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add life to life

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Sustainable Development Report 2011

Contents

About our first Sustainable Development Report

This report describes our approach to sustainable development in a growing telecoms company. The scope of the information and data described cover operations in the United Arab Emirates (UAE) and abroad: 41 retail outlets, two office buildings and five Customer Care centres: two in the UAE and one each in Jordan, Egypt and India. Our reporting doesn't include any joint venture operations or activities of partner organisations. All information in this report is subject to internal data management systems and controls. The data in the report covers the financial year January to December 2010. Information and data from 2006 to 2011 are also included. All financial data is as reported in our 2010 Annual Report. All data extracted or referenced from our 2010 Annual Report has been audited. We didn't seek external independent assurance for this first report, but we did include an external review statement. We have reviewed assurance options for our 2012 Sustainable Development Report. We follow the Global Reporting Initiative (GRI) Sustainable Development Reporting Guidelines (Version 3.1) and present our report in accordance with the principles of the UN Global Compact.

Who we are:
Vision, mission and values

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Our vision
To enhance your life; any time, 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 positioning
For the most diverse, active and mobile people on the planet, du is the UAE's relentless pioneer of creative communications services at the best price, helping them stay involved with what matters in their lives.

Our brand promise
Add life to life.

Our brand values
Confident: We take responsibility and have the courage to trust our judgement.
Friendly: We relate to everyone in a human way, by being approachable, respectful and compassionate.
Honest: The basis of any successful relationship is trust, and that starts with the simple and straightforward truth.
Surprising: We find new, different and better ways of doing things, no matter how small.

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We connect the UAE and offer high quality, innovative yet affordable products and choice.

Some key facts about us:

- A five year old business that's expanding rapidly.
- Listed on the Dubai Financial Market since April 2006, with current market capitalisation of over AED 3.75 billion.
- A retail network of 41 shops across the UAE, 3000 authorised dealers.

- Pay by the Second billing for mobile users: it's easy to manage and fair.
- One World Plan: a single, affordable flat rate for international calls to over 190 destinations.

We opened for business in 2007 and now offer mobile and fixed telephony, broadband connectivity and IPTV services to individuals, homes and businesses. We also provide carrier services for businesses and satellite up/downlink services for TV broadcasters. We offer choice and value while we continue to deploy state-of-the art technology to keep enhancing our services.

By October 2011 over 5 million people and over 40,000 businesses had chose to use our services and become our customers.

As a rapidly growing business we have over 2,000 people working to enhance and expand our bouquet of service offerings. Our people come from over 60 countries; we mirror the rich cultural diversity of our nation, while being able to serve our customers in a variety of languages.

Over 50% of our senior management team and customer-facing staff are UAE nationals, and we remain committed to providing fulfilling career opportunities for quality talent in a cosmopolitan working environment.

Why we are reporting

Each day we take into account the expectations of our shareholders and the value we can add to our community. We contribute to economic development while improving the quality of life of our workforce, their families and society at large. Our slogan, 'add life to life' exemplifies our dedication to this. We will adapt all of our practices to ensure we operate in a way that exceeds the public expectations of a business. As we're operating in a newly-regulated market, we endeavour to lead by example and help introduce the concept of active corporate responsibility in the UAE and the Gulf region.

We'll be issuing an annual Sustainable Development Report to demonstrate these commitments and to monitor our performance over time, with respect to relevant laws, norms, standards and voluntary initiatives.

Materiality

Materiality matrix

We work with regulators and the government to shape policy and legislation on sustainable development issues.

Through regular surveys, bulletins and meetings, we take note of employee issues. And we work closely with our external business partners to ensure they meet our high standards.

Our stakeholders

- Employees
- Investors
- Chairman & BOD
- Customers
- TRA

- Other regulators/ control bodies: SCA, DFM
- Government
- Main business partners
- Media

- Community
- International ICT organisations

Materiality session with our Board of Directors and department heads, 2011

Our sustainable development reporting is focused on the issues that will influence our decisions, actions and performance. We mapped these issues and assessed their relative importance with due regard to our stakeholders and the financial or reputational impacts on our business. We acknowledge that the importance of these changes over time: our mapping and analysis took place in August 2011. Concerns that are priorities to our business and our stakeholders form the focus of our reporting, supported by detailed performance information, while issues of lower importance to our business and/or our stakeholders are covered using more limited information.

Who are our stakeholders?
How do we communicate with them?

We affect each other. Talking and listening to stakeholders is at the heart of what we do, every day. So we want to understand the views of people we affect and explain how we're tackling the issues that matter to them and to us. We aim to respond to the feedback from stakeholders. And we incorporate these views in how we manage sustainable development issues.

Talking with investors and customers is part of our everyday business and we communicate with them through our retail outlets, contact centres, online social media platforms and customer research. We interact with people who live near our network operations.

International engagement

We work with the following groups to ensure impacts and issues are understood, and to influence policies, legislation, regulations and initiatives impacting our sector in advance:

- Regional governmental bodies such as the Arab Telecom Ministers Council and the GCC Telecom Ministers Council.
- Global socio-economic organisations such as the UN International Telecommunication Union (ITU), World Economic Forum (WEF) and the Internet Corporation for Assigned Names and Numbers (ICANN).
- Regional industry consortia such as the Arab Information and Communication Technologies Organization (AICTO) and the South Asia-Middle East-North Africa (SAMENA) Telecommunications Council.
- Global business and industry associations such as the GSM Association.
- International government agencies such as UAE embassies and foreign embassies in the UAE.

Chairman's message

Ahmad Bin Byat
Chairman

There's something endlessly invigorating about being involved in an enterprise that's as exciting as du. Forever evolving, much like the country we're so proud to call home, our company has proven itself capable of going beyond expectations. We're making good on our promise of enriching and enhancing your telecommunications experience, and we're giving back to the communities who have supported us in all we have done to date.

We've grown into an integral part of the UAE's flourishing society, and it's been our pleasure to be able to offer our customers the best services at the best prices, but we wouldn't be able to do it without the multi-cultural team that makes up our corporate family. I'm pleased to say that our workforce is made up of some of the most talented individuals that the UAE has to offer and it is their dedication to making our company the very best, that has driven us forward to such a premier position.

We're proud of our past, but we're also excited about the future, and the opportunities we see to align our products and services with the needs of society. We've established a reputation for behaving in a responsible, ethical and transparent way. The sustainable development of our business depends on having the foresight to tackle the important issues; human rights, ethics, climate change and respect for the community, to ensure we can continue to serve our customers for generations to come.

We're at the start of a journey on sustainable development. This is a journey that we must take together, with our employees, our customers, our suppliers, our local communities; everyone who is touched by our business. I believe that our approach to doing business, our commitment to communications and our transparency can build and sustain the trust that is necessary to bring people along with us on our journey.

If we succeed on our sustainable development programme, we will generate new revenue streams for the business through increased revenues, lower costs, increased customer loyalty and most of all, the respect of society as a responsible company that 'adds life to life'.

CEO's review

Osman Sultan
Chief Executive Officer

Success means happy customers and satisfied employees, being effective in serving wider needs and being competitive in serving business needs. Success means a positive impact on the country in which we operate, our region and our planet. We are steadily achieving successes such as these. We are passionate about challenging ourselves to improve our business, our services and our colleagues. And in order to make a difference, you have to start from within.

Our employees are the engine that drives our company. Our excellent results have only been achievable due to the quality, commitment and enthusiasm of our staff. We are fulfilling our commitment to provide a healthy working atmosphere for our colleagues. We are, for example, the first UAE company in the telecoms sector to provide an on-site employee health clinic. And we are on a journey to being an 'employer of choice' for UAE talent. Our employee engagement has improved since 2009, placing us near the top quartile of companies worldwide. Our Emiratisation programme (see p14) has delivered strong results. Of the total workforce, 23% are Emiratis, of which one in three is an executive manager.

We are working to operate to the highest levels of environmental performance, starting with small gestures such as online billing, to piloting intelligent energy management in our base station sites, which will be installed at 100 similar sites by the end of 2011, achieving fuel savings of more than 50%. And we have a new solar-powered base station on Sir Bu Nair Island; we'll be doing more of this at similar sites. We participate in programmes such as Dubai Municipality's Clean Up the World initiative, the World Wide Fund for Earth Hour and the United Nations Environment Programme's World Environment Day.

Our contribution to the development of our nation and its vibrant cultural heritage is vital for us. We run campaigns to encourage the correct use of Arabic, such as our work with Kalimat Publishing. Our 'Life of the Emirates' television series brings to life our illustrious history and traditions. We run campaigns through the holy month of Ramadan to encourage the spirit of this all-important time in the Islamic calendar. And to help develop our nation's youth we recently set up a 'Life Skills' course, which offers final year Emirati students the chance to hone skills needed for life at work in their future careers.

Last, but by no means least, we have our dedication to our customers. We deliver quality mobile, fixed line, internet and television services that are fully compliant with the UAE's regulatory requirements. We pride ourselves on the innovative communications packages to suit the entire range of the UAE's varied populace. Not only do we offer competitive prepaid and postpaid mobile options, but we developed the Alo SIM card, specifically tailored to the needs of expatriate labourers. We are also working with the Ministry of Social Affairs and Telecommunications Regulatory Authority and British Telecom, to extend our services to those customers with speech impediments.

It is impossible to include the entirety of our efforts towards sustainable development in one simple communication, as it is a hugely diversified project that is constantly evolving. We have undertaken a formal internal process to select what this report covers, which included a dedicated session with the Board of Directors and executive management. Our report shows how we operate to the principles of the United Nations Global Compact, to which we have been a signatory since 2008. As a company, we are steadfast supporters of all initiatives that will lead to the betterment of our community, our country and our planet. As individuals, we are eco-aware, and doing our bit to ensure a cleaner, greener, better world for now and the future.

The way we work

Governance

Corporate governance is the set of processes, customs, policies, laws and institutions affecting the way a corporation is directed, administered or controlled. The role of corporate governance has seen strong development in our organisation since start-up in 2006. As we grow, the role of corporate governance must also grow so that the interests of the various stakeholders involved are aligned with the new levels of responsibility and accountability we will continue to face.

What does this mean in practice? Governance begins with an autonomous, committed and engaged Board of Directors. They enforce a strict code of business ethics and compliance standards. The Chief Executive Officer (CEO) has ultimate accountability for our sustainable development performance. Along with the executive management team, the Board defines our business objectives, which in turn align with the nation's growth strategy.

Did you know that the way we govern exceeds what's recommended by the Dubai Financial Market, ESCA (Emirates Securities and Commodities Authority) and international best practice? We want our level of transparency and disclosure to the market to be the best in the region. The Board, chaired by Ahmad Bin Byat, meets once every two months in line with ESCA requirements. In 2010, the Board of Directors met seven times during the year, exceeding the minimum ESCA requirement. In line with best practice, the roles of Chairman and CEO are separate, with a clear division of responsibilities. The Board, holding overall responsibility for our sustainable development performance, receives a formal update on sustainable development each year.

We commit to bringing sustainable development performance indicators to the heart of our balanced scorecard and we're assessing the best way to create a formal senior management body to guide our future sustainable development target-setting. We have set up policies, recommended by the ESCA, on Corporate Social Responsibility (available on our website), Share Dealing, Related Party Transactions, Whistle-Blowing, and Anti-Harassment & Bullying.

