Sustainability Report 2020

Contents

Our strategy and sustainability pillars

Our aim is to deliver the benefits of ICT to everyone, while operating as a responsible corporate citizen, and making our people and communities happier. These three sustainability objectives are the foundation of our policies and practices at du.

In 2020, amidst the pandemic, our telecoms technology and services have helped enrich the lives of the families, schools, universities, and businesses in the UAE by enabling everyone to be connected anytime, and anywhere.

During the year, we also introduced a new operating model for the organisation. This model fits well with our sustainability objectives as it aligns on several organisation-wide objectives such as:

- Exceeding Customer Expectations (ECE)
- Creating a State of the Art Engine (SAE), and
- Developing a Purpose and Performance driven Culture (PPC)

In 2021, our objective is to build further focus on certain areas through which we believe we can make a significant contribution to the UAE's sustainability ambitions and Global Goals.

To drive our sustainability ambitions with relevant associations, we continue to be the official strategic partner of the Smart Dubai Office and the platform provider for Dubai Pulse. We are also a member of the Dubai Chamber of Commerce and Industry's Chamber for Responsible Business.

Our purpose	Our purpose is to build a sustainable and responsible business by connecting and enhancing lives.		
Our sustainability objectives	Deliver ICT's benefits to everyone	Make people and society happier	Operate ethically and responsibly
Priority focus areas	Customer happiness

Technology for Good | Employee engagement and wellbeing

CSR and Community wellbeing | Environmental footprint

Data privacy and security |
| Additional focus areas | Entrepreneurs and SME development

Digital transformation

Network infrastructure

Products for various customer segments | Emiritsation

Responsible HR practices

Health and Safety

Diversity and inclusion

Youth and Gender

Volunteering | Corporate Governance

Responsible Procurement

Responsible Marketing

Financial Performance

Risk Management |
| Contribution to the UN SDGs and targets | 9, 10, 11, 17

9.c, 10.2, 11.6, 17.8 | 3, 4, 5, 8

3.8, 4.4, 5.1, 5.5, 5.b, 8.2, 8.3, 8.5, 8.6, 8.8 | 7, 12, 13, 15

7.2, 7.3, 12.4, 12.5, 12.6, 12.7, 13.2, 15.9 |

Our stakeholders and material topics

We regularly engage with a range of stakeholders – our employees, investors, customers, media and others – to understand their concerns and requirements. Based on our most recent stakeholder engagement study, our material issues remain the same. However, we were able to determine the six priority focus areas in our sustainability strategy (mentioned in the previous table).

The topics in the materiality matrix help us determine the topic boundaries and the content of our sustainability report. The material issues that have been identified as part of our stakeholder engagement process help us prioritise the UN Sustainable Development Goals and targets that we are able to influence and contribute.

This report was prepared in accordance with the GRI Standards Comprehensive option, and aims to capture our performance against our sustainability strategy, material sustainability topics, and the prioritised Sustainable Development Goals.

Materiality matrix

Most important			Privacy and security of custimer data	Customer satisfaction and happiness Innovative products and technical services
Very important	Management of our electronic and hazardeous waste	Health impact of our base transceiver stations/signal towers Energy-efficiency measures and/or increase in usage of renwwable energy sources	Employee wellness, happiness and safety Employee training and development opportunities	Good corporate governance and business ethics
Important	Management of our greenhouse gas emissions Management of our office waste	Equal opportunities for all Digital inclusion of all society members Human and labour rights principles	Efficiency in use of materials for our products and packaging Community needs and social development Education and capacity building incetinves	Marketing and advertising that is clear and not misleading Financial performance that delivers shareholder value
Somewhat important	Water conservation measures	Fair play in sourcing of goods and services, including use of local and SME suppliers	Enterpreneurs and SME development	
	Somewhat important	**Important**	**Very important**	**Most important**

Level of concern to stakeholders

Current / potential impact on business

Our brand values

"Confident" Taking responsibility and having the courage to trust your judgement	**"Honest"** The basis of any successful relationship is trust, and that starts with the simple and straightforward truth
"Friendly" Relating to others in a human way; approachable, respectful and compassionate	**"Surprising"** New, different and better ways of doing things, no matter how small

Delivering the benefits of ICT to everyone

#WeGotYou - Customer happiness

In 2020, amidst the lockdown, we launched our #WeGotYou campaign to ensure our customers had access to the tools and service they needed to remain connected with us and others. Some of the highlights of this campaign were:

1. Doubling the broadband speed for all our enterprise customers (free of cost) so they could can enjoy faster connections and the ultimate internet experience
2. Providing self-service links to save time and access our customers service online
3. 24/7 instant help and support through our online chatbot Blu
4. 'Quick Pay' to pay your bills securely online without the hassle of logging in

During the year, as a result of our efforts to deliver world-class customer support, we improved our speed of resolving customer problems by 10%. We complemented this effort by a range of customer-focused services such as real-time charging to provide visibility and control over telecom spends, and enriching our digital channels by introducing additional capabilities to reduce customers' efforts to resolve their connectivity issues.

In 2020, we introduced a smart "Interactive e-bill" to provide an exceptional billing experience to our consumer customers – the first telecom operator in the UAE to do so. We have also introduced a new design for our consumer and enterprise bills, to help customers navigate their monthly bills with simplicity and ease.

Technology for Good

BabNoor

For many years, we have been supporting the BabNoor app to facilitate easy and effective communication for people with special communication needs. Using digital pre-defined cards that form sentences, Babnoor has unlocked a new medium for alternative and assistive channels of communication while remaining in line with the Arab culture, traditions and standards.

