reliable networks powered by alternative energy or a satisfying work environment that makes us an employer of choice.

This begins with our people, and thus we invested further in training and development across the organisation. Our du University platform, with its dedicated Leadership, Enterprise Sales and Retail Sales academies, saw over 800 colleagues take close to 34,000 hours of training. Our corporate volunteering programme continued to engage our staff and the wider community, who together contributed 5,500 hours towards various community initiatives, key to which was our Mawaed Al Rahman project during Ramadan.

Towards a smart, sustainable future

We have long stood by the belief that telecommunications is the beating heart of society, and this rings true even more now as we move into an era of technology-driven advancements. We are strong supporters of the UAE leadership's Smart City ambitions, and through initiatives like WiFi UAE, we are laying the groundworks to achieve this.

At the same time, we are conscious of technology's role in changing lives and our responsibility as enablers of this change. With this in mind, we partnered with developers of the BabNoor app – the UAE's first Arabic language app to aid communication for children with autism and other hearing and speech disabilities. We have committed to providing close to 400 tablets, equipped with a full BabNoor app license, to autism centres across the UAE. We strongly believe that this technology will enhance the lives of these children and their families.

As we continue to transform, we remain steadfast in our approach to sustainability in the hope that it will continue to differentiate us in the marketplace, and enhance lives across the UAE.

1. **Our approach**

Who we are

We opened for business in 2006, and have helped enhance people's lives and businesses by doing what we do best - offering mobile and fixed telephony, broadband connectivity and IPTV services in the UAE. We also provide carrier services, a data hub, internet exchange facilities and satellite services for broadcasters.

We have nearly 2,000 people from over 60 countries working to develop our service offerings, mirroring the rich diversity of the country. A significant percentage of our senior management team and customer-facing staff are UAE nationals, and we remain committed to providing fulfilling opportunities for quality talent in one of the best companies to work for in the region.

To date, more than 7.7 million mobile customers, 674,000 fixed line subscribers, 180,000 home services subscribers and over 80,000 businesses have chosen to use our services.

To strengthen our commitment to responsible business practices, we are a signatory to the United Nations Global Compact (UNGC) principles, a steering committee member of the UNGC UAE Network, a partner of the Global Innovation Index and a member of Dubai Chamber's Centre for Responsible Business.

We operate exclusively in the UAE, with our headquarters in Al Salam Tower, Dubai Media City. This office is supported by four other offices in Dubai and Abu Dhabi, as well as a call centre in Fujairah and several warehouses. We have a countrywide network of over 61 shops. We also offer our customers the option to connect with us via our e-shop at **shop.du.ae**

Our vision

To enhance your life; anytime, anywhere.

Our mission

We want to delight our customers, be the employer of choice for the best talent, create best value for our shareholders through business excellence and innovation, and proudly contribute to the transformation of our community. We do this by using our talent, skills and energies to connect, inspire and reward all we touch, every day.

Our brand promise

Add life to life.

Our brand values

Sustainability values and business ethics

Our business is built on the strong value of honest engagement with everyone - this includes the customers that we serve, the environment we operate in, the people we work with and the larger community we live in.

To ensure that our operations positively impact all our stakeholders, we have a sustainability strategy that focuses on four pillars – education, environment, entrepreneurship and the UAE's heritage and society. Throughout this report, you will find mention of policies and projects that enhance our contribution towards these pillars. Each of our initiatives in the four areas helps us become a better business.

To maintain an ethical business environment, in addition to our Internal Control and Internal Communications teams raising awareness through engagement, this year we introduced a third-party consulting company (for our whistleblowing policy) that will have access to mail sent in by our staff members. This new enhancement will encourage and provide the whistleblower complete confidence to share any concerns regarding the company. We also have dedicated HR Business Partners to guide our staff with advice on ethical behavior.

The complete organisational code of conduct and ethics that we adhere to, along with the internal and external mechanisms for seeking advice on ethical behaviour, and for reporting concerns about unlawful behaviour can be found on our website. A number of our performance indicators have been externally assured. The assurance statements can be found on our website attached to the relevant report. Our technical functions have also been certified by relevant external bodies.

Our corporate sustainability pillars

- Responsible environmental behaviour
- Foster entrepreneurial spirit
- Cultivate a culture of learning
- Promote UAE's heritage, culture and society

Our stakeholders and priority topics

A telecom company is an enabler for people everywhere and all kinds of businesses. Our value chain as a result is rich and diverse, and we gain more value in honest engagement with our various stakeholders such as customers, investors, employees, vendors, regulatory bodies, local NGOs and other key stakeholders.

With regards to sustainability, we regularly receive input on multiple areas that we can influence to become a more innovative and responsible corporate citizen. These impact areas, or aspects, help us fine-tune our Materiality Matrix and eventually our sustainability reporting and action plan. The table on pages 9 and 10 reflect the input we received from some of our key stakeholders in 2014.

The Materiality Matrix feeds into our company-wide Risk Register which helps us form strategies to address major issues. There have been no changes in our material issues from the previous reporting period.

❝ We do not see ourselves as merely a telecom provider. We consider ourselves as a corporate citizen and we take our economic, social and environmental responsibilities very seriously. We continuously strive to implement sustainability practices across all aspects of our business in the most innovative ways. ❞

Osman Sultan
Chief Executive Officer

[1] G4-25A
[2] G4-19A
[3] G4-18A
[4] G4-23A

Stakeholder [5]	Key issues raised [6]	Our response [7]
Customers (via face-to-face meetings during the year)		
Large enterprises and SMEs, individual customers, blue-collar workers	Quick, quality and informed customer service Better coverage and connectivity Online customer service and recharging Better and cheaper data, and reduced IDD call rates Service for transferring money through SMS Build brand value around sustainability using advertisement space, retail outlets, social media etc. Reduced paper use at retail shops	See sections on Our Customers (pg. 31) Our Environment (pg. 41)
Educational Institutions (via face-to-face meetings during the year)		
Zayed University, American University of Sharjah, International Horizon College	ICT tools and instruction expertise for teachers Increasing student awareness on sustainability issues Educate parents and children on internet safety and media literacy mEducation for higher education to improve learning outcomes and reduce costs Provide scholarships through earnings of mEducation to Emirati students Talk to the community about safety of radio masts Increase interest in the STEM areas, with a focus on telecom	See sections on Our Community (pg. 49)
NGOs (via face-to-face meetings during the year)		
UNICEF, EWS-WWF, Arabia CSR Network	Manage emissions for data centres and network infrastructure Set long-term targets for energy and water reduction Green ICT (mobile phone amplifiers using solar power) Hybrid/electric vehicle fleet and charging stations Conduct biodiversity assessment during site selection Community and school education on radio frequencies Encouraging manufacturers to tackle e-waste Eco-friendly offices and retail shops Consider health of people with special needs under the Every Step Counts program Assess business impact on children's rights and proactively address child safety, especially on the internet	See sections on Our Environment (pg. 41) Our Community (pg. 49)
Investor (via telephone meeting during the year)		
National Bank of Abu Dhabi	Product options for customers with different financial segments Link business to the community activity, e.g. providing training and access to technology especially for the low income segment Investing in scholarships and R&D in the telecom sector Engage stakeholders to discuss the effects of radio masts Responsible disposal of phones and IT equipment	See sections on Our Customers (pg. 31) Our Community (pg. 49)

[5] G4-24A and G4-26A
[6] G4-27A
[7] G4-27A

Stakeholder [5]	Key issues raised [6]	Our response [7]
Government (via face-to-face meetings during the year)		
Telecommunications Regulatory Authority and Dubai Chamber Centre for Responsible Business	Tackle e-waste Use telco for health and education Proper usage of internet and technology for children and teenagers Measure the carbon impact of the supply chain Provide suitable access to special needs customers at your retail outlets Utilising technology for personal identity protection Content standards and mobile spam	See sections on Our Customers (pg. 28) Our Environment (pg. 40) Our Community (pg. 50)
Business Partners and Suppliers (via face-to-face and telephone meetings during the year)		
Ericsson, Heliocentris and Gemalto	Encourage suppliers and build their capacity to be compliant with UNGC principles Reduce CO_2 footprint from an operations and employee perspective Reduce impact of diesel generators for data centres and telecom sites Community initiatives related to core business, i.e. mHealth, mEducation, eCommerce Increase number of hybrid generators across the network Consider fuel cell technology and invest in technology to increase battery life Mobile take-back (with manufacturers and customers) Sustainable packaging	See sections on Our Environment (pg. 40) Our Customers (pg. 28)
Employees (via online survey during the year)		
Employees	Establish a family-friendly workplace Lateral and vertical opportunities for growth Increasing awareness on sustainability issues & practices amongst staff Building sustainability into business processes and KPI's Emiratisation Occupational health & safety training	See section on: Our People (pg. 16)
Media (via online survey and telephone meetings during the year)		
The National and CPI Industry	Energy-efficiency Consumption of materials and waste management Greenhouse gas emissions and climate change Supplier assessment (for their economic, social and environmental practices) Water-resources management Renewable energy Indoor environmental quality	See section on Our Environment (pg. 40)

[5] G4-24A and G4-26A
[6] G4-27A
[7] G4-27A

> ❝ We closely follow our four pillars of sustainability, including supporting education, entrepreneurship, the UAE culture and heritage, and environment preservation. It is important that we take responsibility for our future as a company and create an environment that promotes green practices within the corporate community. We are supporting the UAE's Vision 2021 of being a green leader and we consistently encourage others to do the same. ❞

Hala Badri
Executive Vice President
Brand and Communications

Materiality Matrix

Level of concern to stakeholders

Very High
1. Emiratisation
2. Economic performance
3. Customer satisfaction
4. Privacy and data protection
5. Business ethics
6. Corporate governance

High
7. Radio frequencies
8. Environmental protection
9. Employee satisfaction
10. Supply chain
11. Innovative offerings
12. Sustainable business model

Medium
13. Commitment to the community
14. Diversity and equal opportunity
15. Responsible marketing

Low

Low	Medium	High	Very High

Current potential impact on our business

The following symbols represent the chapters where you can find more information about:

Our Approach

Our People

Our Customers

Our Environment

Our Community

Material aspect (including key topics)	Aspect boundary (internal and external) [11]
1. Emiratisation	du (as a whole), Suppliers, Community
2. Economic performance • Financial performance • Economic contribution	du (as a whole), Suppliers, Shareholders
3. Customer satisfaction • Quality of services • Customer well-being • Customer engagement and loyalty	du (as a whole), Retailers, Customers
4. Privacy and security (data protection)	du (customer operations), Customers, Retailers
5. Business ethics	du (as a whole), Shareholders
6. Corporate governance	du (as a whole), Shareholders
7. Radio frequencies	du (technical sites), Community
8. Environmental impact • Waste management • Energy efficiency • Conservation of natural resources • Environmental impact of communication technology	du (as a whole), Suppliers, Retailers, Community
9. Employee satisfaction • Training and development • Employee engagement • Recruitment and retention • Employee well-being (including Occupational Health & Safety)	du (as a whole), Suppliers, Retailers
10. Supply chain • Supply chain impact on the environment	du (procurement), Suppliers
11. Innovative offerings • Commercial propositions • Technological innovations	du (as a whole), Shareholders
12. Sustainable business model • Business risk management • Diversification of opportunities and areas of expansion	du (as a whole), Shareholders
13. Commitment to the community • Entrepreneurism • Education • Heritage and culture • Developing our society	du (as a whole), Suppliers, Retailers, Community
14. Diversity and equal opportunity	du (as a whole), Suppliers, Retailers, Community
15. Responsible marketing	du (commercial communication), Customers, Community

This report sheds light on our performance in addressing the issues listed in the table above wherever we have been able to monitor and collect meaningful data.

[11] G4-20A and G4-21A

Our financial performance

In 2015 we achieved growth with like-for-like revenues of AED 12.34 billion, an increase of 0.8% from 2014. Due to our dedication to continuous improvement, we saw operational efficiency gain strength resulting in healthy levels of profitability with EBITDA reaching AED 5.42 billion. This represents annual growth of 7.7%. Our mobile data revenues increased and rose by 7.3%, from AED 2.76 billion in 2014 to AED 2.96 billion in 2015.

Since 2010, we have been paying royalties to the Government as per an official directive from the Ministry of Finance. The following chart shows a year-on-year comparative analysis of revenues earned and royalties paid to the Government.