In 2010, we were highly commended in the S&P/Hawkamah regional corporate governance rating. We were rated fifth in the region, and we scored highly for our approach to risk management and environmental improvement with a recommendation that we improve our sustainable development communications.

Risk factors

Our internal audit and risk management teams specialise in recognising new risks and managing existing ones. Our executive management team regularly reviews the company's Risk Register for potential risks and mitigation action plans. Our enterprise risk management framework is consistent with international best practice. A number of corporate risks relate to sustainable development, such as business continuity, compliance with international standards, anti-corruption, security or operational risk.

Our systems consider risks relating to all stakeholders and act like a radar, alerting us to those which are imminent.

## Executing our strategy: the Balanced Scorecard

Our strategic priorities are shown as 14 Strategic Objectives over four layers of the Balanced Scorecard (BSC). The Objectives are grouped into three themes. The CEO communicates a review of progress on the BSC to all staff annually. We're reviewing how to embed sustainable development priorities such as energy management into the overall corporate scorecard.

The Balanced Scorecard (BSC) is the mechanism by which we execute our strategy. Each Theme contains Strategic Objectives that have actions attached to help us reach our goals and realise our corporate vision. The themes that we focused on in 2011 are:

1. Enrich customer experience
2. Improve profitability and productivity
3. Create a high performance organisation

The 14 Strategic Objectives were defined across the four layers of the BSC (Financial, Customer, Operations/Processes, and Growth and Learning). Key Performance Indicators (KPIs) are used to track performance against the Objectives. Target-setting is then carried out. We have cascaded the BSC throughout our company and performance is reviewed on a monthly basis. The Performance Appraisal System used to assess staff performance is directly linked to the Balanced Scorecard and the achievement of our 14 Strategic Objectives.

Strategic themes and objectives 2011
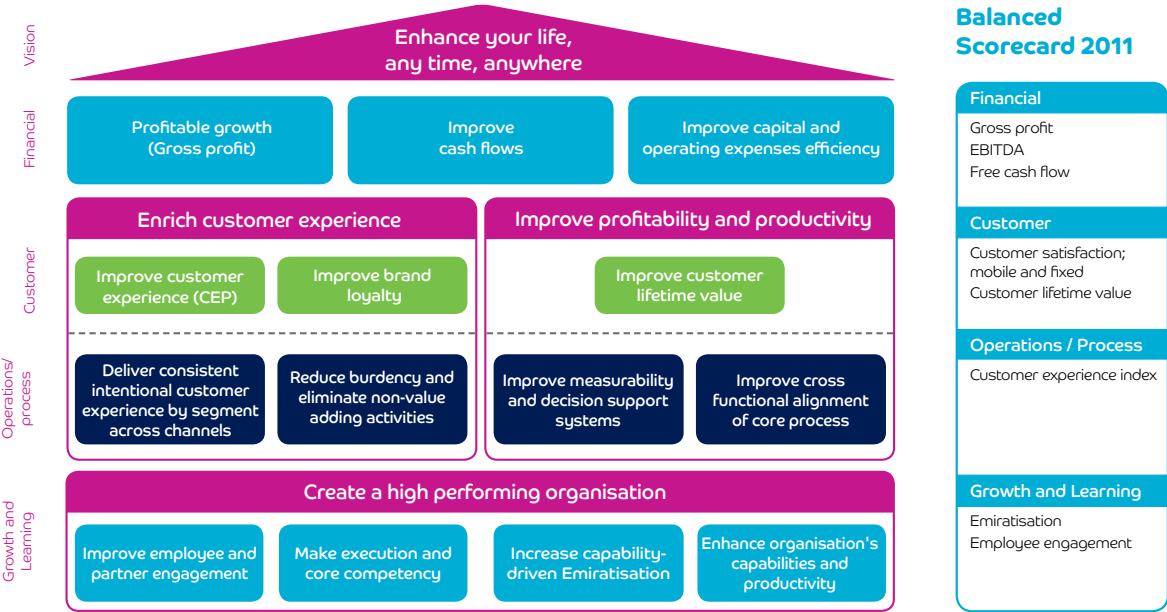
## Privacy and security (data protection)

Customers' privacy and security is paramount to us. In fact, we regularly win awards for the diligence with which we protect our customers. When we launch a new product, we test it to ensure it provides a secure experience for our customers. Day-to-day, data is well protected and traceable. If you're worried about data protection, take note of the following:

- Our Customer Protection Centre team monitors and helps prevent any attacks or malicious activity affecting customer data.
- Our Security Monitoring Centre helps us prevent fraud.
- Our Security Incident Response Team is responsible for technical security on our network, reacting quickly to any instances of revenue fraud, abuse or spam.
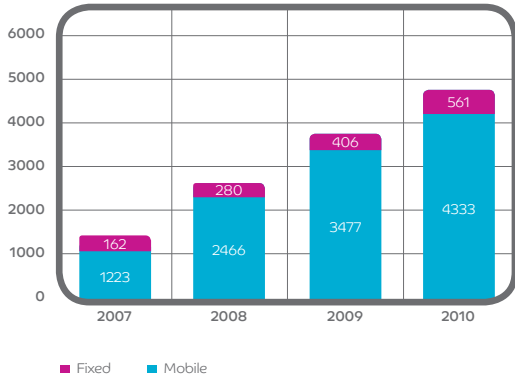
Our financial performance

Revenue growth (AED million)
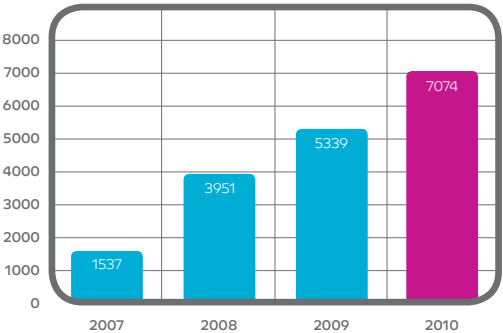
Mobile and fixed subscriber growth (Thousands)

In the 4 years to 2010 since we started operations, we have **grown** from:
AED 1.5 billion revenues in 2007 to **AED 7.1 billion** revenue in 2010.

This equates to:
a cumulated annual **growth** of **68%**, one of the highest levels for the telecoms sector in the entire region.

In 2010 we achieved:
our highest ever EBITDA of **AED 2 billion** and
an increase of **132%** in net profit before royalties of **AED 1,226 million** from AED 528 million in 2009.

In 2010, the number of new mobile subscribers joining us was:
856,000, taking our mobile base to over 4.3 million subscribers.
By the end of 2010, we held a market share for the mobile market in the UAE of:
over **40%**, according to figures released by the Telecommunications Regulatory Authority (TRA).

Net revenues for our fixed line business, including fixed telephony, TV and broadband **grew** by:
23% year on year to **AED 1,146 million** for the year 2010 compared to AED 932 million in 2009.

For our shareholders, underlying earnings per share **increased** by:
85% to **AED 0.24** in 2010 compared to AED 0.13 in 2009.

In summary, Emirates Integrated Telecommunications Company PJSC ('du') financial results for the year 2010 showed record revenues and strong customer additions. The company also finished the year with free cash flow positive status for the first time since its inception (AED 33 million as at the end of 2010), a major milestone in our development.

Our ownership structure

du is 39.5 percent owned by Emirates Investment Authority, 19.75 percent by Mubadala Development Company PJSC, 19.5 percent by Emirates Communications and Technology LLC and the remaining stake by public shareholders. It is listed on the Dubai Financial Market (DFM) and trades under the name 'du'.

Business continuity

The UAE's National Crisis and Emergency Management Authority requires that telecommunication services are not cut off unintentionally. New requirements for all telecoms companies aim to ensure levels of service are maintained in the event of a national crisis. We have a responsibility to provide resilient and rapid support to certain civil services. We aim to be fully compliant with these new regulations by December 2011.

Responding to increasing demand

As part of our long term investment plan, we decided to build a new customer contact centre this year in Fujairah which is fully managed and operated by UAE nationals and initiated another in Jordan to support our existing call centres in the UAE and Egypt. This strategy enables us to cope with peaks in demand. We enjoy a reputation for good levels of service, in part due to our investment in localised networks and immediate access to support through our call centres. Our relationship with customers is of the highest importance, and we'll continue to invest in new capacity and improvements to customer service.

Our Corporate Social Responsibility policy

Our Corporate Social Responsibility (CSR) policy aims to deliver our commitment to sustainable development with integrity. It covers all elements of our approach to sustainable development including an objective to achieve alignment with ISO26000 in the near future. Our approach to CSR shows how we work with businesses, communities and governments to help advance the economic, environmental and social well-being of the UAE. We believe the benefits of engaging in CSR and sustainable development are:

- Improved financial performance, reduced costs, improved profitability.
- Reduced risk exposure.
- New products, innovation and new markets.
- Better recruitment and retention performance.
- Enhanced corporate reputation.
- Improved government relations.
- Reduced regulatory pressure.

Sustainable development in focus

Mobile phones can help save natural resources

What if we could channel the technology we use in our business to combat environmental degradation and climate change? Facing up to energy-environment challenges means some game changing: it means taking a careful look at how efficiently we all use energy. Information and communication technologies (ICT) and the internet are part of the problem but they're also a crucial part of the solution. As a global society, if we can change the way we use technology, we could potentially reduce annual man-made global emissions by 15% by 2020 and deliver energy efficiency savings to businesses worth over AED 2,300 billion.[1]

The biggest gains are in smarter power supply, buildings and transportation. In parallel, rising energy demands of ICT infrastructure need to be dealt with to lower the environmental impact of ICT products and services. Opportunities for ICTs in this challenge might include:

- **De-materialisation:** The substitution of energy-hungry products and services with 'low carbon' alternatives, e.g. replacing face-to-face meetings with video conferencing, or paper with ebilling, can help cut carbon emissions. Currently, the largest opportunity for de-materialisation (or virtualisation) is teleworking – where people work from home rather than commute to an office.

- **Smart grids and smart power systems:** in the energy sector can help improve energy distribution and energy use patterns. A 'smart grid' is a set of software and hardware tools that enables generators to distribute power more efficiently. This means fewer power stations are needed, fewer harmful emissions are produced and it puts the customer in control of their energy use. ICT is crucial to a smart grid. Smart products, such as intelligent electricity meters, allow consumers to track how much energy they use. This in turn helps the power company to better understand where

energy is being used. 'Demand management' systems automate the feedback process by allowing appliances such as refrigerators to reduce their load at peak times. Buildings equipped with solar energy can even act as a source of energy to the power grid when the demand is low. Such grid-connected systems generate electricity for your home or business, and revenue from the excess power fed back to the grid.

- **Smart logistics and transport:** Global goods transportation is growing rapidly as a result of globalisation and global economic growth. As fuel costs and taxes rise, the need to run more efficient logistics operations is increasingly important. ICT can improve the efficiency of logistics operations in a number of ways. These include software to improve the design of transport networks to allow the running of centralised distribution networks and to run management systems that can facilitate flexible home delivery services. Smart transportation systems are a powerful way of organising traffic more efficiently and reducing CO_2 emissions. In the future, we'll be able to predict traffic patterns and prevent jams before they even arise.