During the year, the BabNoor app saw a complete revamp to its user interface. The developers of the app – Flagship Projects – added a host of features to enhance the user experience, such as color customisation, ability to add an audio file from Apple's "Files" application, new libraries and additional cards in the cloud with more than 5000 new symbols and much more.

All participating centres, therapists and parents in the phases 1 and 2 of our partnership with BabNoor (close to 2,600 users) were offered a free upgrade and training session on the new BabNoor app update.

Entrepreneurs and SME development

Supporting SME Corporates through our e-shop

In 2020, as part of our efforts to transform business communications solutions across the country, we launched our e-Shop, a new digital platform that can be availed by SME corporates in the UAE.

The e-Shop will enable SME corporates to on-board new mobile services for themselves and their employees with free and fast delivery within 48 hours, as well as other products and services through an end-to-end digital experience.

Launching the e-Shop comes as a support to our #WeGotYou initiative which aims to provide services to its customers, particularly those who are currently working remotely, the e-Shop will be hugely beneficial to SME customers, startups, decision-makers, IT administrators, and more.

Supporting enterprise productivity with access to Cisco Webex

Fulfiling our committment to supporting the needs of enterprise customers to ensure that their operations continue as normal while employees work from home during the lockdown in 2020, we partnered with Cisco to enable enterprise customers to access Cisco WebEx to collaborate with teams while working remotely.

This offering makes us the only local service provider in the UAE that offers its enterprise customers Cisco's Hosted Collaboration Solution, combined with Cisco Webex allowing them to benefit from a complete work from home experience. This will also provide them access to a full set of integrated communication tools that enable enterprises to stay in touch with their business teams from multiple devices anywhere.

Digital transformation

WiFi UAE

Through our WiFi UAE service, we offer free nationwide WiFi access for everyone. In 2020, we launched the new WiFi UAE Brand and also enhanced the user experience by launching our WiFi UAE landing page. This will help our WiFi UAE users use our services in a seamless, faster and more organised manner.

During the year, we have enabled WiFi UAE from du in All RTA taxis and in more than 500 public buses in Abu Dhabi. To further increase the coverage of this public service, we have also installed WiFi equipment in all Metro route 2020 trains and stations. Currently, the WiFi upgrade is being implemented in the existing metro trains and stations.

For our premium users, we introduced a new WiFi bundle – the daily (5AED) and the weekly bundle (25 AED) for high speed and unlimited data with pay with du account feature. We will continue providing the WiFi bundles for the new rate plans from du for our postpaid and prepaid customers.

Accelerating the pace of 5G in the country

As part of our commitment to support the UAE's digital transformation, last year, we successfully deployed the Middle East and North Africa's first millimeter Wave site at Yas Island, Abu Dhabi, which will provide the region's highest ultra-high mobile broadband 5G services.

The mm Wave frequencies will greatly improve network capacity and allow du to deliver enhanced services to an unprecedented number of mobile users. Furthermore, they will provide cost-effective 5G coverage in high-traffic areas. Our transition to 5G will ultimately contribute towards the UAE's goals for global competitiveness, ICT infrastructure readiness, and becoming the global leader in online government services.

Our customers enjoy the fastest fixed broadband services in the Gulf region

To offer the best-in-class connectivity during the pandemic, we upgraded the fixed broadband services for our customers. This was essential for various segments including education, remote working, entertainment, and streaming services. Due to this upgrade, our customers were found, via our network performance tool, to be benefitting from an average of 130 Mbps – 30% above the average speed in the UAE.

During the entire 2020, our network continually provided reliable communication services and accommodated all surges in traffic. This aligns with our vision to drive digital transformation and deliver pioneering solutions to our valued customers.

Supporting the Government and financial organisations for data centre requirements

During 2020 GITEX Technology Week, we announced the launch of two state-of-the-art data centres to support the UAE government and financial organisations seeking to outsource their data centre requirements through a managed service provider.

Located in Dubai Silicon Oasis (DSO) and the Khalifa Industrial Zone Abu Dhabi (KIZAD), both establishments offer Government and financial institutions with high-performance connectivity and computing power, as well as dedicated, reliable, secure, and versatile connections to multiple clouds, on the most advanced connectivity available with

Optical Transport Networks (OTN).

Network infrastructure

Meeting the nation's requirements during COVID-19

As remote learning came into effect due to COVID-19, we observed a significant increase (300%) across telework/collaboration tools as well as e-learning tools. In a very short time we were able to manage to expand our network in order to absorb the traffic surge due to the lockdown situation. In response, we increased our uplink capacity, and doubled all our customers speed to 500Mbps and 1Gbps.

We also built a remote contact centre setup to enable remote operation during the lockdown and doubled the capacity of our fixed network to meet COVID-19 requirements. Furthermore, due to the pandemic, it was evident that the fastest way to complement our fiber footprint was to provide fixed services for homes using the 5G Fixed Wireless Access. During the year, we started start working on a wide range of 5G use cases across different sectors such as remote work, advanced e-learning, e-health, virtual shopping, virtual tours, and more.

In 2020, we were able to take advantage from our advanced infrastructure and investment toward achieving our goals to roll out our fiber network, increase our footprint, automate inventory management and data, and robotise to operate our infrastructure.

During the year, we continued with our 5G rollout as planned and are targeting to have nationwide coverage in line with our 2023-24 timeframe. We have already reached an excellent milestone of covering close to 80% of the heavily populated areas in both Dubai and Abu Dhabi.