Comparative revenue and royalty paid (AED million)

Percentage of economic value distributed (AED 6.72 billion)
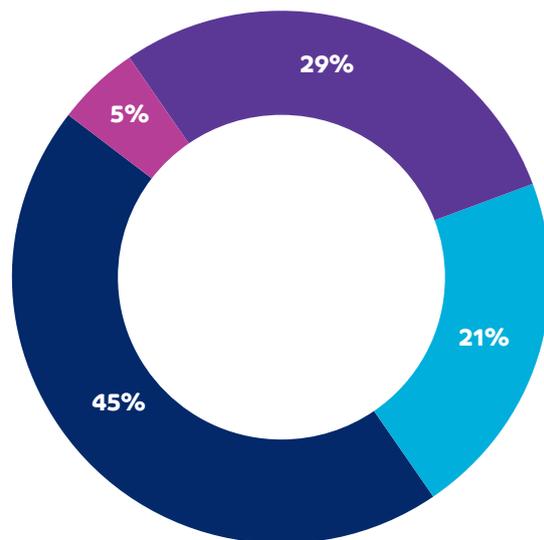
- Employee wages
- Payment to Government
- Royalty paid
- Operational expenses

Economic contribution

All telecom operators operating within the UAE, as per a resolution issued by The Supreme Committee for the Supervision of the Telecommunications Sector, are obliged to pay 1% of its total revenue towards the Telecommunication Regulatory Authority's Information and Communication Technology (ICT) Fund. The ICT Fund uses these financial resources by funding a range of projects, individuals and organisations to develop the innovation and knowledge capital of the country's ICT sector in areas of research, education and entrepreneurship.

2015 year in review

- Revenues grew to AED 12.3 billion, a 0.8% increase compared to 2014 (AED 12.2 billion)
- Mobile data revenues increased by 7.3% year on year, from AED 2.76 billion in 2014 to AED 2.96 billion, with data now representing 32.2% of mobile service revenues
- Fixed line revenue grew to AED 2.55 billion, 13.8% up over the course of 2014
- EBITDA increased 7.7% to AED 5.42 billion versus AED 5.03 billion in 2014
- Net profit before royalty grew 4.3% year on year to AED 3.86 billion versus 2014 (AED 3.70 billion)
- Net profit after royalty stood at AED 1.94 billion down from AED 2.11 billion in 2014 due to increase in royalty of 20.6% year on year
- Free cash flow reached AED 2.27 billion up from AED 2.19 billion in 2014
- Proposed final dividend payment of AED 0.20 bringing the total annual dividend payment to AED 0.43

The consolidated financial statements of the Company for the year ended 31 December 2015 comprises the Company – Emirates Integrated Telecommunications Company PJSC and its wholly owned subsidiaries EITC Investment Holdings Limited and Telco Operations FZ-LLC. Our consolidated financial statements are audited by PwC and the published financial results are available on our website.

Shareholder's structure

- The UAE Government, through its ownership of the Emirates Investment Authority (EIA), indirectly owns 39.5%
- The Abu Dhabi Government, through its ownership of Mubadala Development Company indirectly owns 19.75%
- Dubai Holding, through its ownership of Emirates Communications and Technology Company (ECT), indirectly owns 19.5%
- The remainder of the shares are held by Public Shareholders comprising individuals who are UAE and non-UAE nationals and companies established in the UAE

Shareholder's structure

- Emirates Investment Authority (EIA)
- Emirates Communication Company (ECT)
- Mubadala Development Company (Mubadala)
- Public Shareholders
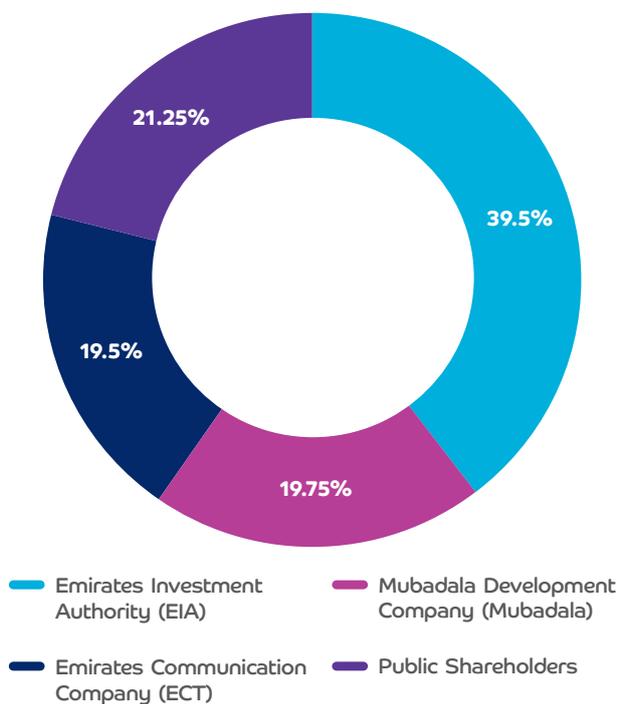
Risk management and business continuity

2015 stood out as a year with geopolitical risks at the forefront. Falling oil prices also brought concerns to the economic vulnerabilities of net energy exporting countries like the UAE. Cyber risks continued to take centre stage as a key risk area, with online threats to privacy and security including several global telecom breaches. As a fast-growing telecommunications company, it is a responsibility towards all our stakeholders to be able to address key risks that affect our business.

We deploy a corporate-wide approach to the management of risks. The risk management framework is aligned to ISO 31000:2009, the global standard for risk management and the benchmark against which the effectiveness of our approach to risk is compared. Specifically, a comprehensive process is deployed to identify, analyse, evaluate and treat risks.

A systematic, structured and timely Corporate Risk Agenda is undertaken throughout the year with the Executive Management team to determine and evaluate the potential exposures that we face. This ensures that risk management is closely aligned with the Company's strategic themes and objectives, reported to the Audit Committee & Board of Directors, and ensures that action plans are in place to address the risks identified. The top Corporate Risks are reported to the Audit Committee and Board on a quarterly basis, with risks typically falling within the financial, operational, compliance, strategic or reputational areas.

In the case of any emergency, we rely on the Business Continuity, Technology Recovery and Emergency Response programme for ensuring business resiliency and to protect our customers, vendors, and partners as well as regulators and contractors. This programme is run by our Technical Security and Risk Management (TSRM) team.

To ensure business resilience and proper functioning of our telecommunication services during times of crises, we abide by security obligations set by Telecommunications Regulatory Authority (TRA), National Electronic Security Agency (NESA) and also work with the National Crisis and Emergency Management Authority (NCEMA) and Etisalat. During the last year, we successfully participated in the first national field exercise simulation organised by the TRA and NCMEA that showed the telecom sector resilience strength in case of a national disaster.

During the year, we also enhanced the coverage of the ISO27001:2013 Information Security Management to include Network & Design Organisation in addition to previous functions. For our ISO22301 Business Continuity Standard, we attained full status to ensure that we continue to have the ability to mitigate the effects of disruptive incidents with little effect to our critical business.

Corporate governance

To ensure the long-term sustainability of our business, preserve our shareholders' equity, and achieve the national vision to build a strong economy, we have ensured that we follow best practices for the organisation's governance. Our corporate governance practices are in line with the standards set by the UAE Securities and Commodities Authority. Where possible, our commitment to delivering best practice encourages us to go beyond the limits of standard compliance.

Our Board of Directors currently consists of 10 non-executive members. Each member of the Board is appointed for a term of three years; and meetings of the Board are held at least six times a year. In the fiscal year ending on 31 December 2015, nine Board meetings were held in total. The Board maintains three committees: i) Audit Committee ii) Investment Committee and iii) Nomination and Remuneration Committee.

For taking decisions and delegating authority to senior management for sustainability related topics, it is our CEO, Chairman and Board of Directors – with support from our Executive VP, Brand and Communication – that take full responsibility. It is the Audit Committee specifically that is responsible for reviewing the organisation's risk

and opportunity management processes as well as its financial and control systems and procedures. The Board, with a collective responsibility towards the Company's sustainability, evaluates our material topics and performance.

To ensure there is no conflict of interest, the Chairman and other board members are required to disclose to the SCA details of the shares they own in our company and the positions they have occupied since the start of the year. Board members are also required to disclose details such as acknowledging their independence, memberships on other boards, number of shares owned by family members and any other related details.

Under the Memorandum of Association, Emirates Investment Authority, Emirates International Communications Company LLC and Mubadala Development Company have the right to jointly appoint eight members of the Board, with two members to be elected by public shareholders through cumulative voting in the General Assembly every three years.

In 2015, for the remuneration of our Board members, we conducted a comparative study with Mercer Consultants on the structure and level of remuneration of Board of Directors standards.

Our Board members are compensated with an annual retainer as well as board meeting fees and board committee allowances. Directors' remuneration is based predominantly on the presence of the members of the Board of Directors and the members' retention methodology.

To ensure continuous improvement in the performance of the Board, all members are required to respond to questionnaires that assess their management, accountability, knowledge and skill base as well as the Board's performance during the year. For this we sought support from international best practice experts who were able to analyse the questionnaires and the resulting development paths that would provide our focus throughout the year to enhance the Board performance.

We also prepared and facilitated a number of workshops for our Board members, bringing them together with our executive management members to view and discuss recent developments in governance best practices. During the year we held a workshop on long-term strategy and another workshop in developments in corporate governance in collaboration with the Governance Institute and Harvard University.

We continually strive to evolve our corporate governance practices as we believe that these contribute to the organisation's long term success. For more information, please refer to our Corporate Governance Practices and our most updated Corporate Governance Report at **du.ae/en/about/corporate-governance**

Balanced Scorecard

To ensure improvement in our performance in a holistic and integrated way (rather than just focusing on a certain aspect such as financial performance) we have been using the Balanced Scorecard since inception.

In 2015, our focus was value and data-driven growth, segmented and simplified customer experience, improved digital engagement, state-of-the-art technology infrastructure and sustained employee engagement. The key strategic focus areas of our company in 2016 will be to protect our solid position in mobile business, enhance our capabilities for nationwide fixed business, build further efficiencies in the core business to cope with challenges, fuel new businesses and create value beyond the core.

2015 Strategy map and Balanced Scorecard

Vision

• To enhance your life – anytime, anywhere	KPIs

Financial > Continue to create shareholder value

• Focus on value and data driven growth • Maximise cash flows	• Service revenue • Mobile data % of mobile revenue • Enterprise revenue YoY growth • EBITDA • Free cash flow

Customer > Innovate and provide seamless customer experience

• Offer innovative products and services and improved digital engagement • Provide segmented and simplified customer experience	• Net Promoters' Score • Brand Health Index

Operations/Processes > Simplified and cost-efficient operations

• End-to-end customer service delivery • State-of-the-art and optimised technology infrastructure	• Customer Service Delivery Index • Technology Quality Index

Growth & Learning > Create a high performing organisation

• Sustain employee engagement • Focus on quality driven Emiratisation	• Employee engagement score • Emiratisation index

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

Our people

At a glance

● Achieved   ◐ In progress/Partially achieved   ○ Not achieved

We said we would...	How we did...	What next?
Emiratisation		
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 73rd 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	Continue to boost employee wellness
	● 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	

*In 2015, we adapted our Emiratisation 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)
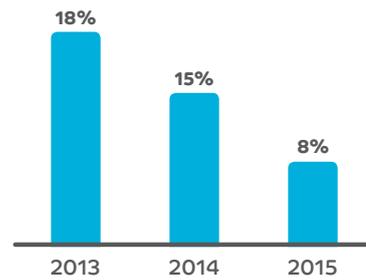
Fujairah call centre headcount by gender (2013-2015)
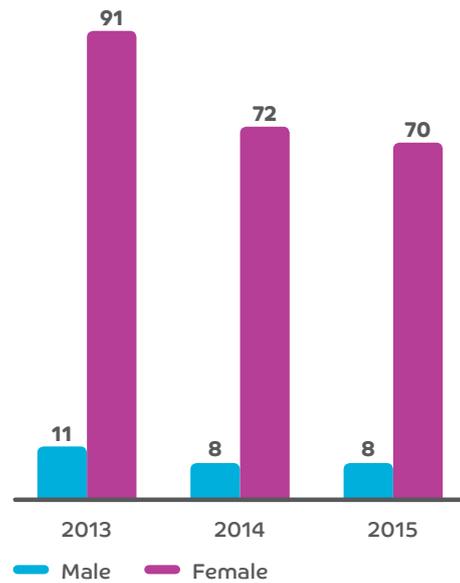
figures of 29 interns and 9 summer trainees. During the year, we also offered 22 students scholarships to pursue higher education at the American University of Dubai.

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.**

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 73rd 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.

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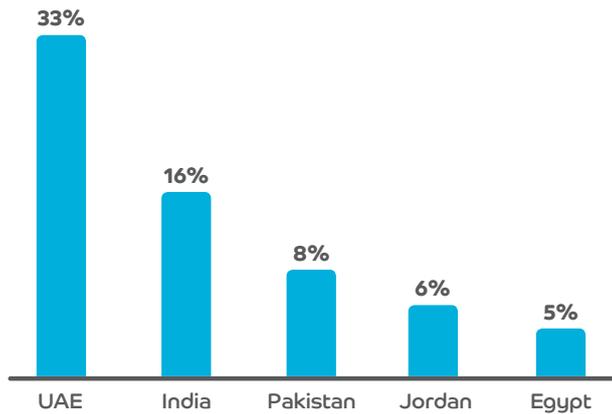
We hired 199 employees over the course of the year, while only 150 of our colleagues left us.