Smart homes

ICT has transformed the way we live, work, learn and play. And it will continue to do so. The term 'smart buildings' describes a suite of technologies used to make the design, construction and operation of buildings more efficient, that are applicable to both existing and new buildings. These might run heating and cooling systems according to occupants' needs, or software that switches off all PCs and monitors after everyone has gone home. ICT-based monitoring, feedback and optimisation tools can be used to reduce energy use at every stage of a building's life cycle, from design and construction

to use and demolition. Energy-modelling software can help architects determine how design influences energy use.

A completely networked home would integrate the devices, appliances and services found in homes so that the entire domestic living space can be controlled centrally or remotely. This kind of centralised management will allow our domestic appliances and services to communicate with each other and make decisions on our behalf such as selecting TV programmes, suggesting which groceries to buy, monitoring and managing energy consumption for optimum efficiency, controlling environmental conditions and delivering news and information to us wherever we are and whenever we need it. For example, in a truly smart home, your refrigerator would know what it contained and would be able to communicate that information to you. You might even be able to telephone your refrigerator or send it an email to find out what food to buy on the way home from work. But there's a flip side: the devices must be easy to control, as they themselves use energy. Mobile phone chargers continue to consume energy when left idle and plugged in: two-thirds of the energy used by chargers is wasted in this way. Some newer appliances, such as TV set-top boxes, have actually been designed to be left on to download updates as they become available. A second flip side is the electronic cabaret of personal gadgets that means obsolescence and electronic waste. Such waste requires complex and costly treatment.

The digital doctor: ICT and health

ICT plays an ever-increasing role in healthcare. Thanks to 'eHealth' doctors can access patients' medical records more easily, get immediate access to test results from the laboratory, and deliver prescriptions directly to pharmacists. The introduction of eHealth services is facilitating access to healthcare, whatever the geographical location, thanks to innovative telemedicine and personal health systems.

Mobile health is an area of eHealth providing health services and information via mobile technologies such as mobile phones. According to the World Health Organization (WHO) the use of mobile and wireless technologies to support the achievement of health objectives has the potential to transform the face of health service delivery across the globe. We already offer a number of mobile healthcare services (see p19).

SOS SMS: Touching lives through digital mobile campaigns:

- Our SMS to donate service lets mobile customers make charitable donations during Ramadan, in cooperation with the UAE Red Crescent.
- Somalia SMS campaign – so far we have given AED 2 million to "A'inouhum" and "Suqyahum" to fund emergency aid for Horn of Africa countries, and we facilitated a donation drive amongst staff and mobile customers: a further AED 751,000 was raised.
- We supported the nationwide, government driven humanitarian campaign Aid Them, which supported the people of Gaza with an SMS campaign. We managed to raise AED 263,000 through SMS and we doubled the sum collected. The campaign was run in conjunction with the UAE Red Crescent.
- Our broadcast services division has facilitated the free uplinking of Dubai's International Holy Qur'an Awards for the past 3 years.

[1] The Climate Group and the Global e-Sustainability Initiative (2008), SMART 2020: Enabling the low carbon economy in the information age.

Our people

Our people principles govern how we work

The first principle is respect and fair treatment – creating a sense of family, sharing any problem and celebrating success. Equal opportunities are as important. We foster a workplace free from harassment. Security and discretion are core in this super-competitive business. And your health and safety are as important to us as they are to you.

We want our employees to flourish and achieve their own professional goals through our process of performance management and appraisal.

Facts and figures

- Headcount: approximately 2,000 full time employees (permanent) in 2010.
- Top five nationalities are Emirati, Indian, Pakistani, Filipino, Jordanian (share of total workforce).
- No serious harm to employees or contractors at any operations under our control, 2006-2010.

Key issues

- Employee engagement
- Emiratisation
- Diversity
- Training and development
- Business integrity
- Safety and well-being
- Recruitment and retention
- Supply chain

Employee engagement
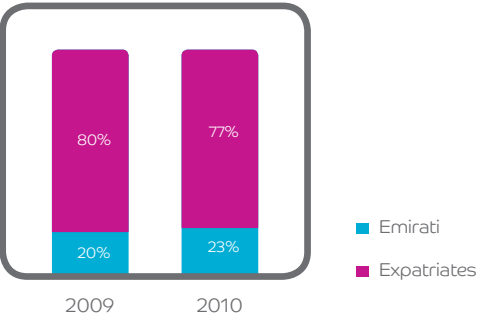
- Our "360º - Your Voice" survey is a primary tool to encourage engagement.
- Results of studies by Gallup have shown that our employee engagement improved over the past two years and is in the top quartile of regional companies.
- An impressive 91% of employees participated in the survey in 2010.
- Our Top 50 Managers on engagement ratings show as strong, correlation between high levels of engagement and high performance.
- The 'Best friend at work' question scored highly.
- We engage through a wide range of programmes, from coaching to focus groups, and from 'barrier assessment' to 'strength finder assessment'.
- We work continuously to further enhance engagement at each team level by focusing on team and individual needs as well as providing employee development programmes.

Executive Emiratisation

	2009	2010
Expatriates	67%	64%
Emirati	33%	36%
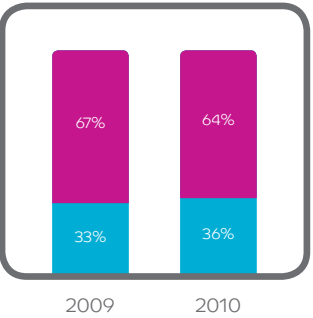
Overall employee Emiratisation

	2009	2010
Expatriates	80%	77%
Emirati	20%	23%

■ Emirati
■ Expatriates

Emiratisation

National skills development is at the heart of our commitment to society and we would like to position ourselves the telecoms industry's "Employer of Choice" for young Emiratis.

We have a formal 5 year strategy for focusing on current employee succession, recruitment and community support. To enable us to reach our strategic and operational targets we work closely with a number of private and government universities locally such as; higher colleges of technology, Zayed University, Khalifa University and the American University of Dubai.

Our ongoing Emiratisation programme has delivered tangible results; of the total workforce in 2010, 23% are Emirati (up from 20% in 2009), of which one in three managers in our executive team is a UAE National.

To maintain and develop our Emiratisation initiative, we've launched Masar: our national development career path program, enabling us to create successful and promising careers for all young Emirati talents, with classroom sessions, on the job training and other activities such as Al Multaqa (our networking platform that invites an inspirational guest speaker allowing for effective knowledge transfer) and our ongoing community support initiatives.

In 2011, we launched our UAE National Call Centre in Fujairah, creating an opportunity for employment across the Northern Emirates.

In 2011, we were acknowledged by HH Shaikh Mohamed Bin Rashed with the accolade of the Dubai Human Resources Appreciation Award.

We're also reaching private and government colleges and universities, enabling us to further fulfill our commitments to the community.

Summer Training Program: Every year we provide opportunities for UAE nationals students to work for 2 months in different departments.

Work Skills Program: Our UAE National Development team works with colleges and universities to offer students about to graduate with training to improve technical skills and personal development.

We're proud that almost 120 students have participated in 2010, and the target for 2012 is 200.

Work Experience and Internship: Young UAE Nationals can join us on short term projects. Our National Development team members keep in touch with all interns to guide their progress.

UAE national student interns

Year	Interns
2007	5
2008	7
2009	13
2010	15
2011	24

Sponsorship: We're a proud sponsor of academic programmes and events to help develop UAE National students' skills. Over the last 3 years these have included a joint IT open day at Al Ain Women's College (2009), a student graduation project at the University of Sharjah (2010) and the construction of a high tech interactive job interview room at Dubai Men's College (2011).

Guest Speaker Sessions: We're committed to delivering major lectures and seminars at colleges and universities. Last year, our senior managers devoted 33 hours to provide tailor-made sessions, covering various areas subjects such as; HR, PR, engineering, telecommunication and marketing.

Career Fairs: We ensure we're available at all major career fairs in the seven Emirates, providing the opportunity for direct interaction with Emirati youth.

Diversity

Since 2007 we have harnessed diversity to help develop our business, and so consolidate the growth of skills in the UAE telecoms sector. Over the years the distribution of nationalities in our workforce has broadly mirrored that of the UAE in general. In 2010, the UAE's population was estimated at 4.9 million, of which around 20% were Emiratis, while the majority of the population were expatriates. We employ an incredible number of nationalities in our workforce – 67 at the last count. After Emiratis (23%), the top five nationalities are Indian (17.7%), Pakistani (8.5%), Filipino (8.0%), Jordanian (6.8%) and Egyptian (5.2%). Our Equal Opportunities Policy is aligned to our national development approach: we give first preference to qualified UAE national candidates in filling vacant positions whilst in all other respects we endeavour to be an equal opportunity employer and will not discriminate against age, gender, colour or religion in reaching the selection decision. We're happy to report no instances of discrimination in 2010.

Training, learning, growing

Long-term aim: To be 'employer of choice' for the talented UAE labour pool.
Short-term focus: Gearing up the systems and intellectual capital to help us achieve the long-term aim.
Progress: Our new processes are being implemented, our employee engagement is good, we are constantly reviewing how to improve and look forward to reporting further details in 2012.

Development for all

Our reputation as a responsible employer helps us in the highly competitive recruitment market to attract the best talent.

We provide training and we encourage employees to develop their careers. As our CEO reiterates, they're crucial to the success of our business. The graphic shows that for each grade of employee, and for each stage of learning, there is a training opportunity to suit. Some are internal such as induction training, others are external such as a university degree.

Our learning and development also touch our personal lives. Our focus is on 'total well-being' with every employee given access to e-learning, a gym and pool and classes such as yoga.

Long-term aim: To be 'employer of choice' for the talented UAE labour pool.
Short-term focus: Gearing up the systems and intellectual capital to help us achieve the long-term aim.
Progress: Our new processes are being implemented, our employee engagement is good, we are constantly reviewing how to improve and look forward to reporting further details in 2012.

Target	In 2010
Agree a structured approach to employee training and development on career progression, leadership and customer service awareness.	Personal Development Plans for all employees – partially achieved.
	Introduction of a collaborative learning programme – partially achieved.
	Set up a talent management development framework – achieved.
	Roll-out company-wide customer experience training – partially achieved.
	Provide personal leadership training for all employees – ongoing.
	Management training for all employees – ongoing.
	Maharaat 2011 training list for all competency levels and functions – achieved.
	Knowledge centre: a physical and digital library – achieved.
Improve recruitment induction process.	Revise corporate induction programme – achieved.

Ready for tomorrow? Our leadership development

We understand the world is changing. Our people need to be able to respond to both change and the the complexities of change. Leadership is an essential part of ensuring our teams achieve this. For Directors and Senior Managers we have training support for our future leaders. The number of people attending management and leadership training has remained stable at more than 3,000 person-days of leadership training delivered in 2010 and 2011. Later in 2011 we'll launch a new Executive Leadership Programme.