We also managed to build the first site on 5G millimeter waves technology in Yas Island that will support specific high speed use cases and started preparing the foundation for the standalone 5G that will be available in the coming years.

In 2021, we will continue to expand our fiber network and upgrade the core systems with cloud native computing foundation that will uplift the ecosystem platforms to the highest standard.

> "We have already reached an excellent milestone of covering close to 80% of the heavily populated areas in both Dubai and Abu Dhabi."

Making our people and communities happier

Employee wellbeing

Our COVID response for employee safety

The COVID-19 pandemic has resulted in radical changes in the way we work, and we have had to take several measures to safeguard our people in this time of need.

At the start of the spread of COVID-19 in the UAE, we enhanced our work-from-home policy to allow more flexibility for parents with young children, pregnant women, as well as those with high-risk conditions to work from home. All team managers were requested to follow this policy. Additionally, during the pandemic, our organisation was aligned with all government regulations and our executive management was closely monitoring the situation on a daily basis.

With the start of the lockdown, what helped us most in our COVID-19 response was our Pandemic Contingency Plan based on which we created a task force for business continuity and crisis management.

As part of this plan, all business heads and team managers identified critical roles that were required to classify all main functions into those that should remain on site, and those that could work remotely. Employee business travel was also monitored to determine an employee's potential for exposure. The Contingency Plan also included our vendors and suppliers to ensure continuity of supply of products and services to avoid any business disruption.

We also had a robust communication plan to ensure that all employees were regularly kept aware of policy changes and safety regulations. We organised a series of virtual live sessions with our in-house doctor to educate people about the virus and preventative measures to stay safe and healthy - both physically and mentally – during the lockdown.

We provided our staff convenient access to a number of resources to address any sort of panic attacks, depression or mental and/or physical breakdowns. These included the du clinic hotline, a third-party counselling support line, the government hotline, pulse survey, as well as access to our nurses and doctor via WhatsApp. As part of our HR policy, our staff could utilise their occupational leaves to avail any sick leaves so as to minimise deducting off days from their annual leave. We had zero work-related fatalities during the year.

To keep our facilities safe, we develop strict plans and procedures for regular and deep cleaning to prevent transfer of any communicable diseases. Occupancy limits were put in place throughout the office on all floors, meeting rooms, elevators, chill-out rooms etc. We also installed thermal scanners at all our entrances to ensure further safety of our staff.

Emiratisation

We support Emiritisation by creating jobs, offering various learning opportunities, and encouraging growth and development for UAE Nationals.

In 2020, Emirati talent comprised 37% (627 individuals) of the workforce (35.9% in 2019), of which 50% were women. In addition, 52% of UAE Nationals hold leadership positions across our departments.

Despite the pandemic, we implemented a number of initiative to nurture our Emirati talent. In addition to three physical career fairs (at the Sharjah Career Fair, Khalifa University, and the Rochester Institute of Technology), we also had virtual career fairs with students from American University of Sharjah and Zayed University.

Currently we have 21 UAE National students that are completing their internships with us in various areas such as Technology, Security and Risk Management, Brand Development, Finance, Customer Experience and more. We also had 17 Graduate Trainees join our 12-month programme that support job development though a blended learning approach.

Our UAE Nationals joined two cohorts for the Harvard Manager Mentor programme which was directed at Directors and Managers. We also launched a development initiative for UAE Nationals employed in part-time work, and partnered with the Ministry of Education for their ongoing Work placement project.

In 2021, we will continue supporting our UAE National workforce, and are looking at supporting them with a Career Development framework with a focus on our customer interfacing colleagues.

> "In 2020, Emirati talent comprised 37% (627 individuals) of the workforce (35.9% in 2019), of which 50% were women."

Employee wellness and engagement

2020 and the COVID-19 pandemic was a reminder of the importance that health and wellness has on the safety, productivity and engagement of our colleagues. At the start of the year, we were able to participate in a few group fitness activities – such as the Aventura challenge and the Desert Warrior challenge where we had close to 200 colleagues participate.

At the start of the year, we also subscribed to telephonic counselling services by ICAS International for all our staff members. The specialists and psychologists at ICAS are available 24/7, 365 per year to provide professional and qualified counselling to deal with a wide range of issues, from stress, anxiety, depression, burnout and bereavement to trauma, relationship problems, work issues and many more. This service came at a very opportune time as we went through a lockdown that had an adverse impact on the mental wellbeing of many of our colleagues.

Mental wellbeing was also the focus of our employee engagement strategy where we tried to create a positive culture despite the challenges of remote working. We introduced a number of initiatives to allow our staff to voice their concerns, stay connected with colleagues, and find positivity even in adverse conditions. These initiatives included pulse surveys, internal communications with tips, articles and links to resources to avoid

burnout while working from home, educating managers how to manage their teams remotely, live sessions on mental and physical wellbeing, virtual competitions and activities, and more.

Learning and growth

At EITC, we offer training programmes for all our colleagues at all career stages to encourage them to strengthen their areas of expertise, explore new skills, and create their learning and development paths. In 2020, 100% of all EITC employees were exposed to some form of learning and development, with the average time of learning received per employee was at 13 hours.

During the year, we completed an organisation-wide learning needs analysis, interviewing over 600 employees which led to the development of a company-wide learning plan that would align with our business needs.

With the help of our 'My Journey' platform, this new plan has enabled us to create an entirely new learning culture that is centreed around digital, bite-sized, virtual training. This has not only been beneficial for our work-from-home colleagues, but has also resulted in the successful delivery of 72 major learning programmes using less resources and saving AED1.2M in learning budget.