### Total hires versus total leavers
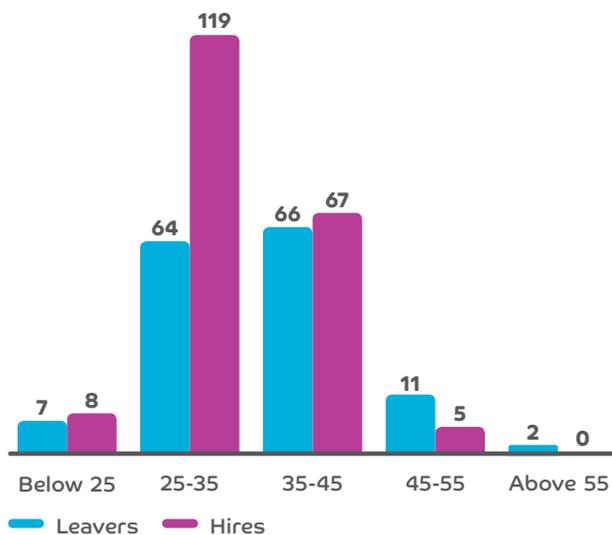

Hires and Leavers - by gender
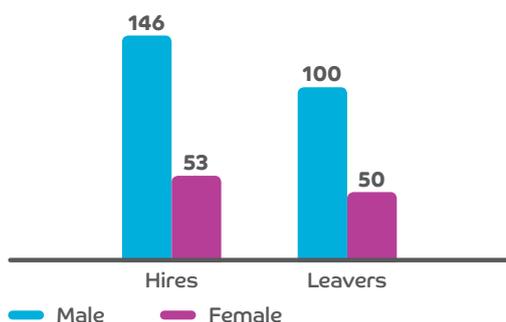
Results from our initiatives to heighten employee engagement and satisfaction were also evident in the reduction of our attrition rate, which was under 10% at the end of the year. Over the course of the year, our employee turnover was at 9.21% - a reduction from 15.96% in 2014 – as a result of our commitment 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
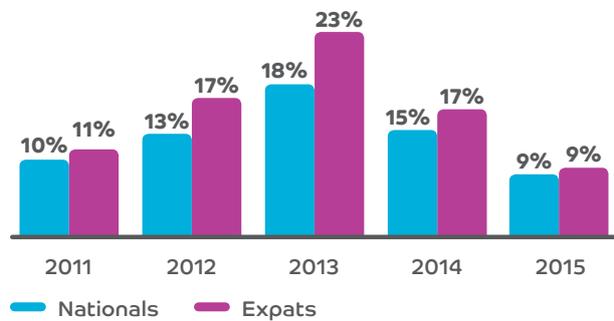
Attrition rate by gender
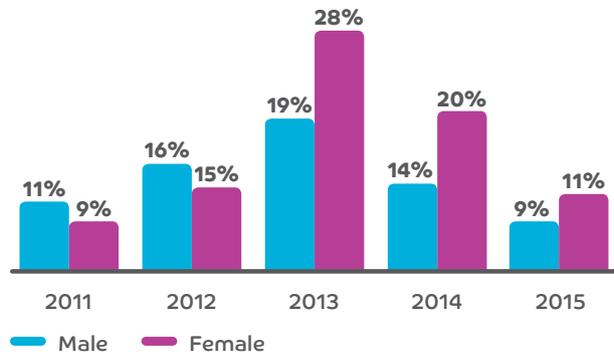
Our stated policy commits us to providing equal opportunity to all, irrespective of race, gender or religion. In our last report, we mentioned the presence of four colleagues with disabilities. As of last year, all of these colleagues have remained with us, two of whom continue to maintain regular working 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 class room 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

Bar chart legend: Total, Male, Female

	Total	Male	Female
Company average	55%	55%	57%
Specialists	61%	57%	66%
Associates	28%	21%	33%
Managers	53%	52%	53%
Directors	64%	59%	89%
Management	75%	76%	60%
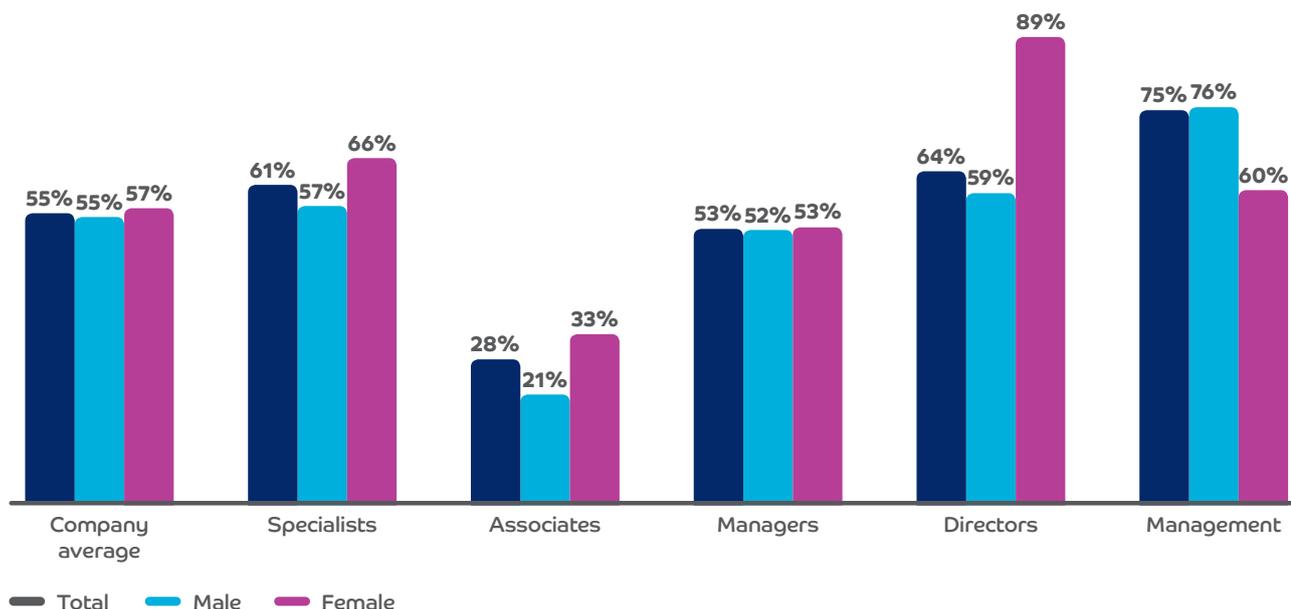
Separately, we organised a session called 'Spirit of Belonging' which focused on the role of increasing unity, and instilling the spirit of loyalty and belonging among the citizens and residents of the nation. While conducted in Arabic, the lecture was open to all our colleagues with the aim of inspiring 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)

Category	Value
Emergency responder training	21
Fire prevention training	25
HSE induction for new contractors	28
Emergency and evacuation awareness (office and datacenter)	230
General HSE awareness	113
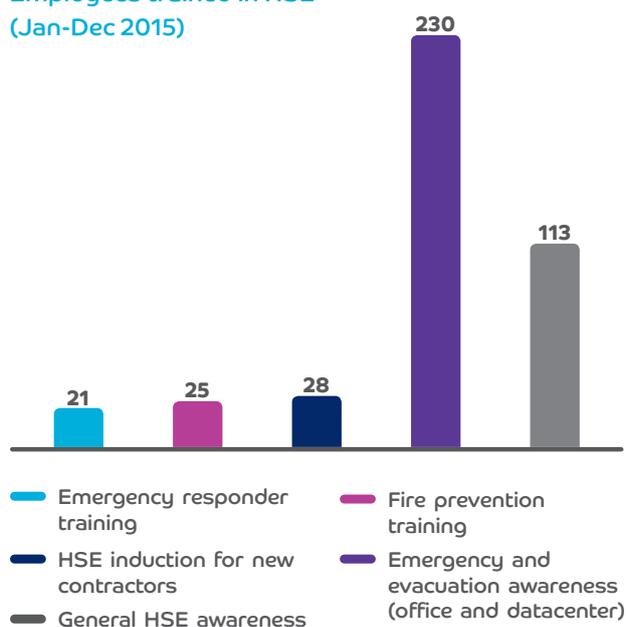
impacts and putting measures in place to ensure environmental protection, thus being in line with global and local commitments.

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_2, 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)

5
26
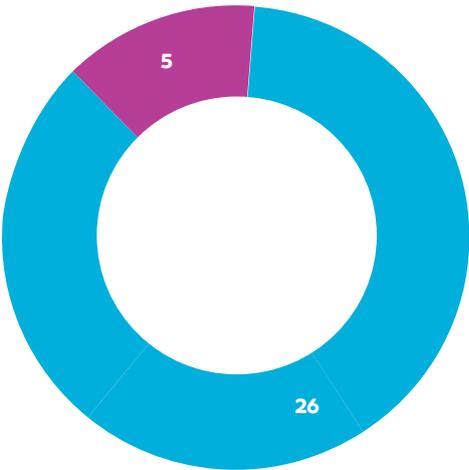
- First aid/Injury-related
- False fire alarms

Health and safety incidents by gender

9
5
7
4

Contractors   Employees

- Male   - Female

3. Our customers

Mobile communications today form an integral part of the lives of people around the world, especially in the UAE where mobile and data usage per resident is some of the highest globally. In the past 10 years of our operations, we have been at the forefront of bringing innovative and cutting-edge communication products and services to our millions of customers.

These services include Internet Protocol Television (IPTV) and mobile plans that cater to SMEs as well as working expats, big businesses, and budding entrepreneurs; broadband for homes, small businesses, universities and large enterprises; smart services for government, individual customers, large corporations and more. Through our services we aim to enhance the lives of everyone in the UAE.

Key aspects:

- Data privacy and security

- Customer satisfaction

- Innovative offerings

- Responsible marketing

Our customers

At a glance

● Achieved   ◑ In progress/Partially achieved   ○ Not achieved

We said we would...	How we did...	What next?
Data privacy and security		
Focus on Smart City security challenges and continue with the Cyber Security Conference	◑ Extended our expertise in data security as Managed Services solutions for our enterprise customers	Organise a Cyber Security Conference and Hackathon, and continue to work on Smart City security challenges
Build on our cyber security campaign to reach out to more youth	● Launched online platform for our employees and contractors to complete an awareness program on cyber security	Expanding innovative 'cyber security gamification' program across the organisation in 2016 – 2017
Customer satisfaction		
Increase percentage of first caller resolution rate from last year	● Achieved 93% in 2015	Continue to increase percentage of first caller resolution rate from last year
Reduce average hold time and average handling time	◑ Achieved 22 seconds average hold time and 245 seconds average handling time	Continue to reduce average hold time and average handling time
Innovative offerings		
Innovative mobile plans and offerings	● WiFi UAE, Kabayan Bundle, Fixed Network services, Business Mobile Plan among many other offers	Enhance our innovation platform to offer a range of services such as the new WiFi UAE mobile app
LTE acceleration and technical innovation via our network	● Successfully tested the LTE broadband trunking on 4G network ● Showcased our capability to develop 5G networks at GITEX	Focus on further network acceleration and enhanced features targeting better user satisfaction, especially for Smart City services
Responsible marketing		
TRA compliance for all our marketing and advertising campaigns	● None of our marketing campaigns during the year resulted in fines or penalties by the TRA	Continue to ensure TRA compliance for all our marketing and advertising campaigns

Data privacy and security

With the regular frequency of high profile security breaches involving financial and private data, it has become imperative for us to continue strengthening the data security services that we provide for all our customers – this includes individuals as well as enterprises. Since our launch in 2006, our Technology Security and Risk Management (TSRM) team has ensured the safeguarding of our and our customers' information assets. Aside from continuously monitoring for threats and responding accordingly, the TSRM team has also started several initiatives to drive education on cybersecurity.

In continuation of our internal security awareness campaign 'Be Aware, Be Safe', the TSRM team has launched an online platform that requires full time employees and full time contractors to complete an awareness program as per the National Electronic Security Authority (NESA). In 2015, 28 departments were covered under this campaign. We have also launched a cyber-security gamification pilot which will be a strategic project for us in the coming years.

We also extend our expertise in data security via Managed Services solutions for our customers' businesses. Key in this are services relating to Distributed Denial of Service (DDoS) Protection, Secure Web Hosting and vulnerability assessment consulting services. A recent introduction to this portfolio is our 'Mobile Device Management' infrastructure – a regional first allowing business owners to better manage mobile devices, access their corporate network and protect corporate data.

❝ It is vital to ensure the complete cyber security of our customers by educating them about their personal responsibility for internet security, in addition to providing the best-in-breed security services. ❞

Ibrahim Al Mallouhi
Vice President,
Security Operations

We also have a responsibility towards the UAE's National Security and thus emphasise the correct registration of mobile numbers, such as lending our complete support to the TRA's 'My Number, My Identity' scheme. As part of our efforts, we enabled an online registration mechanism alongside our standard channels - i.e. our shops and network of partners - thus ensuring the successful re-registration of a majority of our mobile subscribers.