Business ethics, code of conduct

As you can imagine, the type of business we're in is super-competitive and seems to change almost every day. So being discreet is one of the most important aspects of our job. That's why we ask our employees to respect confidentiality as a mandatory part of their job. If someone witnesses any instances of fraud, we'd like them to report it on **whistle.blowing@du.ae** Our Fraud Investigation Management policy aims to prevent, manage and control fraud in our operations. The policy covers theft, misuse of funds or other resources, and more complicated crimes like false accounting and the supply of confidential or false information. Key stakeholders involved are the Revenue Assurance and Fraud Control Division, TSRM (Technology Security and Risk Management), our CEO, Internal Control, business heads, line managers, HR, and the Audit Committee. It is the responsibility of HR, together with the line managers, to ensure that all employees receive training as per the code of ethics at induction. This is followed by extensive guidance to employees and contractors on how to report and deal with allegations of fraud during employment. Our Fraud Investigation Management policy and Whistle-Blowing policy have been published on our intranet. Our operations are carried out in accordance with all laws, rules and regulations applicable in the UAE. We have a zero tolerance policy with regard to corruption in relation to du or any of the du employees and will proactively combat anti-competitive behaviour or similar practices within our company should such practices ever occur.

Safety

Long-term aim: Everyone goes home safe and well every day: employees, business partners, customers, visitors.
Short-term focus: Understand our current status, know where the gaps are, and set up systems that work.
Progress: If managing sustainable development is a journey then we're at the 'take-off' stage.

Target	In 2010
To identify a baseline level of HSE training needs, Oct 2011.	A Departmental Needs Analysis matrix to be completed to determine the business needs regarding HSE training - completed ahead of schedule.
Complete risk assessments at 50% of sites by end of 2011.	Target relates to all data centres and core sites - work started in July 2011.
Set up health risk matrix, by end 2011.	The matrix will determine health risks associated with each task/ job category at du - ongoing, new target.
Ensure safe food and safe drinking water and clean indoors by end 2011.	Schedule bacteriological testing protocol for food areas, drinking water points and test air quality at offices - ongoing.
Assess security risks within the retail and office facilities, by end 2011.	Develop procedures that address the risks in the retail and office facilities, including a responsive identification and communication system - ongoing.
Incident response completed for least 20% of incidents reported, by end 2011.	Response to include control measures track and monitor all occupational health incidents recorded - ongoing, new target.

Our Health, Safety and Environment (HSE) policy ensures a safe working environment for our employees and visitors. We run our HSE work using one management process which merges ISO14001 and OHSAS18001 and which identifies relevant risks for us. Specifically on safety we ensure:

- Training and communication to encourage a personal responsibility for safety.

- Emergency coordinators are in place and qualified (medical, fire and security).

- Ergonomic ways of working are in place for our staff.

- Indoor air quality is assessed for carbon dioxide levels, carbon monoxide, temperature and relative humidity, volatile organic compounds, dust, bacterial and fungal content.

- Drinking water quality is assessed for bacteriological, chemical and Legionella risks.

- Food preparation in our catering service is hygienic.

Well-being

Our organisation is probably the safest, most health-conscious company in the UAE. We want our colleagues to achieve the right work-life balance, to use the flexitime system, and the ten types of leave available. We're very strict about our fire safety procedures, as we are with other hazards, and if our colleagues become ill because of something in the workplace, we have actions and policies in place to ensure their interests are put first.

Well-being check-up #1:

Medical consultation at du clinic

Not many telecoms companies have a free clinic! Set up in our head office in 2010, it offers medical services, health check-ups, recommendations, referrals and therapeutic treatments. Prescriptions can be arranged and delivered to employee desks. The clinic promotes total wellness which can help reduce absenteeism and increase employee satisfaction. It's quick, it's free and it works: we have added another clinic at our offices in Dubai Academic City.

Well-being check-up #2:

Hypertension, diabetes, obesity and smoking are not a recipe for success! We run awareness days on each topic. We ran two 'Drop of life' blood donation campaigns in 2011 attended by over 500 employees. We offer free hearing, vision and blood tests, and we survey stress levels and give guidance on healthy eating. Feedback from our colleagues has been extremely positive.

Well-being check-up #3:

Gym facility at du's main office

We're the only telecoms employer in the UAE to offer gym facilities, a swimming pool and a subsidised restaurant for our colleagues. In 2010 we took part in the Global Corporate Challenge® (GCC), a global initiative to get office-bound employees exercising, while building teamwork and a positive competitive spirit. Each of our 245 competitors' progress was recorded automatically on the GCC website via a pedometer.

'A little bit of friendly competition is the ideal motivation to get people up and moving, which is why we participated in the GCC' says Dr Mansoor Anwar, Director, Medical and Occupational Health Services.

Recruitment and retention

We take great pride in being considered a UAE 'Employer of Choice' for the best Emarati talents. You've read about our activities at major career fairs, open days at colleges and universities, evening seminars and summer training for Life Skills. Once we invite a candidate to join us, our Masar Development Programme institutionalises the first steps of his or her career through a carefully devised programme of induction and development. In the first 6 weeks, the recruit will receive general training such as Telecom 101, problem solving, team building and writing for business. The next 5 weeks will see them joining in at a call centre and retail store, or franchise. Once they have joined a department in the company, the recruit will begin mixing their work assignments with tasks relating to brand advocacy, performance reviews, sustainable development initiatives, coaching and mentoring. We have exceptional training in our Masar Development Programmes that include Bedaya, Tamayz and Graduate Trainees, with continuous education and other training such as Maharat, Baseline and Power Hour. Rest assured we aim to retain the talent we find! And in the case of many of our recruits, in managerial roles within 3 years.

Masar programme for graduate trainee

GT development model
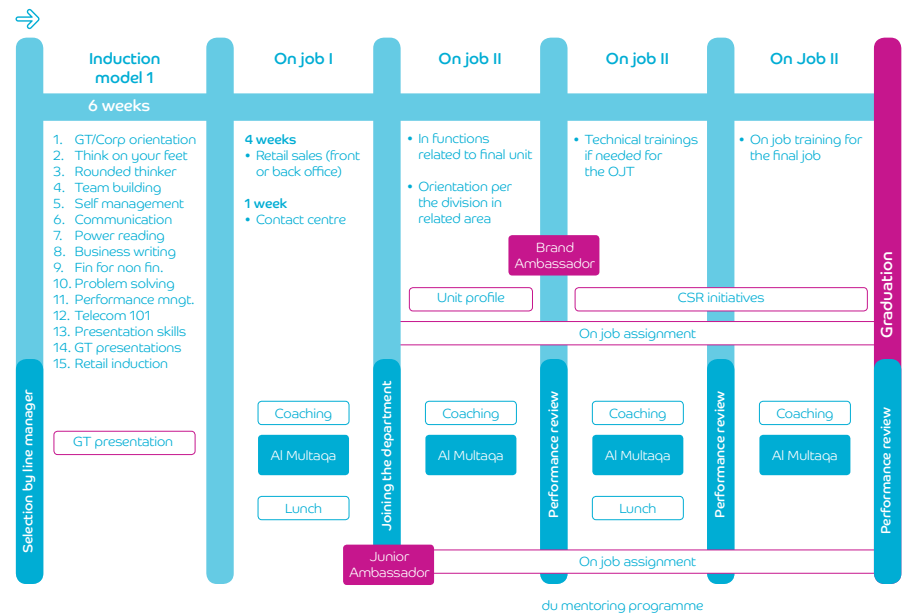
Please read the related sections of this report about well-being, safety, security, benefits, personal development, opportunities and engagement. We have 14 policies that guide how we select and recruit: examples include external sourcing, reference checking, terms of employment, induction and probation.

We're glad to report that we have cut the attrition of junior level staff by 50% since 2009 by offering new career development programmes in 2010. Overall our turnover is stable: our new data show a rate of 10.8% in 2010, up slightly from 9.9% in 2009. We will carefully track the performance on this and respond accordingly.

## Business partners in our supply chain

We purchase goods and services from over 700 active business partners. Our Sourcing Policy standardises our procurement in the interests of improving transparency in our supply chain management. The Policy makes clear reference to our policies relating to health, safety and risk management and also to our code of ethics. It allows us to prefer Emirati Social Welfare Organizations without going through a formal tendering process (see also p14).

In our tendering process, we specify our expectations of business partners relating to health and safety, depending upon the nature of the project. Our supply chain management includes our outsourced logistics team which manages the warehouse, inventories, and stocks. Our business partners are defined stakeholders in our business (see p3). More widely, we engage with them on sustainable development and ethical matters, as the need arises.

Total GTs
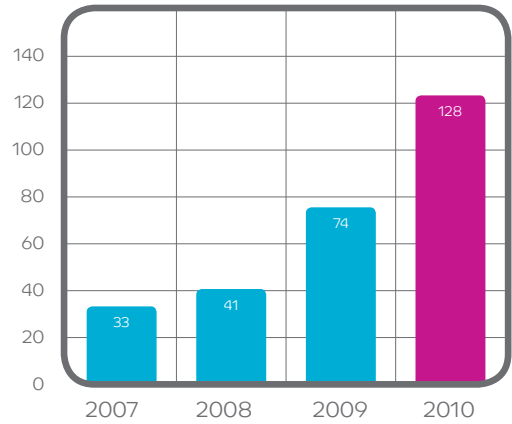
GT Turnover
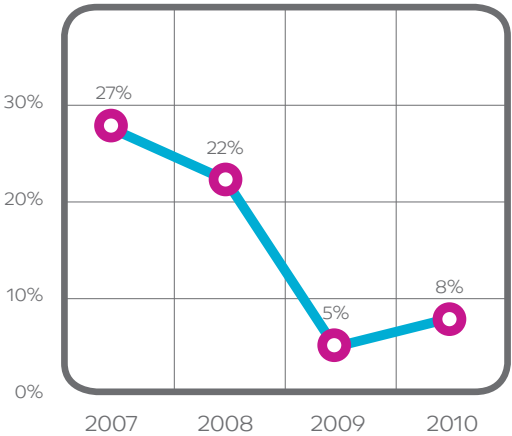
Our community

Our goal is for our neighbours and nearby communities to be healthy and prosperous

To do this, we must be constructive, business-like and focused. We want to go beyond charity by addressing the root causes of community issues. So we provide tools, skills and information to members of the community to help make a difference at grass roots level. We run events such as blood donation campaigns, educational programmes and youth enterprise events.

For each programme or campaign we try to ensure we can track progress, that there is a difference made by each dirham invested. We aim to use hard and fast measures to show progress in our communitiy work.

Facts and figures

- Our Ramadan projects and Iftar tables provide 3,000 meals every evening – a mainstay event for us.
- Diverse, compelling cultural events since 2007 – with 21 community projects already in 2011 in Sharjah.
- Funding and expertise for a university media lab in 2010.
- Another memorable Imagine Cup supporting education, and a partnership with Kalimat Publishing to enhance children's passion for reading Arabic books.
- Shelter youth enterprise incubator continues apace, and further support for the Zayed Giving Initiative.
- Drop of Life success continues – more blood donated than last year.

Key issues

- Our four CSR pillars: Heritage and culture, Education, Stars of the Future, and Developing our society
- Economic contribution
- Disadvantaged customers
- Radio frequency fields

In this section

CSR: Our four pillars

As a house sits on its foundations, so our corporate responsibility work since 2007 is underpinned by four key pillars – Heritage and culture, Education, 'Stars of the Future' and Developing our society.