During the year, our training and development plans drove high level of engagement with 3100+ employees completing 1248 unique courses (79,599 completions in all) equating to 51,000+ learning hours on our digital My Journey platform. We introduced the Harvard Manager Mentor Programme with Harvard and introduced virtual learning cafes.

In 2021, we will continue to provide quality digital learning content across all business units with a focus on programmes for customer experience, culture, agility, leadership and career development. We also aim to introduce learning rewards and enhance our National Development programmes, such as customer facing roles.

Overall learning engagement by domain
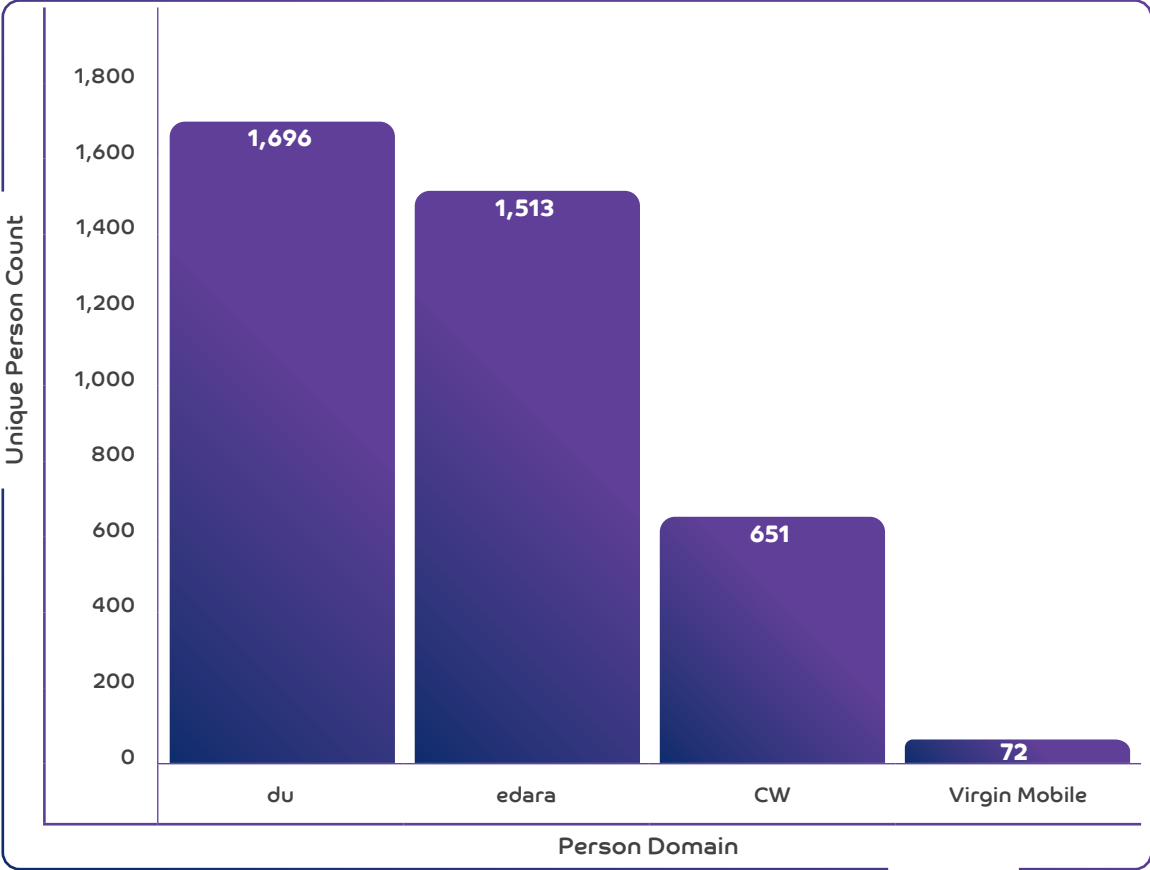
*CW: Contingent workers (Customer facing outsource staff)