Customer satisfaction

Our guiding principle is to constantly maintain and look for opportunities to offer superior services to meet the communication needs and lifestyles of our customers.

We have a structured methodology to consider a customers' needs, from the moment they become aware of our products and services to the process of purchase and onwards throughout their entire interaction with us as their service provider. Continuously improving this methodology is what helps us enhance the experience that we offer to our customers, whether it be at our retail shop, via our call centre or online through our website.

This strategy has been designed to measure and act upon the 'Voice of the Customer' (VoC). The creation of VoC tools and insights now provide us with a 360 degree view of customers' experiences, ultimately leading to more loyal and happier customers. For example, our customers can now book appointments at our retail shops using the du app. Additionally, we have relaunched our self-care website to enhance user experience. We have also continued interacting with our customers using our social media in a more proactive and friendly way to provide troubleshooting services and promote our new offers. This was best seen through our #duGetsYou campaign and in retaliation to our competitor's 'price challenge', which saw us convert many of our competitor's customers to our network through the use of fun and empathetic communication.

Customer satisfaction	2013	2014	2015
Average speed of answer	35	28	18
Average handling time	238	225	245[1]
Average hold time	29	21	22
First call resolution	77%	84%	93%
Average response rate on social media	95%	95%	95%

[1]The AHT has increased as the figure includes new Emtyaz vendors.

Smart City

Our telco experience, network capability and digital know-how means that we are perfectly positioned to help the Government of the UAE achieve their ambitions of becoming a global Smart City leader. Smart City is our biggest opportunity to enhance the UAE's position as a global hub for tourism, commerce and as a place to live.

We are committed to helping the UAE achieve its Smart City ambitions and are making progress in a number of areas. All of these services will ensure efficiency on cost, as well as reduce environmental and social impact in an increasingly digital and interconnected world. Dubai aims to become a Smart City by 2017, and we have planned to finish deployment of our IoT (Internet of Things) network to support this ambition of the Emirate. We also plan to launch the new WiFi UAE mobile app enabling seamless login, with additional features including hotspot finder, language preference and offers.

We successfully tested the first true Internet of Things network (IoT) in the Middle East, a key component of Smart City that will revolutionise how our cities and resources are managed. The network can relay data from sensors countrywide, enabling smarter management of a vast array of city resources such as smart street lighting, waste management, and parking. We have deployed 200 hotspots for WiFi UAE and have witnessed phenomenal usage since our launch in May 2015. For 2016, our plan is to double the number of these hotspots (21 smart palms, 100 RTA bus shelters and 10 cultural sites) and expand to other Emirates.

At GITEX this year, we showcased our capability to develop 5G networks with ultra-high speed which will be essential in driving our Smart City vision. We have already introduced many key smart technologies to the country, such as:
- Smart street lights in Dubai Silicon Oasis
- Smart Meters used by Sharjah's Electricity and Water Authority to improve energy efficiency
- Smart fleet management that use Machine-to-Machine (M2M) technology to increase business efficiency
- WiFi UAE to connect the public with complimentary internet – usage has tripled in the past 6 months
- Managed services and cloud solutions to ensure that businesses can trust us with their network solutions rather than invest in bulk infrastructure requirements

Innovative offerings

Technology has proven to significantly change the way we live, work and play. In the future, we foresee a hyper-connected society in which smart technologies enable everyone access to unprecedented e-services.

Our mandate of driving innovation in the UAE has already seen us lay early Smart City foundations with WiFi UAE, as well as the Middle East's first working Internet of Things network, and pilots on key services like smart parking, smart lighting and smart buildings.

At this year's GITEX, we unveiled our WiFi UAE app that will allow seamless log in, contextual awareness messages, hotspot locations, special offers and much more. We have now adopted a segmented approach to proposition design and development as we look to grow our market share by delivering cutting-edge solutions to all segments of the community.

WiFi UAE

WiFi UAE is a country-wide initiative to provide WiFi access to the public, in line with UAE Vision 2021. With WiFi UAE, our valued customers can enjoy high speed access to all UAE government online services. This service is available to all users with a WiFi-enabled device, including smartphones, laptops and tablets.

WiFi UAE has successfully launched across the UAE, offering free and premium services in major strategic landmarks in Dubai and Abu Dhabi including Sheikh Mohamed Bin Rashid Boulevard, Dubai Museum, Dubai Heritage, as well as across more than 10 cultural locations including Global Village, Abu Dhabi Mall, Qaryet al Beri, du Forum, du Arena and more. Our solution will be available on selected Smart Plans via selected strategic locations in Dubai. This solution will also be available in 100+ RTA smart shelter locations.

UAE's first smart street lights

In 2015, we collaborated with the Dubai Silicon Oasis Authority (DSOA) to successfully install the country's first smart street lights and smart building technologies within the integrated free zone Technology Park. This initiative, among others, is a component of our Internet of Things network at Dubai Silicon Oasis, where sensors are placed in everyday objects to become 'smart' and interact with their surroundings.

Using motion sensors provided and programmed by us, the smart street lights will provide 25 percent visibility until triggered to full power by approaching vehicles and pedestrians, allowing for less energy consumption that will prolong the life of electric bulbs and reduce operational costs and carbon impact. Additional sensors can be added to the street lights to collect and share information and data from the surrounding environment, such as pollution and weather conditions or even relay CCTV, advertising messages and/or safety warnings.

Furthermore, the smart building technologies that include installing high-tech sensors within the DSOA headquarters use our software to allow energy and cost-savings through managing electricity consumption and allowing automatic regulation of temperature throughout the headquarters.

The next generation 5G Mobile Network

With the upcoming needs for Smart Cities and the Internet of Things (IoT), operators worldwide are deploying faster LTEs – the current one being 4G – to offer faster access with higher efficiency. In the near future, we anticipate a communications system with even further capabilities, namely a fifth generation (5G) system. Based on the foreseeable traffic trends, we foresee that the 5G network will have a reduced cost and environmental impact. 5G will be able to manage traffic volumes of many orders of magnitude compared to today's networks. It will also be able to allow many more devices to be connected simultaneously to the network in order to support the Internet of Things (IoT).

Additionally, we are working closely with our technology partners, infrastructure vendors and standardisation bodies to help shape the 5G network requirements for the future. Recently, the International Telecommunications Union (ITU) approved our proposal to launch the 5G

studies in SG13, which outlines our research on the key requirements for 5G deployment as well as concerns that telecommunications providers may face with the candidate technologies and architectures. In our view, the future of 5G wireless access is much more than just about radio-interface technology; it will be the overall solution in the future to provide wireless access to people and devices.

LiFi

During the year, we also demonstrated three LiFi use cases including internet over LiFi and audio & video streaming over LiFi. LiFi is a bidirectional, high speed and fully networked green wireless communication using visible light, and can be an excellent complement to Radio Frequency (RF) communications (WiFi and mobile network).

UAE's most affordable 4G LTE Smartphone

Partnering with UAE-born mobility brand 'Four' and Axiom Telecom, we launched the country's most affordable 4G LTE enabled smartphone. Available for only AED 299, the Four S500 is the UAE's most economical 4G LTE smartphone, offering unprecedented value through its advanced software and hardware specifications. The exceptional value presented by the home-grown brand's first 4G LTE handset is further bolstered by competitively-priced special data plans provided by us.

#duGetsYou

In 2015, we relaunched our Smart Plan under the tagline #duGetsYou, offering a mix of flexible minutes, data and exclusive numbers to best match customer requirements. As part of our overall strategy to simplify customers' lives and as part of our existing enterprise portfolio, we launched a special plan for SMEs: the Business Mobile Plan, which delivers more value than all previous plans. We also launched The Government Plan with increased national minutes and data allowance.

Kabayan Bundle

We launched our Kabayan Bundle, especially designed for our Filipino customers, offering them exclusive data and voice deals to stay connected with their friends and family both in the UAE and back home. The bundle was launched through our 'Tropa for Life' campaign which truly resonated with the Filipino community as it reflected the positive sentiment of the 'tropa' (Tagalog for 'troops') always sticking together. This is truly

an example of how we design our products and services, and marketing based on insights from the target community.

Tourist SIM

Recognising the immense number of tourists who visit the UAE and their need to be connected to the world – via social media or phone – we introduced the Tourist Plan in late 2015. This is a specially designed prepaid line for those visiting the UAE for short periods, with benefits including mobile data and flexible minutes that can be used to call local or international mobile and landline numbers.

Our Fixed Network services

We announced the roll-out of our Fixed Network services across the country, thus offering choice of operator to the UAE's residents. So far, we have only provided fixed services in certain parts of Dubai.

At the same time, we are building our mobile network capacity, including provision of faster 4G services. As of 2015, we have started offering higher speeds of up to 1 GB on our home broadband service to meet the needs of a growing segment of the gaming community in the country.

Dubai International Holy Qur'an Awards uplink

Each year during the holy month of Ramadan we provide a direct uplink to the Dubai International Holy Qur'an Awards (DHIQA) allowing viewers to watch the competition free of charge on their TV, tablet or mobile device. The DIHQA, sponsored by the Dubai Government, is an annual award given to those who successfully memorise and recite the Holy Qur'an and was established to encourage Muslim youth to spread the Quranic values of peace and love.

Supporting entrepreneurism

As a telecom operator we provide the backbone for thousands of businesses in the UAE. These include large enterprises as well as small and medium-sized businesses. Our solutions can help organisations become more creative, secure and profitable in in every business framework.

We believe that Small and Medium Enterprises (SMEs) are key to the UAE and its economic growth as we build towards 2020. In 2015, we introduced solutions with everything a business needs so that our customers can focus on running their business and continuing growth, while we take care of their telecommunications requirements.

Business Mobile Plan

We simplified our existing portfolio of offerings with the introduction of Business Mobile Plan. Business Mobile Plan is a result of our ongoing 'simplify' strategy aimed at forming an evolutionary approach to the future of business in the UAE. The Business Mobile Plan comprises a suite of five plans depending on the SME requirements.

Business customers will be able to enjoy a host of benefits such as free calls within their company, more data, national and international calls and SMS and devices at zero upfront cost - all this adds more value to their business. Additional add-ons include the national data bundle, additional national calling, SMS bundles and more. Existing customers can continue using their existing plans as is with the choice to move over to the Business Mobile Plan at any time, free of cost, in order for them to derive more value.

Business Connect

Our new Business Connect plan provides a range of features and all the benefits of comprehensive telecommunications solutions into one simple solution, with the potential to save SME's thousands of dirhams annually. Business Connect is a one-stop-shop solution with faster broadband speed across the UAE, devices including tablets & smartphones, Office 365 with free business emails, 1 terabyte (TB) of cloud storage, applications including MS Word, Excel, and PowerPoint, fixed landline with unlimited national calls, and 24/7 business support. Customers benefit from the simplicity of just one bill as well as round-the-clock support throughout the entire year.

During the year, we also tripled the fixed broadband speeds of our existing customer base so they can remain connected to their customers and the internet at no extra cost. We also launched the Office 365 partnership with Microsoft to provide corporate grade solutions for email and storage in the cloud at lower business costs.

❝❝ SMEs are key to the UAE and its economic growth as we build towards 2020. So with the influx of new businesses starting up, we have built a readymade solution with everything a business needs so that our customers can focus on running their business and growth, while we take care of their telecommunications. ❞❞

Hany Ali
Executive Vice President
Enterprise Business

du Live!

Our flagship entertainment platforms du Live! and du Tuesday continue to offer a wide variety of experiences for our customers, ranging from music and film, to wellness and more. During the year, our du Tuesday advertising campaigns continued to be recognised by awarding bodies for their creative marketing and corporate communication, establishing us as the most internationally awarded brand from the MENA region.

Responsible marketing

In our industry, we are recognised as a brand that is exciting, confident and honest, and we work hard to reflect these values across our marketing and communication campaigns. Responsible marketing means to be consistent in our message, as well as to be truthful with all our customers.

All the product and service information we share through our marketing campaigns has to be in line with the Consumer Protection Regulations of the UAE Telecommunications Regulatory Authority (TRA) which have relevant provisions on truthfulness, substantiation, non-exploitation of consumers (including children) and social, cultural, moral and religious values. In this regard, we keep our communication clear, relevant and direct. Further, we ensure that our customers do not receive any marketing or advertising communications that they have not signed up for.

All our customers also have the choice to opt in or out from receiving our communication. We are also are not involved in the sale of any banned or disputed products and services.

During the year, the TRA raised concerns with the marketing communication of two of our campaigns. For each of these, we took necessary actions by amending the campaign to be in compliance with TRA's regulations. None of our marketing campaigns during the year resulted in fines or penalties by the TRA.