1. Heritage and culture

We support and encourage Emirati traditions. What is a culture without its people? So we give back to our host communities and other stakeholders. We want to leave a lasting impression with all of you, we want to make a difference – whether it's making the person at the next desk smile, promoting the arts and cultural education or reviving lost traditions.

du on air

In 2007 – 2008, we supported a 'Life of the Emirates' television series to generate awareness and interest around local culture and history. Aired on two UAE channels and aimed at educating Emirati youth about their ethnic background and introducing expatriate residents to the country, they were presented in both Arabic and English and featured the values, traditions and customs that set the Emirates apart.

Ramadan

This cornerstone of the Islamic way of life aims to encourage charity throughout the month. Customers can give to charity using an 'SMS to Donate' service in collaboration with the UAE Red Crescent Society. Donors can select who they support: orphans, mosque-building, providing Eid clothing and Iftar meals, and Sadaqa (voluntary Islamic giving).

We also set up three Mawaed Al Rahman (Iftar Tables) in Abu Dhabi, Dubai and Sharjah, each near a mosque in order to cater for those performing the evening Maghrib prayer. These meal distribution points are open to the public, offer free Iftar meals, feeding over 3,000 people every evening – seated and takeaway! We also asked our colleagues and friends to volunteer their time and money and this year, we were happy to see 51 volunteers joining hands and helping us distribute meals to the needy every day in Ramadan.

Our Graduate Trainee also supported this initiative as an important component of their development.

Iftar for orphans

In 2008, we invited 200 orphans aged 5 - 12 to our staff Iftar gatherings in Dubai and Abu Dhabi. In 2011, we invited 20 orphans aged 4 - 15 to our Dubai staff Iftar. They enjoyed fun and educational activities.

- Children meet our employees and families and join them in fun-based competitions.
- Traditional story-telling, arts and crafts, environmental awareness and competitions take place.
- Freej characters meet the children (see p29).
- Each child receives a du school bag and stationery kit.

Art and sustainable development – Maraya Art Centre, Sharjah

We love working with community projects that foster creativity and innovation. The Maraya Art Centre in Sharjah nurtures creativity, ingenuity and art in young people in the UAE. We measured the effects of our support at Maraya: they ran 21 events in the first 8 months of 2011 to raise awareness of issues such as Middle Eastern heritage, collective cultural memory, road safety and social justice.

UAE National Day campaigns

Over recent years we've provided all manner of entertainment, from songs performed by Hussain Al Jasmi and our own talented staff members, to festively-dressed du stores across the country, where free UAE flags are handed out. We initiated an inter-department competition awarding the best three floors which came up with the most creative decorative themes that reflect the UAE culture. We're proud to be patriotic, and we want everyone else to get into the mood too!

A story reading session by Kalimat Publishing

2. Education

Today's youth are tomorrow's leaders. So we're doing what we can to nurture and develop creativity in our youngsters, so that the UAE of the future will continue to be a flourishing independent nation. We're forever on the look-out for novel, creative and academic ventures to assist, and so the list of establishments we support is constantly expanding. And what's studying without the internet? We offer broadband to various educational establishments to help students study more effectively. The high-speed connectivity allows real-time video streaming and other online needs.

du media lab at Zayed University

To act on our vision of developing the most talented media professionals in the Middle East and North Africa region, we signed an agreement with the Minister of Higher Education and Scientific Research to provide a package of equipment and support for a multi-media laboratory at the College of Communication and Media Sciences in the Dubai and Abu Dhabi campus of Zayed University. We have provided funding, technological support, the expertise of our executives and internship opportunities for the students. The Dubai branch launches later in 2011 and we aim to repeat the initiative in Abu Dhabi next year.

AUD and Sheikh Mohammed Bin Rashid Communication School

In keeping with our aim for improving conditions for students across the UAE, we've partnered with the American University in Dubai (AUD) and Sheikh Mohammed Bin Rashid School for Communications (MBRSC), providing them with a high-speed, 100 MB broadband internet connection to support the new multimedia programmes that the university offers. Our broadband will improve bandwidth-intense activities, such as video streaming.

The Imagine Cup; you win, we all win

We want to encourage creativity and imaginative thinking, and by partnering with Microsoft's Imagine Cup competition, that's exactly what we're doing. Established in 2003, the Imagine Cup is a way for students to compete in developing technology. Over 325,000 took part last year! At stake is the prestigious Cup trophy and the chance for the winners to make a name for themselves in the technology market. Past winners have landed fantastic internships, or even started their own technology business. We help creative college students in the Gulf to create a new era of mobile applications, as part of the Mobile Development Software Design category. Teams that win the regional finals not only receive their prize, they receive a special bonus prize from us too! Our partnership has helped momEcare come to life. It's a mobile application, a server at the United Nations and a website. It directs information on maternal health and treatment to pregnant women globally, and it allows direct contact for advice.

Our management

We believe it's vital for our senior staff to pass on their knowledge to aspiring future employees. This is done through lectures at various universities around the country, where our senior staff members speak to students about their role and the industry.

Partnership with Kalimat to promote the Arabic language locally and regionally

We've teamed up with Kalimat, known for publishing Arabic children's books, in order to promote literacy in our national language while also fostering a love of Arabic language and literature. Our collaboration aims to nurture a passion for reading amongst youngsters. We've also supported several local events, such as book readings and signings, illustrators' workshops and book fairs, and engaged our employees and their families too.

A formal analysis of impact shows that this partnership helped in spreading a love of reading and of the Arabic language amongst children and families. Web traffic for the project has increased. The facebook group has grown. During 2009 – 2010 Kalimat was present in 33 bookstores in the UAE and 29 stores in other Arab countries. New stores holding the publications in UAE include Giant Bookstore, Kan Yama Kan, Dar Al Hidaya, Mothercare and Toys R Us. Outside the UAE, stores are in Saudi Arabia, Jordan and Kuwait.

Arabic language campaign

As part of an ongoing effort to promote the Arabic language throughout the UAE, we undertook a campaign to correct commonly-used words which have been misapplied in recent times. This ran throughout print media and on the radio to capture the widest audience possible, promoting the proper usage of our national language.

Shelter Dubai

3. Stars of the future

Shelter: incubating ideas

The UAE is full of enterprising individuals keen to make an impact on local society. So when Emirati twins Ahmad and Rashid Bin Shabeeb developed their Shelter initiative, we were more than eager to collaborate in order to give the budding entrepreneurs a boost. Initially based in Dubai, Shelter has expanded across the UAE and is now run out of the Maraya Art Centre in Sharjah. Other new locations are now in the planning phase. We support Shelter in bringing entrepreneurs together to get their strategies and plans off the ground. It's unique in the region as a community enterprise workspace. Information on training programmes, regional conferences and other opportunities are readily available, alongside a café and library. The facility is spawning green initiatives, energy-saving technologies and alternative energy projects. Recent events in 2010 and 2011 have welcomed 250 people in total. www.shelter.ae

Since 2009 Shelter has issued more than 100 day passes per week, and 600 annual memberships. Graduates of Shelter are equipped with the skills and connections to move on to bigger and better opportunities within the region; for example a World Wide Fund for Nature local hub and the Duplays Internet Sport and Social website. Follow us on Twitter @shelterdxb and @shelterMaraya

Mohammed Saeed Harib: Entrepreneur, cultural heritage

When we got wind of Freej, the Middle East's first 3D-animated series, we knew we had to be part of it. In order to support the creator, Emirati Mohammed Saeed Harib, we offered him a deal and we haven't looked back since. Meaning 'neighbourhood' in the Khaleeji dialect, Freej is a family-focused show that tells the story of four old Emirati ladies, Um Saeed, Um Saloom, Um Allawi and Um Khammas, who live their lives in a traditional manner, in their secluded neighbourhood. Their values are continuously being challenged by the ever-expanding Dubai city, and the women must handle the social and cultural issues that come with an increasingly globalised society, which they do with a hearty dose of wit and irony - and, of course, a good cup of coffee.

Sheikh Majid Awards honouring young entrepreneurs

Initiatives such as the Majid Bin Mohammed Youth Media Award are vital to the development of our country's young people, and as such we're pleased to say that we've supported the effort since 2010. The next generation of Emirati media professionals are nurtured and encouraged by such awards, and we like to think we're inspiring them to be something more through participating in such an event – it's certainly a boost for them, as it gives them the opportunity to develop the skills needed to enter the media sector as knowledgeable, well-rounded professionals.

Supporting the artistic talent within the UAE

We're proudly associated with our appointed brand ambassador, Ahmed Bukhatir, the popular nasheed singer whose community values are aligned with our own. In Ramadan 2010 we collaborated during the launch of his album, Moments with Allah. Proceeds from downloads of the album were donated to charity. We recognise there is an abundance of talent in the UAE, some of which is already known, and some of which is simply waiting to be discovered. We're keen to help all gifted Emiratis make a name for themselves.

2011 blood donation campaign (Drop of Life)

4. Developing our society

Musahama

It's all about lending a hand. Musahama (**www.musahama.ae**) is our guide to the non-governmental organisations (NGOs) of the UAE, a simple platform for information on NGOs and voluntary work within the country. We launched it along with the UAE's Ministry of Social Affairs in 2009. It's off to a good start and has stimulated some highly interactive workshops that teach the NGOs how to get the most out of it.

Zayed Giving Initiative

In line with the principles established by the late Sheikh Zayed Bin Sultan al Nahyan, the founder of the UAE, and continued by HH Sheikh Khalifa Bin Zayed al Nahyan, President of the UAE, the Zayed Giving Initiative has made significant humanitarian contributions to the local and international community since its inception in 2003. More than 50,000 volunteers who have helped over 100 million people in Arab and African countries through a number of voluntary and humanitarian programmes. The Zayed Giving Initiative is a massive contributor to community services and volunteer work throughout the health, education, environment and culture sectors. At its core are two separate programmes: a sustainable development training initiative and a volunteering guidance offering. As part of our commitment to giving back to our society, we supported the Zayed Giving Initiative by supporting the organisation's Abu Dhabi CSR Conference 2010 as the Official Telecom Partner. The conference's aim was to create awareness of the strategic advantages of sustainable development.

Our fund raising for humanitarian causes

The extent of our community projects reaches beyond the borders of the UAE, as we strive to help needy communities overseas, too. Humanitarian causes in various countries have been the focus of fundraising initiatives, with money going to the Red Crescent society, which distributes to those most in need. We've donated to the Pakistan earthquake/flood appeal, Gaza humanitarian support, and the recent Somalia famine relief (see p11).

Promoting health in society

Pink Ribbon Walkathon

Our Pink Ribbon Week raised funds and awareness for breast cancer. Our Safe and Sound Pink Ribbon Walkathon has grown into a successful annual event, thanks to the commitment of our employees and their families to raising awareness and funds for breast cancer. Everyone who participates pays a contribution to the cause.

Drop of Life (Yearly blood donation campaigns)

Our Drop of Life campaign was supported by more than 500 employees, 265 of which were blood donors in 2011 (up from 33 in 2008). The event was run with the Blood Donation Centre at Al Wasl Hospital, Dubai. 29 employee volunteers helped give a total of 80 hours to the event. Thalassemia patients were the recipients of 60% of the donated blood, while the rest was used by the Trauma Centre. 90% of participating employees said they'd gladly do it again next year!