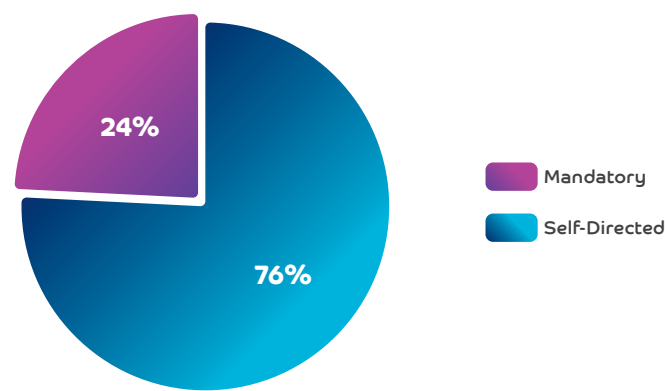## Completed learning hours by delivery type
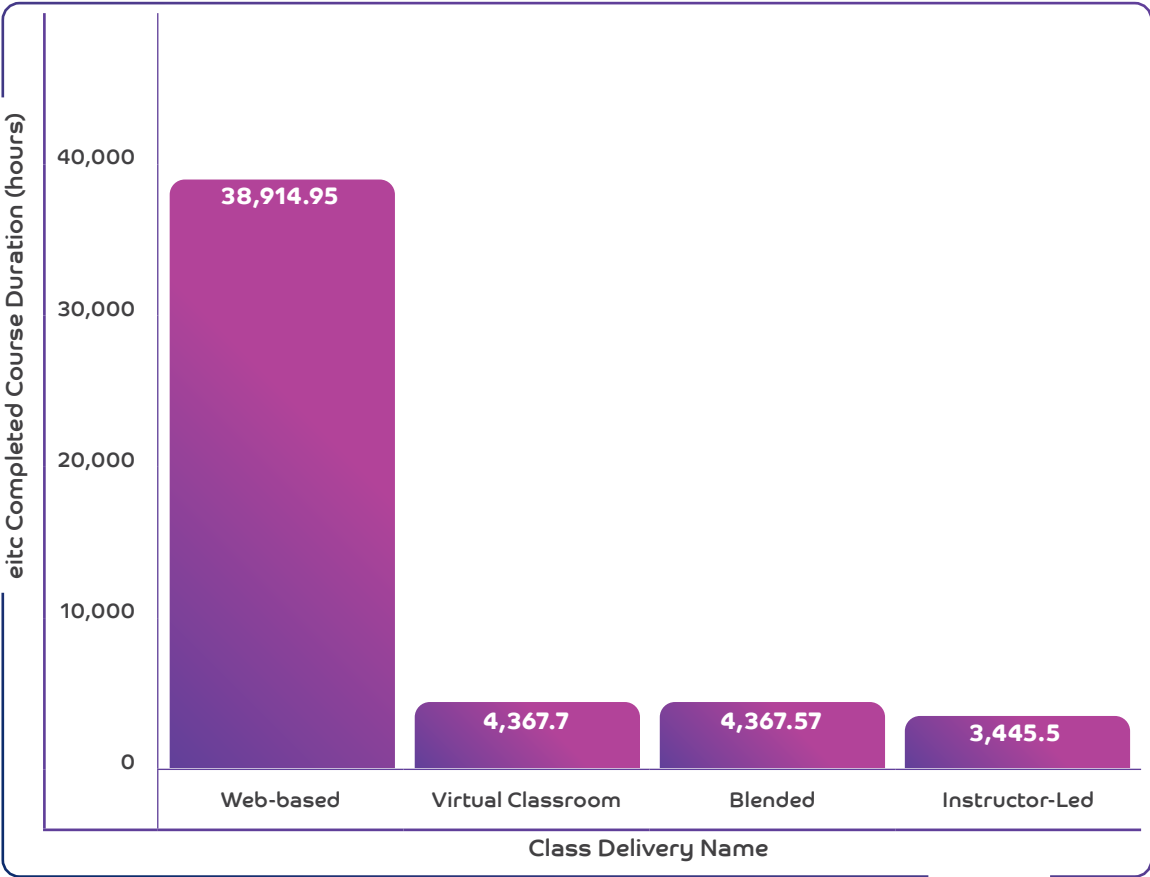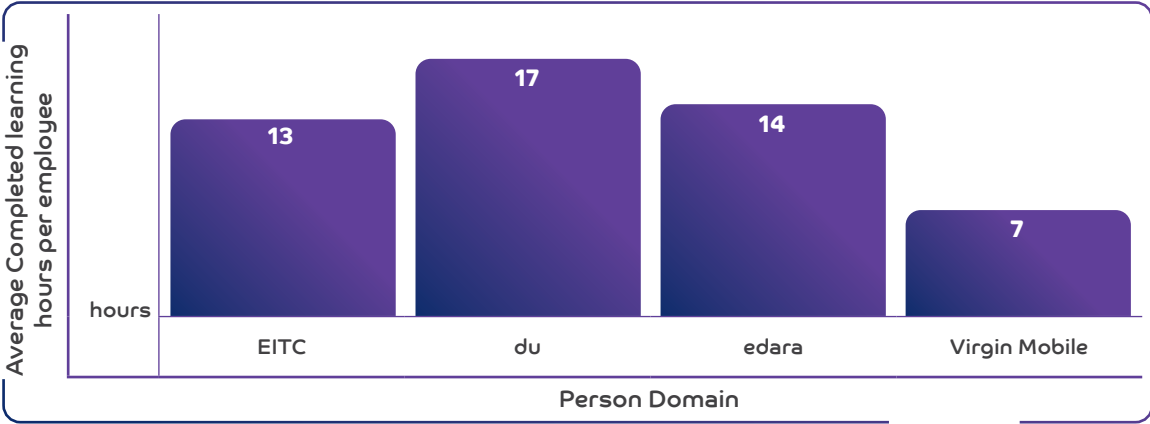