Our aim is to deliver superior, segmented and simplified **customer experience.**

4. Our environment

We are committed to the UAE's vision to develop sustainably and are always seeking new ways to be a more environmentally friendly business. We encourage businesses everywhere to take their ecological impact seriously and, as one of the UN Global Compact principles states, undertake initiatives to promote greater environmental responsibility.

During the year we sustained our past efforts to reduce the environmental impact of our business through a number of initiatives, such as smart energy generators and solar panels, moving more customers to receive eBills, redesigning our SIM packs, managing our paper, cardboard and plastic waste for recycling, and more.

Key aspects:

- Conservation of natural resources
- Waste management
- Responsible procurement
- Environmental impact of communication technology

Our environment

At a glance

● Achieved ◑ In progress/Partially achieved ○ Not achieved

We said we would...	How we did...	What next?
Natural resource consumption		
Implement solar panels in eligible off-grid mobile sites	● Continued to save GHG emissions with existing solar panels	Deploy solar panels in 10 off-grid mobile sites in the Western region
Reduce the quantity (118) and capacity (258,900cc) of vehicles	◑ 126 vehicles with a combined engine capacity of 290,700cc	Reduce the quantity and capacity of vehicles
Waste management and recycling		
Increase reduction and recycling of all our waste streams	● Recycled and resold more than 320 tonnes of electronic waste ● Sustained our mobile take-back scheme for customers	Continue with our waste management practices by reducing and recycling material
Increase ratio of recycled paper for office consumption. Encourage a larger percentage of customers to use eBilling service	● 98% of our office paper came from a recycled source ● 100% of our retail consumer bags were made from FSC certified paper ● 16% reduction in paper for bills	Continue to reduce paper consumption in our operations – at the office and with our customers
Supply chain/procurement		
Ensure that 80% of our vendors registered in 2015 complete the HSE vendor form	● All vendors registered in 2015 completed the HSE vendor form	Continue to ensure that all vendors complete the HSE form during registration
Encourage 100% of our invoices to be processed online	◑ 83% of our invoices are processed on our e-procurement system	Encourage 100% of our invoices to be processed online

Natural resource conservation

As in the case of most telecommunications service providers, our network – with its base transceiver stations and data centres - continues to be the biggest consumer of energy for our services. However, we have invested in a number of energy-efficient technologies that reduce our consumption of energy, either through the grid or through diesel generators. These technologies not only help us cut costs, but also reduce our dependence on fossil fuels and help us mitigate our greenhouse gas emissions.

As of 2015, we have 250 sites (previously running on diesel generators) that now run on smart energy hybrid systems. This system helps reduce diesel consumption by up to 50%. We also have 150 sites where we have installed free cooling systems and have 6 sites that run completely on solar panels. These instalations have, to date, helped us save 9.3 million litres of diesel, equivalent to 23,250 tonnes of CO_2. In 2016, we aim to deploy solar panels in 10 more off-grid mobile sites in the western region.

Fleet management

Road-based business travel and logistics are significant in our operations. Last year, our aim was to reduce the quantity and capacity of our fleet and its engine capacity. Due to an expansion in our operations, we had to slightly increase the number of vehicles and engine capacity within our fleet – we now have a total of 126 vehicles with a combined engine capacity of 290,700cc at the end of 2015. However, our vehicles are more fuel-efficient as we have invested in cars with lower engine capacity. At the moment 61 cars (close to 50%) are 1.5 litre engine vehicles and only 7 vehicles have above 4 litre engine capacity.

Using vehicles with a lower engine capacity will significantly lower resultant greenhouse gas emissions. Further, all rented vehicles are brand new and expected to perform better and result in reduced emissions. Over the next few years we expect to record an overall decrease in emissions from the fleet.

Fuel type	2014 Consumption (litres)	2015 Consumption (litres)
Diesel (generators)	7,187,498.56	9,650,679.38
Diesel (vehicles)	3,578.98	1,147.60
Petrol (vehicles)	406,100.98	425,550.31

Electricity and water consumption

With a large workforce, our offices also have a significant footprint that we account for. To minimise our workplace environmental impact, we have a number of electricity reduction strategies across our owned offices that have resulted in a total of 861,393 kWhrs, equivalent to almost AED 380,000.
- Dubai Intl. Academic City (Office 1)
  – 132,972 KWhrs (AED 58,507.68)
  – 16% reduction compared to 2014
- Dubai Intl. Academic City (Office 2)
  – 635,514 KWhrs (AED 279,626.16)
  – 32% reduction compared to 2014
- Fujairah Call Centre
  – 92,907.72 KWhrs (AED 40,879.40)
  – 18% reduction compared to 2014

Our largest signature shop - located in Mirdif City Centre - was awarded an LEED Platinum Certification in 2014, and continues to be the UAE's greenest telecom retail outlet. This is our second shop to have achieved LEED Platinum Certification, following in the footsteps of our green shop in Fujairah City Centre. During the year 2015, we have saved 124,028.4 KWhrs (worth AED 41,988) from energy-efficient measures taken at both our LEED-certified stores. As of December 2015, we are working on our third LEED certified store at the City Centre Me'aisem.

Our water saving initiatives - such as the installation of aerators, water flow reducers, and fixing leaks in the plumbing system among many others - have helped us save 421, 633 gallons, an equivalent to more than AED 21,000.

Greenhouse gas footprint

Each of our resource efficiency practices helps reduce our greenhouse gas emissions which we believe is critical to proactively building our resilience to climate change (even if it is not yet a major financial risk to our business) and also to contributing to national and global mitigation efforts. As such, we diligently measure our emissions across all three scopes with as much accuracy as is possible.

In 2015, our Scope 1 emissions – from our diesel generators and fleet vehicles – resulted in 32,439.20 tCO_2e. During the year we did not record our emissions of ozone depleting substances or NOX, SOX and other significant air emissions. Our Scope emissions – from our grid connected BTS towers, main distribution frames, data centres, offices and shops – resulted in 277,777,31 tCO_2e. Finally, our Scope 3 emissions – from our office waste, business consumables, third party electricity, water and business travel – resulted in 2,127.87 tCO_2e. Overall, our GHG emission intensity is 0.037 tCO_2e per customer.

As per our affiliation with the Carbon Disclosure Project (CDP) we voluntarily report our carbon emissions so as to benchmark against organisations within the same sector and identify strategies to reduce our footprint for the future.

GHG emissions

GHG emissions bar chart

- Scope 1: 25,030 (2014), 32,439 (2015)
- Scope 2: 238,658 (2014), 277,777 (2015)
- Scope 3: 2,328 (2014), 2,128 (2015)

Legend: ● 2014 (tCO$_2$e) ● 2015 (tCO$_2$e)
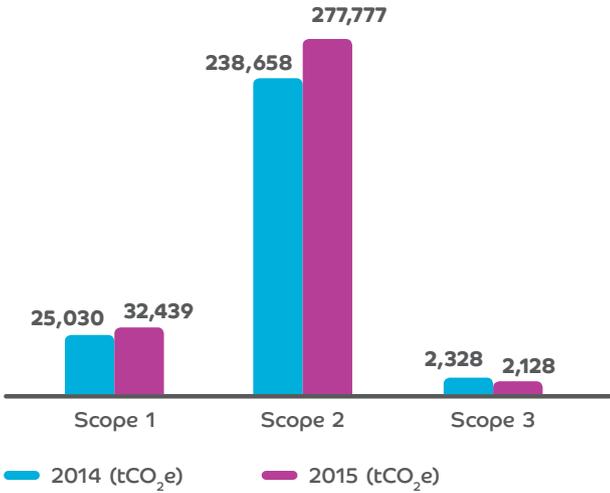
Scope 1 emissions 2015 (tCO$_2$e)

- Diesel generators: 26,175
- Fleet vehicles: 1019
- R22, R410A, R407: 5,245
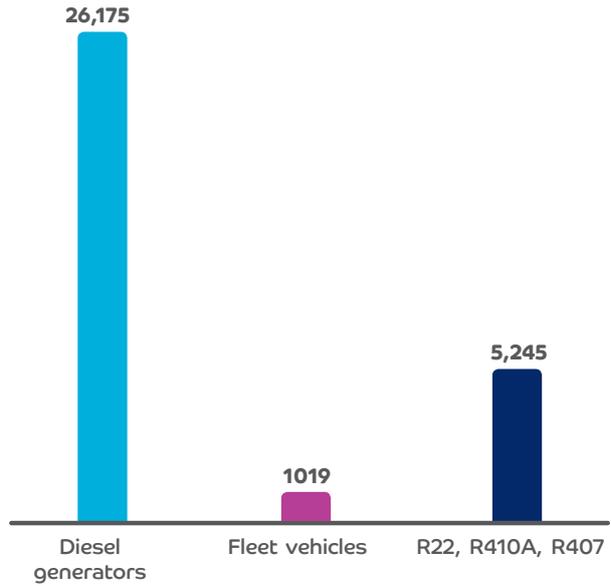
Waste management

Consistent with our overall approach to abate the organisation's environmental impact, we aim to minimise wasteful or polluting practices in our operations. One of the most important initiatives in this aspect has been the waste management of key materials that we consume.

During the year, we purchased 2,048 printer cartridges of which 200 were recycled. Also, more than 98% of the paper we consume at the office (more than 32 tonnes) comes from a recycled source. 100% of our retail consumer bags (we ordered close to 850,000 in 2015) are also made from FSC certified paper. Our recycling performance for paper, plastic and cardboard over the years can be found below.

Hazardous waste management 2015

Substance/ Description of Item	Quantity disposed	Disposal Method	Total Quantity (tonnes)
Hazardous Waste (batteries and printer cartridges)	17,257	Recycling	182.07
E-Waste and other Obsolete Items	17,507	Resold in Market -Reuse	137.97

Recycling performance chart

- 2011: 67% (paper), 34% (plastic), 52% (cardboard)
- 2012: 91% (paper), 44% (plastic), 41% (cardboard)
- 2013: 72% (paper), 28% (plastic), 36% (cardboard)
- 2014: 40% (paper), 14% (plastic), 28% (cardboard)
- 2015: 17% (paper), 2% (plastic), 32% (cardboard)

Legend: ● Tonnes of paper recycled ● Tonnes of plastic recycled ● Tonnes of cardboard recycled
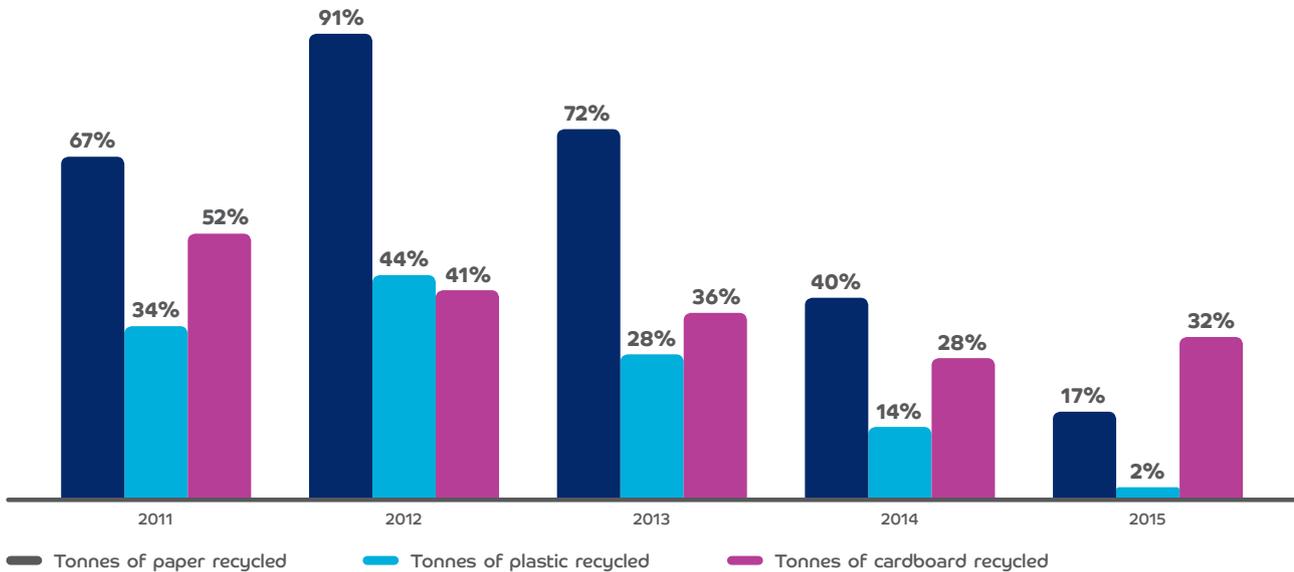
Workplace environment

In 2014/2015, we embarked on a project with UL Environment to certify our office premises as Indoor Air Quality Certified. The UL Indoor Air Quality Building Certification Program is the world's first Comprehensive IAQ certification and preventative maintenance program. It addresses all the elements of chemical, physical and biological parameters that are capable of causing poor indoor air quality.