What made this campaign even more special is that we took ten thalassemic kids to a day out at Kidzania edutainment centre. Some of our senior management joined the fun as well and enjoyed fun activities with the children.

Our economic contribution

We work tirelessly to contribute to the UAE economy and our main contribution has, of course, been the creation of jobs by establishing a significant telecommunications company. A key contribution to our national and local economy has also been through our Emiratisation programme described on p14. Around half of our senior management team and 'front of house' staff are UAE nationals and our new call centre in Fujairah is 100% Emirati-run. Overall, we're 23% Emiratised, with a target to increase this to 38% by the end of 2015. Our Masar Graduate Training Programme equips young nationals with the skills for a career with us. In June 2010 we awarded our first franchise licence to AST Telecom LLC, to open a licensed du store in Dubai. The deal was made through the Hamdan Bin Mohammed Bin Rashid Programme for Young Business Leaders with the aim of boosting entrepreneurship among young Emiratis. This first-of-its-kind franchise scheme is in line with our Emiratisation strategy, giving local entrepreneurs the chance to develop our country's SME business sector, thereby enabling them to contribute to the UAE's economy. We have seven franchise partners operating ten franchise locations with five more under construction. In our model, 70% of the franchising is owned by local partners. In total 101 sales executives are employed.

A country's telecommunications infrastructure is important as clean air and fresh water. It's certainly part of UAE's overall strategy to attract businesses and tourism: the economic growth of a country is related to its 'tele-density'. We're recognised for our excellence in delivering business value through IT. Our technological contribution is significant, ranging from 2G and 3G investment, setting up the fastest IP core infrastructure in the Middle East, broadband in the Dubai Metro and wireless connectivity at key sporting events.

Our royalty payments

Our payment of royalties to the Federal Government became effective in January 2010. As the year ended on 31 December 2010, the royalties were payable at 15% of our net profit before any distribution which translated into over AED 183 million paid as royalty. The ongoing royalties for subsequent years will be advised to the company in due course.

Expatriate labour

Our social development activities are inclusive. We engage regularly with expatriate labour communities through sports events, road shows and drop-in centres. During the Alo launch (p37) we organised outdoor movies and sports activities at various labour settlements. We sponsored a cricket tournament run by the Dubai labour community's labour committee attended by 800 construction workers from India, Pakistan, Bangladesh and other nations. Joining them was the Director General of the Dubai Naturalisation and Residency Department, other government officials and several of our colleagues. A kiosk was set up at the tournament to offer players a chance to pick up Alo prepaid mobile SIM packs, designed specifically to meet the needs of the UAE's expatriate labour workforce. A total of 77 players participated in seven teams. Players from the winning teams received mobile handsets and other prizes from us for their 'pitch-perfect' efforts.

Radio frequency fields

We use state-of-the-art technologies which ensure our base stations operate well within the International Commission on Non-Ionising Radiation Protection (ICNIRP) safety guidelines. The locations of our masts and transmission sites are governed by Telecommunications Regulatory Authority (TRA) regulations. A recent survey by TRA, as part of the Non-Ionising Radiation (NIR) Technical Survey Project, found that our base stations adhere to international best practice and don't emit electro-magnetic fields beyond the permissible levels. Sites were surveyed at random but the study focused on particularly sensitive areas near schools, playgrounds, hospitals and maternity centres. These results are also in line with the view of the World Health Organization (WHO) which declares no convincing scientific evidence that the weak signals from base stations and wireless networks cause adverse health effects. Nonetheless we remain vigilant and our performance will continue to improve as we modernise our equipment and introduce new services.

Disguised masts blend with the environment.

Our customers

Creating a real and honest dialogue

We launched our mobile services across the UAE in 2007 followed by fixed telephony services in 2008. We also provide internet, fixed line and pay TV services to selected residential and business clusters in Dubai. In 2010, we had over 4.7 million mobile customers. Mobile and fixed line subscriptions are up 22% and 25% respectively since 2010; our share of the mobile market is approaching 50%.

We have an open dialogue through social media platforms and reach our customers via monthly e-newsletters. Our corporate customers are invited to our Business Leadership annual events to discuss fresh insights into modern enterprise. We run customer advisory boards at least twice a year; the last Executive Insights event in 2010 attracted 40 business leaders to discuss customer behaviour and expectations. Finally, our Business Xchange ICT forums for CIOs focus on cost, quality and customer satisfaction.

Facts and figures

- Innovation at work: state-of-the-art mobile health services.
- Pioneering responsible marketing approaches to disadvantaged customers.
- Serious attention to preserving customer privacy.
- Education on content standards to help parents protect children.

Key issues

- Product innovation
- Responsible marketing and disadvantaged customers
- Privacy
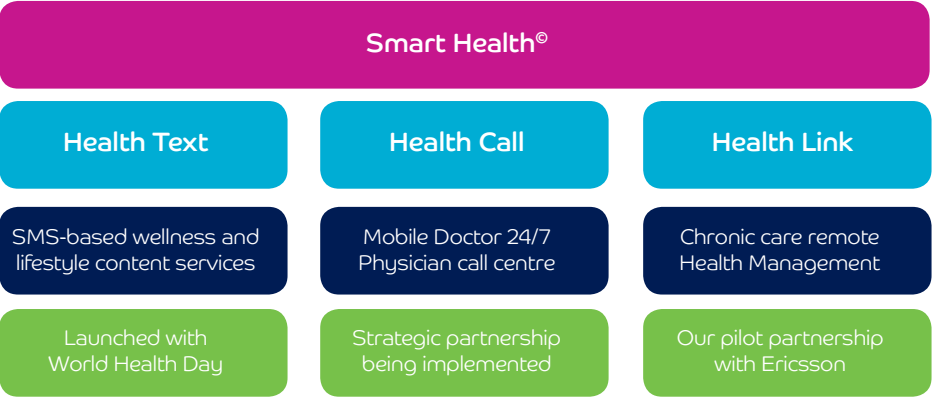- Content standards

In this section

Product innovation and innovative offerings

We've introduced several firsts to the nation: a number booking campaign for individuals and business at the early stage of launching our mobile services, Pay by the Second billing system, Mobile TV, Mobile payments and an innovative recharge card (called WoW) that gives you four recharging options. We're proud to be amongst the first in the world to introduce the fastest network of 42 Mbps. We're also playing our part as an Emirati company and have introduced an Emirati mobile plan - a plan, which is tailored to meet the specific needs and lifestyle of UAE nationals. However, our role doesn't end there. We actually donate 5% of our users' monthly fee to a social cause within the UAE. For business customers, we're the first worldwide to offer bandwidth on demand for our enterprise clients, along with the first video network operating centre (VNOC) in the UAE. We're concerned about the environmental and cost implications of frequent business travel, so we launched Business Omnipresence, a technology that enables video conferencing across the world. Our closed Business User Group, a Preferred International Destinations services and a range of segmented propositions are some of our offerings to large enterprises and SMEs that help them increase productivity as well as save costs. With our wireless technology, users of Dubai Metro can enjoy seamless connectivity on the go. Our Broadcast Services division brings scalable media technology platforms and solutions to the broadcasting community through our teleport partner Samacom and our Master Control Room facilities. Every company wants to grow and be profitable, but we're committed to doing so responsibly. Reliable networks, clear pricing, privacy protection and customer safety are paramount – responsible marketing is about earning trust and making decisions in line with our values. We're committed to water-tight protection of the personal data of our customers.

Mobile health has arrived

Over the last two years we have injected a boost into how we help our customers maintain or improve their health. The aim of our mobile health programme (mHealth) is to give life-saving information over the fastest network in the region. Mobile phones and medical help are more joined up than ever before. Doctors reach patients electronically. Information is shared more effectively between employers and insurers. Healthcare delivery is more connected. Consumers are better informed about medical services and they are taking more responsibility for health. We offer three key mobile health services (see graphic):

- **Health Text:** offers text-based tips, suggestions and advice for a healthy lifestyle. du customers can subscribe to Quit Smoke, Live Well and Lose Weight.
- **Health Call:** the UAE's first 24/7 medical call centre with US company Mobile Doctors 24/7 offers round-the-clock access to a qualified doctor for immediate help and ongoing hospital advice.
- **Health Link:** remote monitoring systems in the management of chronic illnesses such as diabetes, obesity and respiratory and cardio-vascular conditions.

Smart Health©		
Health Text	**Health Call**	**Health Link**
SMS-based wellness and lifestyle content services	Mobile Doctor 24/7 Physician call centre	Chronic care remote Health Management
Launched with World Health Day	Strategic partnership being implemented	Our pilot partnership with Ericsson

Mobile health is cost effective and attractively priced – typically around AED 1 a day. It allows innovation in how to manage care and helps cut public healthcare costs. Remote monitoring reduces hospital visits and waiting times. In a survey of doctors, 88% said they would like patients to monitor their health at home; tracking weight, blood sugar, blood pressure and exercise levels. Healthcare trends including ageing population, stroke, cardiac disease and increasingly stretched healthcare services, are all areas that can derive direct and significant benefits if technology solutions around telemedicine can be built with partners.

If we want 'care anywhere' to be a reality, then you'll see that telecommunications can make it happen (See also p11).

> 75% believe that mobile technology will be used in healthcare by 2015 and 72% believe that most health insurers will pay for mHealth (Informa Telecoms and Media and 3G Doctor, 2009, sample 1800).
>
> In 2011 we prepared the new UAE national programme "Your Health in Your Hands" to coincide with Women's International Health Week. Launching the programme, his Excellency Dr. Hanif Hassan Ali Al Qassim, UAE Minister of Health, said "The Ministry welcomes such important ideas and initiatives that aim to enhance health and awareness among UAE nationals and residents".

Innovative technologies: video conferencing

Our new video conferencing service offers corporate customers more convenience and a cost-effective solution for business communication and collaboration. And at-home video conferencing over IP will allow family members far apart to connect through the TV screen, bringing the telecommunications experience alive and making it fun for everyone.