Learning completion count by domain

Person Domain	Class Delivery Name				
	Blended	Instructor-Led	Virtual Classroom	Web-Based	Total
Edara	110	52	449	33,403	34,064
du	9	107	1,663	21,838	23,617
CW	130	-	174	20,938	21,242
Virgin Mobile	-	-	73	603	676
Total	249	159	2,409	76,782	79,599
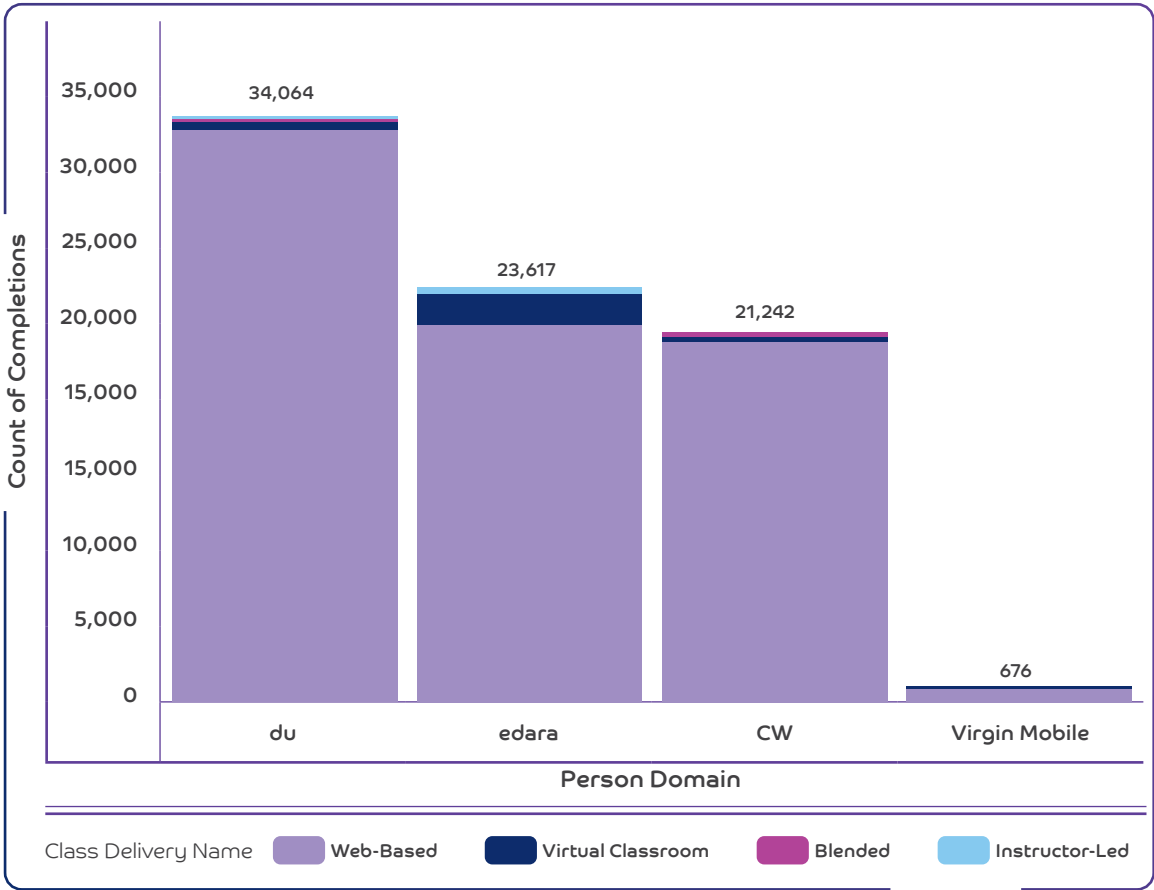
Learning completion (Self-directed vs Mandatory)

- 24% Mandatory
- 76% Self-Directed

Average Completed learning hours per employee

Person Domain	Average Completed learning hours per employee
EITC	13
du	17
edara	14
Virgin Mobile	7

Percentage of employees receiving regular performance and career development reviews

Person Domain	Average Completed learning hours per employee
EITC	100%
du	100%
edara	100%
Virgin Mobile	100%
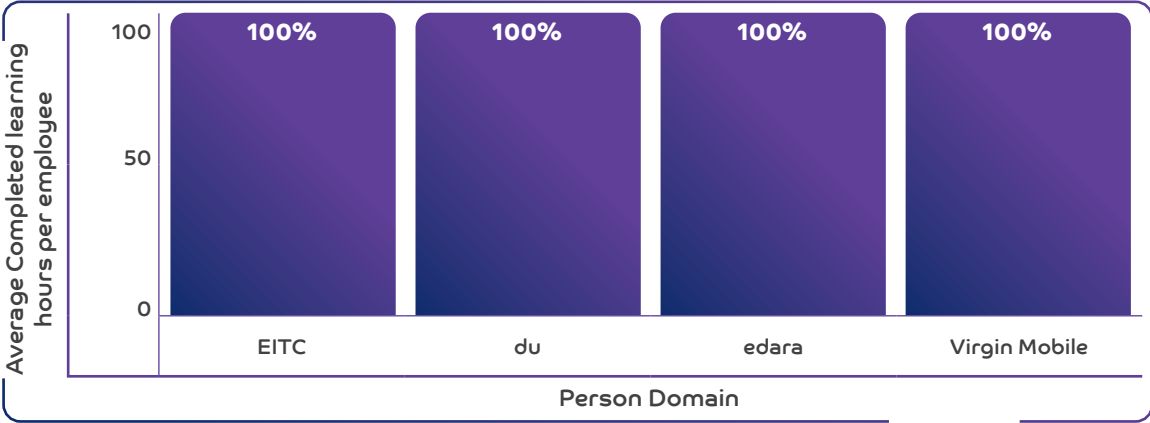
Employee benefits

Our employee benefits are focused on building a workplace that is engaging, inclusive, and one that gives our employees the trust to believe in our vision. During the year, we reviewed and maintained our employee benefits across all career bands and levels to stay in line with the local market. During the pandemic we were quick to launch our work from home initiative enabling employees to work in the safety of their home.

Our employee benefits enable employees to achieve a positive work-life balance by offering them flexible timings, in-house facilities such as a gym, pool and clinics, as well as monetary benefits such as telecom discounts, airfare, education allowance and complimentary discount programmes such as FAZAA. Rewards schemes such as spot awards are regularly exercised to engage and recognise employees who walk the extra mile in delivering their accountabilities.