In 2015, there was one minor hydraulic oil spillage reported by an outsourced vendor. The location was at a warehouse where the vendor was dispatched to shred items for us. There was no environmental impact on any water systems. An environmental clean-up was conducted and waste material disposed of in a designated landfill by the vendor.

On National Environment Day 2015, we dedicated to plant 1,822 Ghaf seedlings (one for each our full-time employees at the time). With the voluntary support of our staff members, these were planted during the year at a plant nursery in Dubai. We expect that once these seedlings reach replanting size, we will move them to our office space and other public areas.

Environmental impact of technology

Sustainability at the technology front is extremely important to us, which is why we aim to tackle the negative impact of our products, services and operations. Our strategy to reduce the environmental impact of technology is one that considers the devices we sell, as well as our owned technical infrastructure.

Saving through customer operations

As part of our commitment to the environment, we want to reduce the amount of paper we use in billing. So, we introduced the ease of online billing. Every month we send a detailed bill to the customer by email as a free service. Customers that wish to have printed bills will still receive them, however they will be summarised bill formats. All new customers are set by default to eBill as their bill delivery method. In 2015, this reduced our paper consumption for billing by 16% - this translates to more than seven tonnes of paper.

We have also digitised the registration process for our customers for the My Number, My Identity (MNMI) campaign by TRA. This means that we are not only saving customers from printing application forms, but also saving on fuel/commuting costs and valuable time. Since we launched this service last year we have over 3,300 customers who used this MNMI service online. This year, we also launched an online portal where enterprise customers can upload their details without having to print any documents or registration forms. This service is expected to save our enterprise customers a significant amount of paper. We mostly source materials that are recycled or certified from sustainable sources such as FSC and PEFC. Further, most of the material we purchase contains recycled/recyclable materials and can be shipped with minimal packaging, preferably made of recycled/recyclable materials.

Understanding the preference of our customers and aligning with our environmental values encouraged us to rethink our packaging to reduce material consumption. Last year, we redesigned our Pay As You Go SIM pack, Tourist SIM pack and the Elite SIM pack. Although, there was a slight addition of plastic and metal into the new design, we have reduced paper usage by more than 95%. Looking at the entire quantity of SIM packs purchased during the year, we have been able to save close to 600 tonnes of paper as a result of the redesign of our SIM packaging. At the moment, the labelling on the products that we package, i.e. our SIMs, do not have any information related to sourcing of components, safe use and disposal of the product. However, this is something that we are considering for our SIM pack redesign in the coming year.

For 2016, we will make further changes to the design of three more SIM packs (consumer prepaid, alo and postpaid). This time we have slightly increased usage of paper and metal, but have reduced plastic consumption. For the consumer prepaid and alo packs, we have reduced the plastic component from 15 grams to 0.5 grams.

During the year, in conjunction with Waste and Recycling Middle East Magazine we hosted an E-waste Management round table sponsored by EnviroServe. This was attended by representatives of governmental departments, OEMs, telecom divisions, and waste management and recycling industry players.

Mobile take-back

In 2014 we launched our mobile trade-in scheme, allowing customers to trade in an old mobile phone or tablet for a voucher redeemable on purchase of a new device at our stores. We partnered with a specialised electronics recycling company who trained our staff to assess the condition and value of the handset at the store and immediately give the value to the customer. Customers could then choose to redeem against a new device. The traded-in devices are recycled responsibly by our partner; either refurbished and re-sold in low income markets, or dismantled with parts being sold to traders. In doing so, we ensure that our customers are able to upgrade to the newest devices at lower price points, while also reducing their e-waste clutter.

Radio frequency fields

We comply with national and regional regulations and guidance on design, installation and operation of all our stations, and as a result, ensure their operational efficiency and safety to avoid any adverse health effects they may have on the UAE community. In 2014, the Telecommunications Regulatory Authority published the results of a technical survey to measure radiation levels from our stations. This result of this study stated that our stations meet the regulatory policy as well as the International Commission on Non-Ionizing Radiation Protection (ICNIRP) standards. Furthermore, our mobile services have emission levels that comply with and are well below the ICNIRP guidelines for exposure to the general public.

Responsible procurement

Our suppliers form an integral part of our value chain and help us in delivering quality products and services to our customers.

Our Sourcing Policy, built on a foundation of transparency, ethics and a balance between quality and pricing, spells out the controls and processes in place to ensure that all dealings with vendors are fair and through a competitive process, avoiding any conflicts of interest or improper dealings. For instance, we apply a policy wherein a business unit must request for three competitive quotes for the procurement of any goods/services exceeding the value of AED 100,000 to ensure that the vendor choice is fair. Our Sourcing Policy also clearly states our commitment to sustainable procurement and the development of local markets by creating business opportunities for SMEs. In 2015, we worked with more than 700 suppliers

> ❝ Following the vision of the UAE's leadership, the use of green technologies in our network, such as smart energy system and free cooling units, remains our top priority. ❞

Jasem Al Marzouqi
Vice President
Infrastructure Development & Permits

and partners. The overall value of sourced products and services was worth AED 4.9 billion.

Our policy stipulates that we give preferential treatment to Emirati SME companies even if they are up to 5% of the quote provided by regular vendors. We also have designated employees to provide coordination and support to young Emirati businesspersons on our processes and procedures so they can work with us efficiently. We worked with 15 Emirati SMEs during 2015 and are encouraging more SME companies to register with us.

Our Sustainable Environmental Procurement policy promotes the awareness and usage of environmentally friendly products and services, by including consideration for environment factors in purchasing decisions. Our suppliers are also made aware of our corporate values, supplier Code of Conduct, as well as our Health, Safety and Environment policy, all of which we expect them to respect and abide by. Our values and Code of Conduct, which also cover human and labour rights, form a part of the overall contract our vendors sign with us, while the HSE policy is completed as a separate document.

In 2015, all vendors that registered with us submitted the HSE vendor pre-assessment form as this is a mandatory requirement of our vendor registration process. Last year, there were no significant negative environmental or labour practice impacts in our supply chain that were brought to our attention. We did not conduct any HSE related screenings or audits with our vendors

in 2015. Looking to 2016, our aim will be to ensure that vendors acknowledge and accept our code of conduct and HSE policies at the time they register with us, thus preceding the contract stage. We are also planning to create and make available an HSE booklet, relevant to our policy, for suppliers' easy reference.

Up to 83% of our invoices are now processed on our e-procurement system, which continues to improve our procurement efficiency – these represent 70% of our spend.

Our aim is to try to source environmentally friendly products where possible and available. We do understand that this becomes a challenge in the region as most products are exported increasing the environmental footprint of transport. Therefore, we take this into consideration and where products and services have a high impact, alternatives are sought. Our objective for 2016 is to start capturing the products that are environmentally friendly.

❝ As a staunch supporter of SMEs in the UAE, we are an active advocate for SMEs across the country. In our efforts to support start-up businesses, we have put in place special procurement policies to encourage sourcing from Emirati SME vendors. ❞

Anis Tabka
Senior Vice President - Sourcing,
Contracts & Supply Chain Management

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5. Our community

As an organisation, we were founded on the principle to add value to all our stakeholders, especially the community we operate in. Today, this founding value is made evident through a number of projects and processes, all of which are part of our continually evolving sustainability strategy.

As a company, we are extremely fortunate that our leadership, headed by our CEO and Chairman, is actively involved in a number of our sustainability and CSR initiatives, such as encouraging youth entrepreneurship, promoting education and wellness, conserving UAE's heritage and contributing to the development of our society.

Key issues:

- Entrepreneurship and innovation
- Education and wellness
- Developing our society
- UAE heritage and culture

Our community

At a glance

● Achieved ◐ In progress/Partially achieved ○ Not achieved

We said we would...	How we did...	What next?
Entrepreneurship		
Foster youth entrepreneurial programmes	● Launched the 'Agent 055 Network' initiative	Continue to monitor this initiative and adjust based on results and feedback
Education		
Promote cyber security awareness	● Continuation of our 'Be Aware, Be Safe' awareness campaign	Continue to promote cyber security awareness
Provide students with opportunities to promote learning and development	● Interacted with students from Zayed University (ZU), allowing them to work on 'real' communication projects	Continue and increase project-based work with ZU students
Developing our society		
Promote health and wellness in the UAE	● Continued promotion of our 'Every Step Counts' wellness campaign, internally and externally ● Launch of du Football Champions (du FC)	Continue to raise awareness of health and wellness through exciting opportunities
Heritage and culture		
Engage with the UAE's citizens and residents on social and cultural occasions	● Creative campaigns around Ramadan and National Day to foster community spirit and unity	Continue to engage with the UAE's citizens and residents to celebrate national heritage and culture

Supporting entrepreneurship

Agent 055 Network

With an emphasis on innovation, as well as diversification of revenue streams towards being a knowledge-based economy, the UAE has never been a better place for entrepreneurial ventures. Despite the favourable market conditions, a high fear of failure and low risk tolerance mean that the country's youth are still reluctant to consider entrepreneurship as a career path.

With this insight in mind, we set about creating our 'Agent 055 Network' programme, aimed at promoting entrepreneurship as a viable career option among college and university students. The project design was simple – provide students with first-hand experience of running a business within the safety net of an established and successful business model.

With a catchy 'Earn while you learn' tagline, we initiated an extensive outreach programme with various colleges and universities across the Emirates, inviting eligible students to apply for the initiative. Close to 300 students were then put through their paces via aptitude tests and personal interviews, with a final list of nine students being selected for the pilot phase of the project.

The selected students were then provided training on our products, along with general business skills training – such as business development, marketing, communication and sales. Each student was also assigned a dedicated mentor from our pool of Retail Store Managers, and supported by our overarching Retail and Corporate Sustainability teams. Our 'Agents' were encouraged to check in with their mentor at least once per week, or more often if needed, to discuss their progress including successes and challenges.

We also initiated a Social Return on Investment study into the project with the aim of capturing the true value it delivered, such as the future value of transferable skills, as well as confidence developed within the students. An initial assessment showed that for every AED 1 invested in the project, we could expect the creation of AED 3 in return. We intend to revisit this assessment towards the end of the pilot phase and reflect the actual results based on the students' feedback.

Education

Last year, we continued our association with American University of Dubai (AUD) to provide scholarships to bright young Emirati students, complementing our existing agreement to provide the university with high speed (300 Mbps) broadband connectivity until 2017. We provided scholarships to 24 students for the 2015-16 academic year, thus exceeding our target of 20 students.

We also contributed towards our existing endowment agreement with American University of Sharjah (AUS), under which we plan to provide AED 1 million annually for 5 years, the accrued interest from which will be used to provide scholarships to deserving students.

These are part of our underlying commitment to foster academic excellence and support the UAE's ambition to develop into a knowledge-based economy. Further, students who complete their education from either of these universities are also invited to join our Graduate Trainee programme, Masar, and grow their career with us.

Learning through practical experience

We're firm believers that experience can greatly contribute to an individual's learning curve, and thus, offered several practical learning opportunities to students throughout the year.

Over the year, we saw 10 Emirati students join our summer trainee programme for six months. We provided internships to a further 33 students from local courses/universities and colleges.

❝ By instilling an entrepreneurial spirit and giving students the tools to succeed, we are empowering them to be the driving force of a knowledge-based economy. ❞

Luma Jasim Bourisly
Vice President
Corporate Communications

Technology for social good

From inception we have envisioned our core competency to be an enabler in the positive transformation of our country. This has been even more evident in recent times as we promote technology to provide a smarter and happier future for the UAE's residents and citizens.

Thus, we joined hands with Flagship Projects and the Dubai Autism Centre to promote BabNoor, the UAE's first Arabic language cloud-based application to aid communication for children with autism and other hearing and speech disabilities. This is in line with the UAE Government's commitment to promote a more inclusive society by 2020.

BabNoor is intended to complement and eventually replace the traditional physical, visual and pictorial reference cards for children with special needs, and has been culturally adapted to the needs of Arabic speakers around the region. The content of the app has been validated by speech therapists, and follows the standardised and globally accepted picture exchange communication system (PECS).

As part of our agreement, we have committed to funding the provision of 390 tablets equipped with the BabNoor app for various autism centres across the UAE. Last year, we allocated 100 of these tablets to the Dubai Autism Centre, with the remainder to be distributed between two other autism centres in the country. In parallel, we are exploring options with Flagship Projects to take BabNoor further commercially.

Further, we provided the students from Zayed University the chance to work on projects for our planned campaigns so they could experience what the communications sector is really like. Early on in the year, we agreed on a list of campaigns that would be relevant and exciting for students to work on, which was then discussed with management and faculty of the university.

Following their consent, we prepared detailed briefs on each project, which were then shared with the classes that would be working on them. Members of our team also personally met with the students to discuss the brief, and guide them through their ideation and proposal process. To further make things interesting, the class was split into teams to pitch their ideas to us – replicating the creative agency pitch process in the real world. We also retained the element of seriousness by ensuring that the students' presentations were a part of their overall academic grade for the subject.