Responsible marketing; special customer needs

Echo of Silence: The Telecommunication Regulatory Authority (TRA) and Ministry of Social Development launched the Echo of Silence project to help those with hearing and speech disabilities to integrate further into society using advanced technologies and training programmes. Naturally we opted to get on board and offer our customers and the community the opportunity to keep in touch and gain more freedom and independence in their lives.
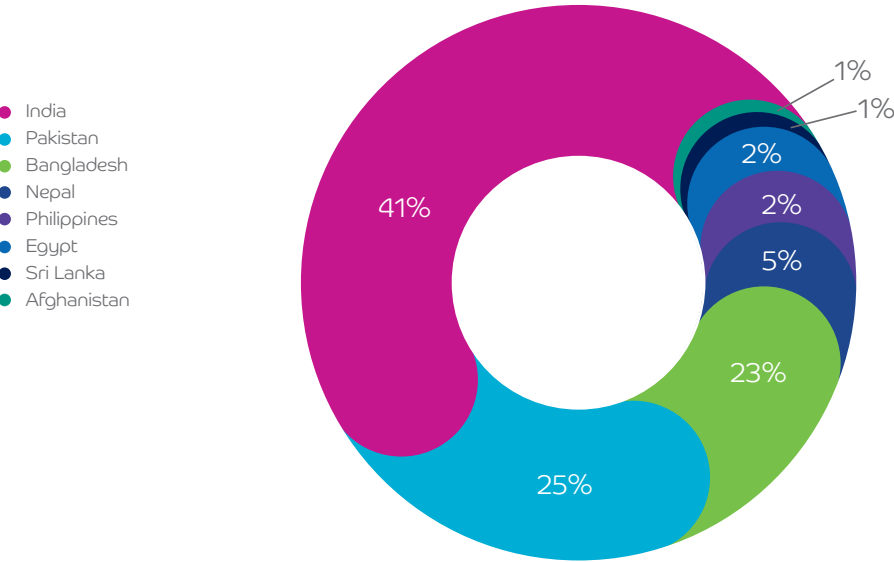
Alo: We all like to be taken care of, especially when we're working away from home. The large expatriate labour community in the UAE has different needs resulting from more limited economic and educational means. We worked with the Permanent Committee of Labour Affairs in Dubai to create Alo; a unique, easy and convenient Pay as you Go® service that helps people to stay in touch with their loved ones here and back home. It's a prepaid mobile line designed to address the communication needs of the labour community in the UAE. The Alo brand was developed according to the diverse cultural outlooks and lifestyles: no lump sum upfront or renewal fees are charged. They pay smaller amounts monthly, and an initial credit of AED 10 is included. All calls are charged by the second and not rounded off to the next minute. SIM cards are free. Such labourers come from different countries so language can be a major barrier

for them. So we operate Alo in five languages (Arabic, English, Hindi, Bengali and Malayalam). Users of Alo can access a free helpline to the Permanent Committee of Labour Affairs in Dubai. The labour committee will also keep in touch by providing them with notifications, changes in labour laws and news via SMS. We also set up kiosks where they're needed in the labour communities of Sonapor and Jebel Ali. Finally, if users are out of credit then they can make two national calls that could be charged next time a top-up is made.

Our Alo customers are from

- India
- Pakistan
- Bangladesh
- Nepal
- Philippines
- Egypt
- Sri Lanka
- Afghanistan

1%
1%
2%
2%
5%
23%
25%
41%

"We appreciate all the support we have received from du as our partners in this pioneering initiative to better fulfil the needs of the labour workforce. We're committed to improving the quality of life of the labour segment in the UAE, whose valuable contribution to nation-building we recognise and appreciate. With the launch of Alo we have also opened a new line of communication between the labour workforce and our committee and we're here to listen to their feedback. We highly recommend Alo to all the companies who employ such expat labour workers."

General Mohammed Ahmad Al Marri, Chairman of the Permanent Committee of Labour Affairs (Dubai)

Privacy and security for data protection

We protect your privacy through a series of security measures that help prevent unauthorised access to your data. These security measures help to protect against the loss, misuse and alteration of any information we're responsible for. We'll never ask you for personal information, including credit card details, via email. If you encounter any such emails, please report this to customer.care@du.ae We offer a wide range of simple and pragmatic advice on how to protect one's own privacy and that of others. Respect for privacy is an integral part of our Security Standards Global Security Policy. Specifically, we comply with TRA requirements on the protection of personal data. Responsible marketing guides ensure that personal data is never used for commercial purposes unless customers have given their consent. Customers receive a comprehensive range of security solutions that help facilitate electronic exchanges whilst providing end-to-end protection. Practical advice is regularly dispensed to customers to heighten their awareness of risks and promote safe, responsible uses that will help protect their personal data. Private individuals and business may consult the "Protecting yourself" guidance or our Business Services Security blog with information on security issues and allows experts to discuss their experiences and best practice. A number of articles and videos have been posted, to raise awareness among internet users of safe use of social networking sites. We're pleased to report that we face no investigation for complaints relating to breaches of customer privacy or loss of customer data.

Anti-spam

We launched our anti-spam filter in 2011 in compliance with the TRA enhancement of the National Anti-Spam Filter. Every consumer and enterprise mobile customer is entitled to:

- Automatic spam blocking – where we strive to filter all spam messages to the best of our ability.
- Manual, personalised blocking of spam – giving the customer the flexibility to block those bothersome messages.

This service is free of charge and is available to all our mobile subscribers by default. It's all part of our efforts to improve the customer experience.

A safety net for young and vulnerable customers

Threats evolve quickly and are eternally updated so we're constantly reviewing our approaches to safe telecommunications and internet use.
We aim to educate parents on safe social networking, illegal content, cyber bullying, and the risk of publishing personal information online. There are a number of steps we take to ensure compliance with fundamental content standards:

- We hold regular meetings with the NMC (National Media Council) in order to stay up-to-date with their guidelines.
- We receive approval on all new content activities through the TRA.
- Content censoring is also conducted in line with TRA regulations.
- Competitions and promotions are approved by our specialists.
- All Islamic content is checked with ICAD (Islamic Affairs and Charitable Activities Department).
- We provide parental control, allowing parents to hide or lock TV stations they don't want their children to access.

eBilling to help simplify your life

Our electronic billing system offers a new, easy and paperless option for our customers to receive their bills. Bills are now online, payments too. eBilling is environmentally responsible, too. No printing, no paper and no postage can mean lower environmental impact.

With an average of four pages per paper-based consumer bill, our 400,000 postpaid customers would consume 19 million sheets of paper.
http://www.du.ae/en/bill-payments/e-bill

Our environment

Our environment sustains our lives and must be protected for future generations

We're committed to minimising our impact on the environment at a local, regional and global level. Environmental stewardship for us is a story of formalising the great initiatives and programmes initiated since 2007 into a cohesive approach that allows us to monitor progress along the way. We're in the early stages of introducing a systematic programme for improving our environmental performance. We're complying with all relevant legislation and we're seeking to achieve continual improvement in our performance, focused on our two key impact areas: energy and waste. We aim to review how we gather relevant data over the coming year, to ensure we have robust systems in place. Other areas such as water conservation and responsible sourcing will be increasingly covered in our approach.

Efficient use of energy is a high priority across our operations. Efficiency gains are helped by, for example, careful temperature control of base stations and energy management in our offices. We're improving our understanding of where we are on energy efficiency and we're installing alternative sources at many of our sites. We believe that there's an important role for businesses to play in helping reduce waste in the UAE, and we're committed to playing our part. Crucial to this are good management systems, partnerships and supplier engagement. On greening our offices and retail outlets, we're increasing awareness through the company to give all colleagues the opportunity to understand and act on waste, recycling, energy efficiency and other sustainability choices.

Facts and figures

- 50% energy savings from smart energy management on sites.
- AED 2 million investment on solar initiatives.
- 33.7 tonnes of waste recycled in the first half of 2011 at our main offices in Dubai.

Key issues

- Management approach
- Energy
- Waste
- Green offices

In this section

Energy consumption

Our energy management initiatives must reduce energy consumption, use sustainable technologies and find new ways to promote sustainable development. Our top priority over the coming year is to establish a robust baseline of energy consumption data, starting with our offices. Over the next year we will review how we apply this to our other operations; for example network facilities and equipment.

Long-term aim: Improve energy efficiency, cut energy costs and reduce greenhouse gas emissions.
Short-term focus: Understand our current status, know where the gaps are, set up systematic management approaches.
Progress: Currently we're at the 'take-off' stage in our work, piloting important projects, showing positive initial results.

Target	In 2010
Reduce our fleet energy use and carbon dioxide (CO_2) emissions by switching vehicle types hired.	We're reviewing our target on this - ongoing.
To obtain a baseline level of energy consumption for office facilities.	Work continues at our warehouse, DAC 8/9 and Al Salam offices, as a baseline. Energy use levels sourced from meter readings - ongoing.

A lower carbon vehicle fleet

We use a lot of road-based business travel and logistics. As part of our energy reduction work, we're reviewing how to reduce CO_2 emissions and the target we should apply (see targets table). For example, we're examining the use of lower emission fleet vehicles: a fleet management business partner has been selected because they offer more efficient engines. We anticipate reporting further progress in our next report.

Energy efficient networks

By the end of 2012, we will have a hybrid power system and smart energy management controllers in place at more than 100 of our base transceiver station (BTS) sites. This is expected to reduce our fuel consumption by more than 50%. The hybrid solution consists of a new, more energy efficient generator, backed up with a series of storage batteries. Power is supplied in two cycles, either by the generator, or by the batteries. This process is governed by the smart controller to optimise efficiency. Given the fuel savings, the approach should yield cost savings of more than 35%, and will pay for itself within 3 years! Most importantly, the system is expected to reduce energy consumption by up to 50%, resulting in significant reductions in CO_2 and other emissions.

Mobile phone base stations require air conditioning to keep equipment cool enough to work properly. Working with our equipment suppliers, Nokia Siemens Networks, we worked out that temperatures in our base stations can safely be raised from 23° to 30° Celsius, saving up to 20% energy in the process.

Solar solution for Sir Bu Nair base station

Solar Solution for
Sir Bu Nair Island base station

We have a fully functional, solar-powered project on Sir Bu Nair Island. We're looking for opportunities to introduce solar power energy generation equipment in our networks, particularly at remote sites which are off the electricity grid. Using solar power at these sites will reduce or eliminate the need for diesel generators, resulting in significant energy and CO_2 savings.

Following its switch-over in 2011, Sir Bu Nair Island was the first site in our network to use solar power. We're planning to use solar power at two more sites in 2011 and four more sites by the end of 2012. In total we're spending more than AED 2 million on these initiatives, but we expect to achieve payback on this investment within 4 to 10 years, depending on the loads required at each site.

Cutting waste

Long-term aim: Reduce waste from our operations, and enable increased recycling of our customers' waste.
Short-term focus: Understand our current status, know where the gaps are, set up a systematic management approach.
Progress: Previous programmes show pockets of good results, we're formalising our approach to waste management, working with suppliers on active projects, and seeing some strong employee and customer engagement.

Target	In 2010
To recycle at least 50% of old printer cartridges.	Programme focus is on offices and network operations only - ongoing.
To recycle at least 50% of old printer cartridges.	This is to be calculated on the number of cartridges purchased against the number recycled. As a minimum 50% must be recycled through a recycling programme - ongoing.
To implement recycling programme for wastes (paper/plastics, cans, bottles etc.). To attain at least a 50% recycling of paper waste for office facilities and warehouse.	We're obtaining procurement figures for paper for the identified sites - ongoing.
To identify and establish a mechanism to handle eWastes/ Hazardous wastes generated, by recycling or safe disposal methods.	Collect and record all the data and proof of good disposal on waste management for hazardous wastes identified through facility maintenance services - ongoing.

We have quite a story in the UAE and a great opportunity as a company to make a difference. The UAE faces one of the world's highest per capita waste production levels. For example, Abu Dhabi's average annual per capita household waste stands at 730kg, with Dubai following closely at 725kg. This compares to 450kg per capita for the United States, and 270kg for Japan. Much is being done by local municipalities to improve recycling and waste minimisation.