Diversity

We have 74 unique nationalities at our office, and we believe that this diversity is the foundation for a thriving culture at EITC that positively impacts all our people, as well as our customers.

We endeavour to be an equal opportunity employer that displays no discrimination regarding age, gender, colour or religion in our decisions to recruit or develop careers. We also support people of determination to build long-term opportunities at our organisation. We currently have four colleagues that have special physical needs at du:
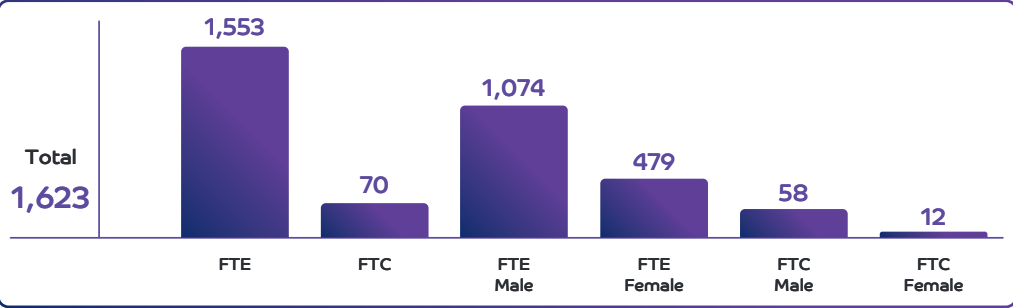
- One is working on reduced working hours
- One has been provided with visual aid to support the disability
- Two are working normal hours

During the year, a total of 122 colleagues (31 women and 91 men) took parental leave; of these 1 female colleague did not return to work from her maternity leave. Of those that did return, 113 (29 women and 84 men) were still employed 12 months after their return to work.
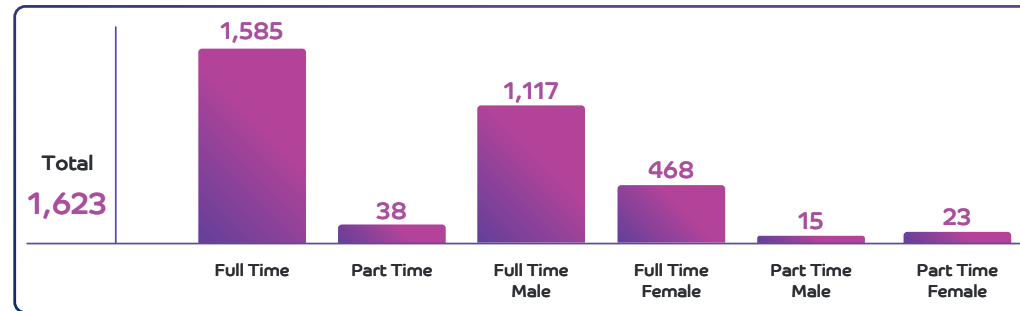
Diversity at du
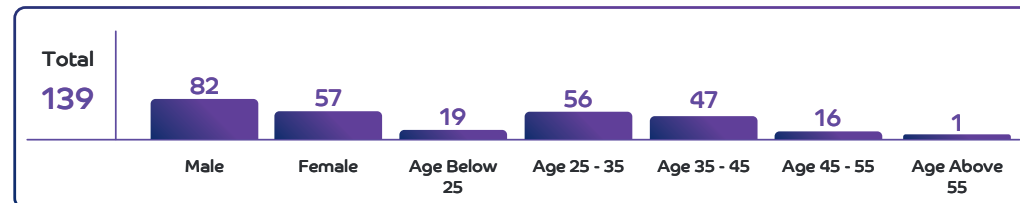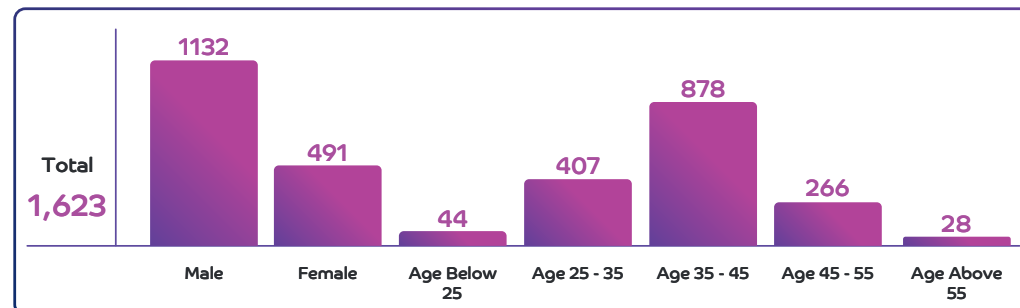
du (full-time employee and full-time contractor by gender)

	Total 1,623	FTE	FTC	FTE Male	FTE Female	FTC Male	FTC Female
		1,553	70	1,074	479	58	12

Total Number of Employees at du (full-time and part-time employee by gender)

Total
1,623

	Full Time	Part Time	Full Time Male	Full Time Female	Part Time Male	Part Time Female
	1,585	38	1,117	468	15	23

Total number of employees hired at du

Total
139

Male	Female	Age Below 25	Age 25 - 35	Age 35 - 45	Age 45 - 55	Age Above 55
82	57	19	56	47	16	1

Total number of employee turnover at du

Total
1,623
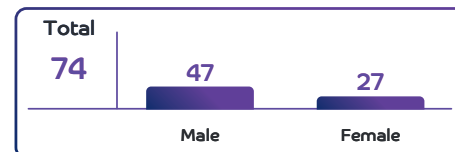
Male	Female	Age Below 25	Age 25 - 35	Age 35 - 45	Age 45 - 55	Age Above 55
1132	491	44	407	878	266	28