Last year, two of the classes delivered their pitches for projects related to International Women's Day and our wellness campaign, Every Step Counts. The idea for the former was adapted and fully used for our campaign with due credit provided to the students. An additional four classes worked on various other campaigns during the last part of 2015, which are scheduled for discussion and release during 2016.

Developing our society

Supporting health and wellness

We continued to drive awareness on the importance of health and wellness through our Every Step Counts campaign. We started off the year by bringing the 'Neo Run' to the UAE – the region's first 'glow-in-the-dark' run, which saw participation from over 5,000 runners in its inaugural edition. We continued to drive the campaign during the year through fun messaging through our social media channels.

We also organised our 'Drop of Life' blood donation event this year, where 60 of our colleagues donated blood, which was then provided to the Ministry of Health. Further, we celebrated the UAE's inaugural National Sports Day, held on 25 November 2015, by having our football and basketball teams compete with those of Government entities. Our football team placed third in the overall tournament.

du Football Champions

Our support for the UAE's health and wellness took another step forward with the launch of du Football Champions (duFC) – a youth football tournament, in partnership with La Liga, providing young talented players in the UAE the opportunity to kick-start a professional career on an international and national level. duFC aims to provide a world-class, professionally run tournament to every child in the UAE, regardless

of gender, nationality, or socio-economic background. du FC UAE Schools Cup is open to all schools in the UAE in three categories: Boys U14, Boys U16 and Girls U17, while the Streets Cup is open to individual teams in the Boys U16 category. The interest and success of the project is evident in the overwhelming 11,000 entries received so far. Former Real Madrid legend Michel Salgado is serving as duFC Director and will be accompanying the winning team in March 2016 on a 14-day trip to La Liga's football club in Spain. During this once-in-a-lifetime trip the team will train and play in competitive matches with Spain's best youth football clubs. More details can be found at **www.dufc.ae**.

Supporting UAE leadership-led campaigns

Early in 2015, HH Sheikh Khalifa Bin Zayed Al Nahyan, and HH Sheikh Mohammad Bin Rashid Al Maktoum launched an appeal to provide urgent aid for refugees affected by a severe snowstorm in the Levant region. The campaign, aptly named 'Tarahamu' ('Show Compassion') received significant support from our colleagues who collectively donated AED 112,000.

Later in the year, we pledged AED 1 million towards the Red Crescent's 'Yemen: We Care' fundraising campaign towards humanitarian relief efforts resulting from conflicts in the country.

Further, we also supported HH Sheikh Hamdan's Oral Hygiene Drive aimed at the blue collar community in the UAE. As part of our commitment, we provided AED 2,000 each from our alo prepaid SIM cards and Hello international calling recharge card revenues to this community.

Equipment donation policy

In 2015 we finalised our 'Equipment Donation Policy', thus allowing us to donate all obsolete assets, whether IT equipment or otherwise, to registered charities. We consider this a positive step forward in promoting a circular economy, while having a documented policy ensures compliance with our governance and audit requirements. Ahead of the policy sign-off, our team donated obsolete furniture to the National Charity School and a labour camp. The first planned donation as part of this policy will be in 2016, where we are looking to donate 50 computers to a labour camp.

Adding value through our services

Our Emirati Plan continues to deliver value to the community through a built-in charity contribution equivalent to 5% of the monthly rate plan. In a nutshell, this means that we contribute a percentage of the revenues we earn from our Emirati Plan subscribers, effectively helping them connect with CSR initiatives through us. Last year, the contribution from this plan was used for several of our community projects including Ramadan, BabNoor and humanitarian relief projects.

As a step forward, last year we also held our inaugural Number Auction with a commitment to help close humanitarian relief cases through TV programmes 'Alam Wa Amal' on Sharjah TV and 'Emarat El Kheir' on Noor Dubai. We provided AED 500,000 and AED 1.5 million to the programmes respectively, to be used over a period of one year.

'Alam Wa Amal' made its debut on Sharjah TV in 2006, and has since earned both high praise and recognition from the public. The programme, which aims to raise funds to provide treatment to urgent cases at the best healthcare centres inside the country and abroad, is organised and presented by a group of elite experts and supervised by a group of Islamic scholars as well as psychology, education and social consultants. Similarly, 'Emarat El Kheir', which started broadcasting on Noor Dubai radio over five years ago, helps needy and sick people by collecting donations and starting charitable projects under the sponsorship of Dar El Kheir. The programme looks at a number of ways in which it can assist people in solving the various difficulties that they may be facing. It is aligned with the support of Islamic Affairs and the Charitable Activities Department.

Bringing smiles to blue collar workers

One of the most engaging entertainment campaigns we supported in 2015 was 'Camp Ka-Champ' – the country's largest and most popular singing competition for the UAE's expatriate worker community. Camp Ka Champ 2015 featured 4,500 workers from nearly 100 labour camps; these were shortlisted to 48 semi-finalists and two final winners, one from India and one from Pakistan.

UAE Heritage and Culture

Fostering community spirit during Ramadan

As the largest volunteering effort of the year, and perhaps in the history of our company, Ramadan was even more special for us in 2015. Whilst

continuing with our 'Mawaed Al Rahman' (meal distribution) initiative, we adapted the concept to distribute 20,000 boxes filled with essential Ramadan food items. Each food box was to contain a total of 13 foods which include rice, sugar, oil, Vimto, lentils, beans, tomato paste, vermicelli, pasta, tuna, macaroni, flour, and tea – staple foods for families during Ramadan in the UAE.

We enlisted the assistance of Tarahum Charity Foundation to help us in our mission, and to help us pinpoint areas and families who would benefit most. The distribution took us to far-reaching areas of the UAE, including communities residing near the Oman border and across the Northern Emirates.

A total of 981 of the UAE's residents, including popular social media influencers and corporate groups, contributed over 3,100 hours in helping us achieve our target and make this a truly memorable initiative.

In Ramadan 2015, we had **3.5 times** the number of volunteers than the year before.

Volunteer feedback suggested high satisfaction and positive word of mouth. These volunteers also helped us boost the campaign's performance on social media, generating a total of 43,377 interactions through multiple channels.

Celebrating unity in diversity for the UAE's 44th National Day

We ended the year with a phenomenal National Day campaign - with the tagline #UAEisHome - showcasing the unity, togetherness, and harmonious community feeling that every UAE resident experiences.

The concept involved the setting up of prominent blue doors across the Emirates, inspired by the opportunities that the UAE has provided to the millions of expatriates, i.e 'by opening doors', who are now proud and happy to call this country their home.

Our seven blue doors were set up during the month of November at prominent locations, such as Global Village, Ripe Market in Zabeel Park, Mall of the Emirates, Marina Mall in Abu Dhabi, Al Majaz

in Sharjah, Fujairah City Centre, and Al Manar Mall in Ras Al Khaimah.

Visitors who opened the doors were greeted by interactive screens with engaging audio-visual culture-based activities, and won prizes for participating in activities showcasing their familiarity with the UAE. This was a way for citizens and residents alike to celebrate the UAE's traditions and culture in a contemporary format, in situations where they least expected it. Cameras recorded the joy and surprise of participants who opened the doors, which we released in the form of a video ahead of National Day.

To boost interaction even further, we opened up a social media competition in which we asked people to share stories of how the UAE became their home. Participants were asked to share their stories through a creative format of their choice, including videos, poems and drawings. This was also supplemented by activities for our staff in our office locations and in our flagship retail outlets.

To date, the video has received over 3.4 million views on YouTube alone, close to 45,000 interactions on our social media channels, and 2,460 participants. The positive social media sentiment also translated into a strong emotional power score, thus contributing to the overall positive perception of our brand.

❝ We are thrilled to showcase why #UAEisHome to the multinationalities that have fallen in love, started families and built their lives right here in the UAE. ❞

Hala Badri
Executive Vice President
Brand and Communications

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6. **Our achievements**

Our dedication to delivering excellence led us to win a number of awards during 2015.

Sustainability achievements

- Awarded the H.H. Sheikh Mohammed Bin Rashid Al Maktoum Business Excellence Award (MRM Business Excellence Award), the highest level of recognition for business excellence in the UAE
- Received the Gallup Great Workplace 2015 Award for the second consecutive year
- Won Best Customer Experience Measurement and Best Customer Journey Maps at the fifth annual Service Olympian Awards
- Presentation of two prestigious awards at the 2nd Middle East Call Centre Summit – Best In Class Call Centre and Best Use of Call Centre Technology as recognition of our continued commitment to delivering the highest quality customer service
- Adjudged as the Best Operator for TV & Media Services at the Telecom Review Summit
- Presented with the Best Enterprise Service award for our Business Roaming Packs at the Telecoms World Awards 2015
- Received top honours at ASBU BroadcastPro Selevision Awards for du View
- Presented with the award for Best Cloud Infrastructure Provider for Datamena at Telecom Review Excellence Award 2015
- Won two Silver awards - Best Strategic/ Creative Development of a New Brand and Best Visual Identity from the Technology, Media & Telecommunications Sector for Datamena at the 2015 Transform Awards
- Presented with the Best in Class award at HP Protect 2015, HP's 11th annual security user conference

- Received top prize in the Innovation in promoting, encouraging and empowerment of UAE citizens category in recognition of our Fujairah call centre at the fourth UAE Ideas Conference & Awards
- Awarded the Dubai Chamber CSR Label for the third time, in recognition of our commitment towards embedding sustainability within the business
- Awarded Tbreak's coveted Best Tech Social Media Award, for the second consecutive year
- Received Legal Team of the Year accolade at the Middle East Legal Awards 2015
- Presented with Gold in the Event/Experience of the Year for our annual staff gathering at the WOW Awards Asia 2015

Creativity accolades for du Tuesday

Our du Tuesday campaign has made us the most internationally awarded commercial brand from the UAE and the Middle East.

- Presented with a Yellow Pencil (Gold) at the D&AD 2015, the most prestigious among advertising awards and marking this as the first top prize presented to an Arab company. We won seven Pencils in total, including one Graphite (Silver) and five Wooden (Bronze) Pencils
- Awarded several top prizes at the New York Festivals International Advertising Awards 2015 including one Gold in the Film category, two Golds and one Silver in the Film Craft category

- Awarded with a Black Cube, two Gold and two Silver trophies at the Art Directors' Club of New York (ADC)
- Presented with a Bronze in the Film Craft category at the Cannes Lions
- Won two Gold, Four Silver and One Bronze Award at the Dubai Lynx 2015
- Given the Merit Award at the One Show 2015

Certification

- First company globally to earn the Underwriters Laboratories (UL) Building Indoor Air Quality (IAQ) Certification assuring exceptional indoor air quality for all our office buildings
- Quality Management System Standards ISO 9001:2008 certification for our Regulatory and External Affairs team

Other mentions

- Featured in KPMG's thought leadership report 'The value of reporting: Highlighting sustainability awareness in the UAE and Oman'
- Honoured as pioneer in Geographic Information Systems at GISWORX 2015
- Our Security Incident Response Team (SIRT), responsible for managing cyber-attacks and security incidents, became a member of the prestigious Forum of Incident Response and Security Teams (FIRST) community

7. **GRI content index**

This report has been prepared in accordance with the Comprehensive level requirements in the G4's reporting standards as defined by the Global Reporting Initiative (GRI). This report has also undergone the Materiality Disclosures Service by GRI.