Our intention is to address this challenge and support meaningful initiatives. Across our operations we're introducing measures that aim to reduce, reuse and recycle the amount of waste generated. Our recycling programme is one example of this. Recycling is just one simple act that triggers awareness in all of us. Although there are national regulations in the UAE to encourage recycling, our employees are delivering their side of the bargain by increasing their amount of recycling. Over the coming year we will review the feasibility of gathering data on the amount of waste generated by our offices and network facilities, and how much of this waste is recycled.
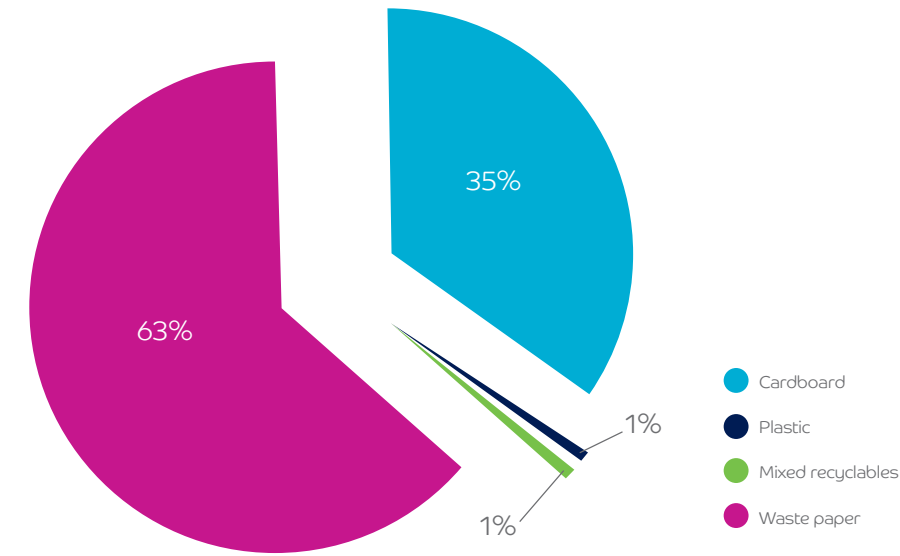
On hazardous and electronic wastes, we have a target to obtain data on all hazardous waste removed from our offices and warehouses by the end of 2011. We're investigating the possibilities of using specialist licensed suppliers to manage all such wastes, by using recycling or safe disposal as appropriate. The supply chain project in progress involves collection, storage, data cleaning, reuse and disposal.

What we do with our waste

- Reuse envelopes, use address labels.
- Minimise use of disposables.
- Provide can crushers.
- Use cleaning products cautiously.
- Set up a green ideas scheme and offer prizes.
- Recycle all waste paper (with Union Paper Mills).
- Recycle toner cartridges (with HP Planet Partners programme).
- Recycle glass, metal, packaging, flourescent tubes, batteries, furniture, IT.
- Use recycled paper.
- Print and copy double-sided.

We recycled 33.7 tonnes of waste in our HQ

Figures January - June 2011

- Cardboard 35%
- Plastic 1%
- Mixed recyclables 1%
- Waste paper 63%

"There is a need for us to do our part to help decrease the amount of waste going into landfills across the UAE. You can make a difference through the smallest of things – recycling just one tonne of paper avoids enough garbage to fill two telephone booths, and enables more paper to be made from the same wood fibre."

Hala Badri,
Executive Vice President, Brand and Communications

A greener office

We're working with our supplier Hewlett Packard (HP) to recycle at least 50% of our old printer cartridges. Going beyond this, we're also looking to tackle paper overuse in our offices by introducing double-sided printing as the default option across all printers. We're targeting a 30% reduction in the use of paper and plastic beverage cups by the end of 2011, by offering ceramic coffee mugs to staff and changing our vending machines to include 'no cup' options. We're also aiming to implement a company-wide recycling programme for office facilities and our warehouse to recycle at least 50% of paper waste. Throughout our offices we're sensitised to the need to conserve water resources – a clear issue for the UAE, where private businesses are developing a number of initiatives. Employees are also increasingly being made aware of the electronic waste minimisation and recycling options available. Outside the office, at the six careers fairs we have run in 2011 so far, we've provided electronic means for candidates to provide their CV details.

External campaigns

Earth Hour: We support Earth Hour, the global initiative to engage people on the issues of climate change and the wastage of resources. Dubai was the first Arab city to declare support for Earth Hour. Thousands of people took part in a 'Lantern Parade' in Dubai from 8 - 9pm on 29 March 2008 to mark the event. During the hour-long event, exterior lights were switched off on Dubai's famous landmark – the Burj Al Arab – while the streetlights on certain roads were dimmed. We sent an SMS to all of our 1.4 million mobile subscribers on that date, encouraging them to participate in this event.

Clean up the World: We were honoured for our participation in this campaign at a special ceremony hosted by the Dubai Municipality. The campaign was designed to inform and engage people in environmental programmes and activities organised by the Municipality. It ran from 18 - 21 November 2008 and the event attracted 20,000 volunteers from 309 private sector organisations. Together we collected more than 4,150 tonnes of waste!

World Environment Day: We celebrated the United Nations World Environment Day (WED) in June 2010 with our 'For a Better Tomorrow' campaign. We pushed this message hard; cotton bags replaced plastic bags in our retail outlets from that day in June last year. **http://www.unep.org/wed/**

Paper Recycling: During 2008 we took part in the Emirates Environment Group's National Recycling Campaign. And we came first in two categories: paper and cans! We contributed a total of 14,790kg of paper, twice as much as Aldar who came second with 7470kg. In the can collection campaign, we won first place with a total of 80kg, three times more than City Centre Hotel with their total of 26kg.

External Review Statement

Two Tomorrows™
Towards sustainable business

Scope

Two Tomorrows was asked by du to provide a Review Statement, summarising our observations on the company's first Sustainable Development Report, and suitability of reporting and data collection systems for assurance in future reporting years. Two Tomorrows was engaged by du to advise on the structure and contents, gather information and write the report. This statement is not intended to provide assurance over the report contents.

Observations on the report

This first Sustainable Development Report marks an important first step in the evolution of du. It's a demonstration of du's intentions as a responsible company that aims for positive impacts on societies, economies and the environment.

du have recognised the essential importance of ensuring that the report reflects all of the most relevant issues for the business, and its stakeholders. The involvement of the Board of Directors in the process for agreeing on the relative materiality of issues to be included in the report demonstrates the commitment of du to producing a complete and balanced account of their performance.

The process of reporting can be a catalyst for change. du plans to build on its current understanding of stakeholder expectations and concerns, by conducting additional dialogue with representatives of specific stakeholder groups. Future reports could articulate how the company understands stakeholder viewpoints on key performance issues and strategy. This could be achieved through inclusion of observations and quotes from representatives of stakeholder groups on specific issues, to illustrate the outputs of dialogue between the company and its stakeholders during the year.

We confirm that we have checked that the report meets the requirements of the GRI G3.1 Guidelines, Application Level C.

Observations on the suitability of reporting and data collection systems for assurance in future reporting years

It is understood that du intends to obtain independent assurance over the contents of future sustainable development reports. This is a very positive objective, and demonstrates the company's commitment to complete, accurate and balanced reporting. In preparation, we recommend that du considers developing a clear set of key performance measures, and associated targets. The process for agreeing on these measures and targets will need to ensure the commitment of all relevant business units. We recommend that arrangements for collating energy consumption data should be introduced across the company as a matter of priority, to enable reporting of performance in future years. Enhancements to the systems for collating other performance data can also be progressively introduced.

With these steps, du will continue to be seen at the forefront of sustainable development reporting amongst telecommunications sector companies in the region.

Two Tomorrows Group Limited

August 2011

Jon Woodhead
Group Director

Two Tomorrows is an international consultancy that helps companies to perform better and create value by doing business in a sustainable way.

Using the Global Reporting Initiative (GRI)

It is well known that GRI's Application Levels indicate the extent to which the GRI Guidelines have been applied in a report. They communicate which part of the Reporting Framework has been addressed – which set of disclosures – varying with the different levels (see table). Application Levels reflect the degree of transparency in reporting, they do not give an opinion on the sustainable development performance of the reporting organisation, nor the quality of the report. Our report meets Application Level C of GRI G3.1 – this assessment has been checked by a third party. Our GRI Index is available on our website, and will help act as a gateway to our sustainable development reporting.

Report application level		C	C+	B	B+	A	A+
Standard disclosures	G3 Profile Disclosures OUTPUT	Report on: 1.1 2.1 - 2.10 3.1-3.8, 3.10-3.12 4.1-4.4, 4.14-4.15	Report externally assured	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5-4.13, 4.16-4.17	Report externally assured	Same as requirement for Level B	Report externally assured
	G3 Management Approach Disclosures OUTPUT	Not required		Management approach disclosures for each indicator category		Management approach disclosures for each indicator category	
	G3 Performance Indicators & Sector Supplement Performance Indicators OUTPUT	Report on a minimum of 10 performers indicators, including at least one from each of: economic, social and environmental.		Report on a minimum of 20 performance indicators, at least one from each of economic, environmental, human rights, labour, society, product responsibility		Report on each core G3 and sector supplement* indicator with due regard to the materiality principle by either: a) reporting on the indicator or b) explaining the reason for its omission.	

*Sector supplement in final version

The United Nations Global Compact (UNGC)

As a signatory to the UNGC since 2008, we present in our report selected information that shows how we implement the ten principles relating to human rights, labour, the environment, and anti-corruption that are core principles to the UNGC. The UNGC requires a Communication On Progress (COP) to encourage companies to fulfil social responsibility goals and to promote stakeholder engagement. Our Sustainable Development Report is created in accordance with the COP regulations. We will continue our efforts to enhance the reporting level for each principle. Central to our COP are our decision-making processes and systems of governance for corporate sustainable development, our community and employee stakeholder engagement and our Board level participation in the reporting materiality process. The complete COP can be found on our website.

Recognition

2011

- Award for excellence in procurement practice: Chartered Institute of Purchasing and Supply.
- HH Sheikh Mohammed Bin Rashid Patrons of the Arts.
- Network Security Project of the year award: Network World Middle East Awards.
- Best Social Media Campaign Award for Ramadan: Internet show.

2010

- Abu Dhabi CSR Conference Award.
- HH Sheikh Mohammed Bin Rashid Patrons of the Arts Award in recognition for projects such as Shelter, Freej and Life in the UAE.
- Innovative Project of the Year, awarded by Cisco Networkers: Mobility for Dubai Metro – WiFi Solution.
- Recognised as a UAE Superbrand.
- Motorola's Global Telecom Business Award for Metropolitan Infrastructure Innovation.
- Dubai Women's College Employer of the Year Award.
- iCMG Security Architecture Excellence Award.
- Awarded first place: EEG's paper recycling campaign competition.
- Rated fifth in the region in the S&P/Hawkamah 'regional corporate governance' rating.
- Recognised by Roads and Transport Authority (RTA) as supporters of Dubai Award for Sustainable Transport.

2009

- Lifetime Achievement Award for our CEO: CommsMEA Awards.

2007

- Best Brand: Telecoms World Awards Middle East.
- Gold Award for Best Art and Cultural Event: Middle East Event Awards.