GRI Content Index for 'In accordance' – Comprehensive
General Standard Disclosures

General Standard Disclosure	Definition	UNGC Principle	Page reference (or direct response)	External assurance reference
Strategy and Analysis				
G4-1	Statement from the CEO or Chairman	Statement of Continuing Support	● 4, 5	–
G4-2	Key impacts, risks and opportunities		● 15	Our Approach - Risk Management and Business Continuity (ISO 31000:2009) 15
Organisational Profile				
G4-3	Organisation's name	No Specific COP Requirement	● Emirates Integrated Telecommunication Company PJSC	Our Approach - Financial Performance (PwC audit report) 14-15
G4-4	Primary brands, products, and services		● 7	
G4-5	Location of the organisation's headquarters		● 7	
G4-6	Countries of major operation		● 7	
G4-7	Nature of ownership and legal form		● 15	
G4-8	Markets served		● 7	
G4-9	Scale of the organisation		● 7	
G4-10	Total number of employees		● 7	–
G4-11	Percentage of total employees covered by collective bargaining agreements		○ N/A - Trade unions are prohibited in the UAE	–
G4-12	Organisation's supply chain		● 46-47	–
G4-13	Significant changes during the reporting period		● 8	
G4-14	Implementation of the precautionary approach		● 15	
G4-15	Endorsement of external economic, environmental and social charters and initiatives		● 7	
G4-16	Memberships in national/international associations		● 7	
Identified Material Aspects and Boundaries				
G4-17	Entities included in the organisation's consolidated financial statements	No Specific COP Requirement	● All entities in our Financial Report are covered by our Sustainability Report.	Our Approach - Financial Performance (PwC audit report) 14-15
G4-18	Process for defining the report content and the aspect boundaries		● 8	–
G4-19	Material aspects identified in the process for defining report content		● 8	–
G4-20	Aspect boundary within the organisation		● 12	–
G4-21	Aspect boundary outside the organisation		● 12	–
G4-22	Effect and reasons of any restatements of information provided in previous reports		● No restatements of information	–
G4-23	Significant changes from previous reporting periods in the scope and aspect boundaries		● 8	–

GRI Content Index for 'In accordance' – Comprehensive
General Standard Disclosures

Table key ● Reported ◑ Partially reported ○ Not reported

General Standard Disclosure	Definition	UNGC Principle	Page reference (or direct response)	External assurance reference
Stakeholder Engagement				
G4-24	Organisation's stakeholder groups	No Specific COP Requirement	● 9, 10	–
G4-25	Identification and selection of stakeholders		● 8	–
G4-26	Approach to stakeholder engagement, including frequency		● 9, 10	–
G4-27	Key topics/concerns raised through stakeholder engagement, and organisational response		● 9, 10	–
Report Profile				
G4-28	Reporting period	Sphere of influence	● 01 Jan 2015 - 31 Dec 2015	–
G4-29	Date of most recent previous report		● 01 Jan 2014 - 31 Dec 2014	–
G4-30	Reporting cycle		● Annual	–
G4-31	Contact point for questions regarding the report		● csr@du.ae	–
G4-32	Chosen 'in accordance' option including reference to the GRI Content Index and the External Assurance Report		● GRI G4 Comprehensive	–
G4-33	Organisation's policy and practice with regard to seeking external assurance		● A number of our performance indicators have been externally assured. The assurance statements can be found on our website with the relevant report. Our technical functions have also been certified by relevant external bodies.	–
Governance				
G4-34	Organisation's governance structure	Principles 1-10	● 16, 17	Corporate Governance (Corporate Governance report) 16-17
G4-35	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees		● 16, 17	
G4-36	Executive-level position with responsibility for economic, environmental and social topics		● 16, 17	
G4-37	Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics		● Corporate Governance Report (on our website)	
G4-38	Composition of the highest governance body and its committees		● 16, 17	
G4-39	Independence of the Supervisory Board Chairman		● 16, 17	
G4-40	Nomination and selection processes for the highest governance body and its committees		● 16, 17	
G4-41	Processes for the highest governance body to ensure conflicts of interest are avoided		● Corporate Governance Report (on our website)	
G4-42	Highest governance body's and senior executives' roles in the development, approval, and updating of the organisation's value or mission statements, strategies, policies, and goals		● Corporate Governance Report (on our website)	
G4-43	Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.		● 16, 17	

GRI Content Index for 'In accordance' – Comprehensive
General Standard Disclosures

Table key ● Reported ◑ Partially reported ○ Not reported

General Standard Disclosure	Definition	UNGC Principle	Page reference (or direct response)	External assurance reference
Governance				
G4-44	Processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics	Principles 1-10	● 16, 17	Corporate Governance (Corporate Governance report) 16-17
G4-45	Highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities		● 16, 17	
G4-46	Highest governance body's role in reviewing the effectiveness of the organisation's risk management processes for economic, environmental and social topics		● 16, 17	
G4-47	Frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities		● 16, 17	
G4-48	Highest committee or position that formally reviews and approves the organisation's sustainability report and ensures that all material Aspects are covered		● 16, 17	
G4-49	Process for communicating critical concerns to the highest governance body		● 16, 17	
G4-50	Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them		● Corporate Governance Report (on our website)	
G4-51	Remuneration policies for the highest governance body and senior executives		● Corporate Governance Report (on our website)	
G4-52	Process for determining remuneration		● Corporate Governance Report (on our website)	
G4-53	Seeking stakeholders' views regarding remuneration		● Corporate Governance Report (on our website)	
G4-54	Ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees		○ N/A - Confidentiality constraints	–
G4-55	Ratio of percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees		○ N/A - Confidentiality constraints	–
Ethics and Integrity				
G4-56	Organization's codes of conduct and codes of ethics	Principles 1-10	● 8	–
G4-57	Internal and external mechanisms for seeking advice on ethical and lawful behavior		● 8	
G4-58	Internal and external mechanisms for reporting concerns about unethical or unlawful behavior		● 8	

GRI Content Index for 'In Accordance' – Comprehensive
Specific Standard Disclosures

Table key ● Reported ◐ Partially reported ○ Not reported

Material Aspects	DMA and Indicators definition	UNGC Principle	Page reference (or direct response in case of omission)	External Assurance
Economic				
Economic Perfor-mance	G4-DMA: Generic Disclosures on Management Approach	Principle 7	● 14, 15	Our approach - Our financial performance (PwC audit report) 14-15
	G4-EC1: Direct economic value generated and distributed	–	● 14, 15	
	G4-EC2: Financial and other implications of climate change	Principle 7	● 43	–
	G4-EC3: Coverage of the organisation's benefit plan obligations	–	● 19	–
	G4-EC4: Financial assistance received from government	–	● 14, 15	Our approach - Our financial performance (PwC audit report) 14-15
Market Presence	G4-DMA: Generic Disclosures on Management Approach	Principles 1 & 6	● 21	–
	G4-EC5: Ratios of standard entry level wage by gender compared to local minimum wage	Principle 1	○ N/A - Confidentiality constraints	–
	G4-EC6: Proportion of senior management hired from the local community	Principle 6	● 21	–
Procure-ment Practices	G4-DMA: Generic Disclosures on Management Approach	–	● 46, 47	–
	G4-EC9: Proportion of spending on local suppliers	–	● 46, 47	–
Environmental				
Materials	G4-DMA: Generic Disclosures on Management Approach	Principles 8 & 9	● 44, 45	–
	G4-EN1: Materials used by weight or volume	Principle 8	● 44, 45	–
	G4-EN2: Percentage of materials used that are recycled input materials	Principles 8 & 9	● 44, 45	–
Energy	G4-DMA: Generic Disclosures on Management Approach	Principles 8 & 9	● 43	–
	G4-EN3: Energy consumption within the organisation	Principle 8	● 43	–
	G4-EN4: Energy consumption outside of the organisation	–	● 43	–
	G4-EN5: Energy intensity	–	● 43	–
	G4-EN6: Reduction of energy consumption	Principles 8 & 9	● 43	–
	G4-EN7: Reductions in energy requirements of products and services	Principles 8 & 9	● 43	–

GRI index and Materiality Disclosures Service

GRI Content Index for 'In Accordance' – Comprehensive
Specific Standard Disclosures

Table key   ● Reported   ◑ Partially reported   ○ Not reported

Material Aspects	DMA and Indicators definition	UNGC Principle	Page reference (or direct response in case of omission)	External Assurance
Environmental				
Emissions	G4-DMA: Generic Disclosures on Management Approach	Principles 7, 8 & 9	● 43, 44	–
	G4-EN15: Direct greenhouse gas (GHG) emissions (Scope 1)	Principle 8	● 43, 44	–
	G-4EN16: Energy indirect greenhouse gas (GHG) emissions (Scope 2)	Principle 8	● 43, 44	–
	G-4EN17: Other indirect greenhouse gas (GHG) emissions (Scope 3)	Principle 8	● 43, 44	–
	G-4EN18: Greenhouse gas (GHG) emissions intensity	–	● 43, 44	–
	G-4EN19: Reduction of greenhouse gas (GHG) emissions	Principles 7, 8 & 9	● 43, 44	–
	G-4EN20: Emissions of ozone-depleting substances (ODS)	Principle 8	● 43, 44	–
	G-4EN21: NOX, SOX, and other significant air emissions	Principle 8	● 43, 44	–
Effluents and Waste	G4-DMA: Generic Disclosures on Management Approach	Principle 8	● 44, 45	–
	G-4EN22: Total water discharge by quality and destination	Principle 8	○ N/A - This is managed by the local water authorities	–
	G-4EN23: Total weight of waste by type and disposal method	Principle 8	● 44, 45	–
	G-4EN24: Total number and volume of significant spills	Principle 8	● 44, 45	–
	G-4EN25: Weight of transported, imported, exported, or treated hazardous waste	Principle 8	● 44, 45	–
	G-4EN26: Water bodies and related habitats significantly affected by the organisation›s water discharge	Principle 8	○ N/A - This is managed by the local water authorities	–
Supplier Environmental Assessment	G-4DMA: Generic Disclosures on Management Approach	–	● 46, 47	–
	G-4EN32: Percentage of new suppliers screened using environmental criteria	–	● 46, 47	–
	G-4EN33: Significant negative environmental impacts in the supply chain and actions taken	–	● 46, 47	–

GRI Content Index for 'In Accordance' – Comprehensive
Specific Standard Disclosures

Table key ● Reported   ◑ Partially reported   ○ Not reported

Material Aspects	DMA and Indicators definition	UNGC Principle	Page reference (or direct response in case of omission)	External Assurance
Social - Labor Practices and Decent Work				
Employ-ment	G4-DMA: Generic Disclosures on Management Approach	Principle 6	● 21, 26	–
	G4-LA1: Total number and rates of new employee hires and employee turnover	Principle 6	● 26	–
	G4-LA2: Benefits provided to full-time employees that are not provided to temporary employees	–	● 19	–
	G4-LA3: Return to work and retention rates after parental leave, by gender	–	● 26	–
Occupa-tional Health and Safety	G4-DMA: Generic Disclosures on Management Approach	Principle 1	● 28, 29	–
	G4-LA5: Percentage of workforce represented in joint management-worker health and safety committees	Principle 1	● N/A - We do not have any joint manager-worker committees	–
	G4-LA6: Injuries, occupational diseases, lost days, absenteeism, and work-related fatalities	Principle 1	● 28, 29	–
	G4-LA7: Workers with high incidence or high risk of diseases related to their occupation	Principle 1	● 28, 29	–
	G4-LA8: Health and safety topics covered in formal agreements with trade unions	Principle 1	● N/A - Trade unions are prohibited in the UAE	–
Training and Edu-caton	G4-DMA: Generic Disclosures on Management Approach	–	● 27, 28	–
	G4-LA9: Average hours of training per year per employee by gender, and by employee category	–	● 27, 28	–
	G4-LA10: Skills management and lifelong learning programmes to support employees	–	● 27, 28	–
	G4-LA11: Percentage of employees receiving regular performance and career development reviews	–	● 27, 28	–
Diversity and Equal Opportu-nity	G4-DMA: Generic Disclosures on Management Approach	Principle 1 & 6	● 26	–
	G4-LA12: Composition of governance bodies and breakdown of employees per category	Principle 1 & 6	● 26	–
Labour Practices Grievance Mecha-nisms	G4-DMA: Generic Disclosures on Management Approach	–	● 25	–
	G4-LA16: Labor practices grievances filed, addressed, and resolved through formal grievance mechanisms	–	● 25	–

GRI index and Materiality Disclosures Service

GRI Content Index for 'In Accordance' – Comprehensive
Specific Standard Disclosures

Table key ● Reported ◐ Partially reported ○ Not reported

Material Aspects	DMA and Indicators definition	UNGC Principle	Page reference (or direct response in case of omission)	External Assurance
Social - Society				
Local Communities	G-4DMA: Generic Disclosures on Management Approach	–	● 50, 55	–
	G-4SO1: Operations with local community engagement, impact assessments, and development programs	–	● 50, 55	–
	G-4SO2: Operations with significant negative impacts on local communities	–	● 50, 55	–
Social - Product Responsibility				
Customer Health and Safety	G4-DMA: Generic Disclosures on Management Approach	Principle 1	● 46	–
	G-4PR1: Percentage of products and services for which health and safety impacts are assessed	Principle 1	● 46	–
	G-4PR2: Incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services	Principle 1	● 46	–
Marketing Communications	G-4DMA: Generic Disclosures on Management Approach	Principle 1	● 39	–
	G-4PR6: Sale of banned or disputed products	–	● 39	–
	G-4PR7: Incidents of non-compliance with regulations and voluntary codes concerning marketing communications	–	● 39	–
Product and service labelling	G-4DMA: Generic Disclosures on Management Approach	–	● 45	–
	G-4PR3: Type of product and service information required by the organisation›s procedures for product and service information and labeling, and percentage of significant products and service categories subject to such information requirements	Principle 8	● 45	–
	G-4PR4: Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	Principle 8	● 39	–
	G-4PR5: Results of surveys measuring customer satisfaction	–	● 33	–
Customer Privacy	G-4DMA: Generic Disclosures on Management Approach	Principle 1	● 33	Our Approach - Risk management and Business Continuity (ISO 27001:2005) 15
	G-4PR8: Substantiated complaints regarding breaches of customer privacy and losses of customer data	Principle 1	○ N/A - Confidentiality constraints	

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