Total Number of Employee Entitled for Parental Leave at du

Total
74

Male	Female
47	27

Total Number of Employee took Parental Leave at du

Total
74

Male	Female
47	27

Total Number of Employee returned work after Parental Leave at du

Total
74

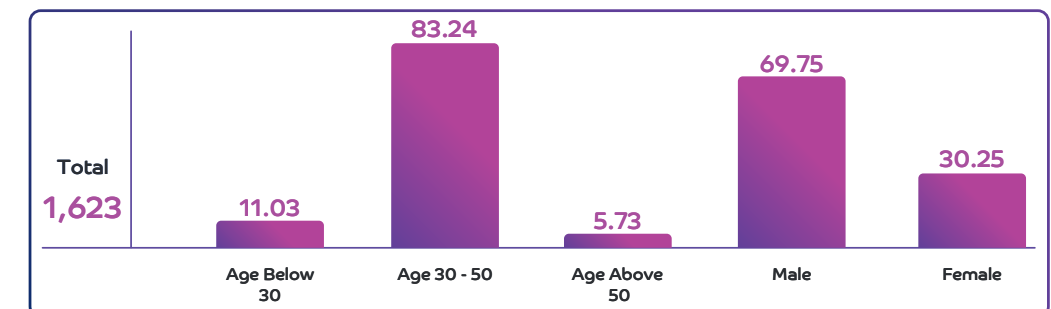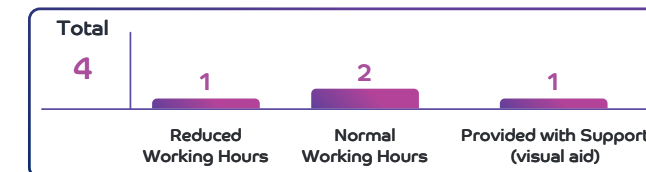| Male	Female
47	27

Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender at du
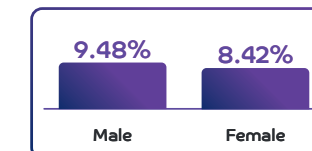
Total
69

Male	Female
46	23

Return to work and retention rates of employees that took parental leave, by gender at du

Male	Female
100	100

Percentage of employee category at du

Total
1,623

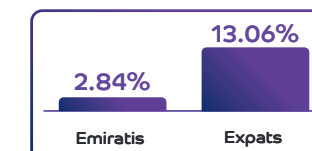| Age Below 30	Age 30 - 50	Age Above 50	Male	Female
11.03	83.24	5.73	69.75	30.25
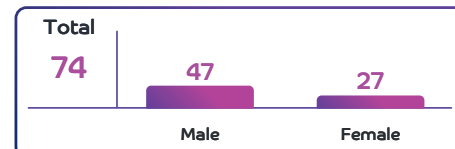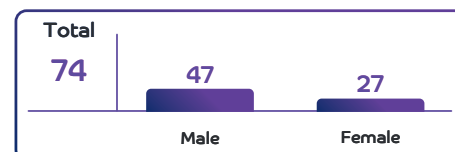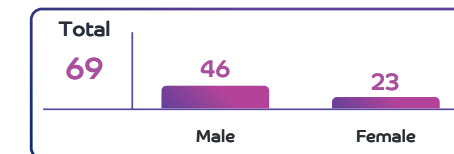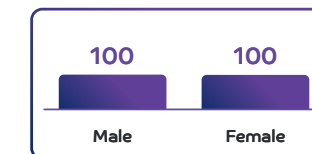
Opportunities for the physically disadvantaged/people of determination at du
Total number of colleagues as on 31-Dec-2020 who are physically disadvantaged

Total
4

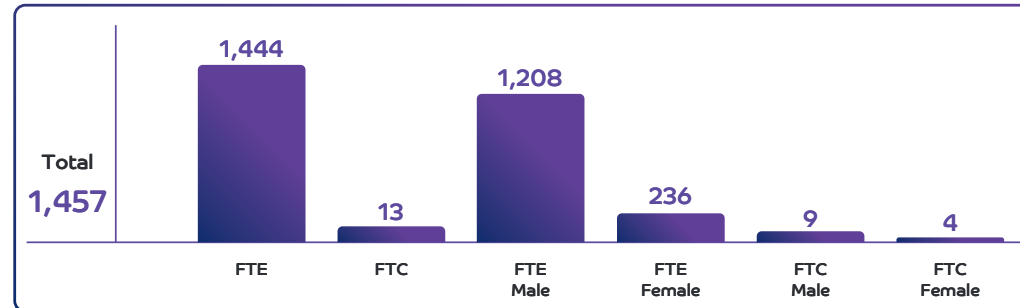| Reduced Working Hours	Normal Working Hours	Provided with Support (visual aid)
1	2	1

Attrition rate by men vs. women at du

Male	Female
9.48%	8.42%

Attrition rate by Emiratis vs. expats at du

Emiratis	Expats
2.84%	13.06%

Diversity at Edara

Edara (full-time employee and full-time contractor by gender)

Total 1,457

FTE	FTC	FTE Male	FTE Female	FTC Male	FTC Female
1,444	13	1,208	236	9	4

Total Number of Employees at Edara (full-time and part-time employee by gender)

Total 1,457

Full Time	Part Time	Full Time Male	Full Time Female	Part Time Male	Part Time Female
1,444	13	1,208	236	9	4
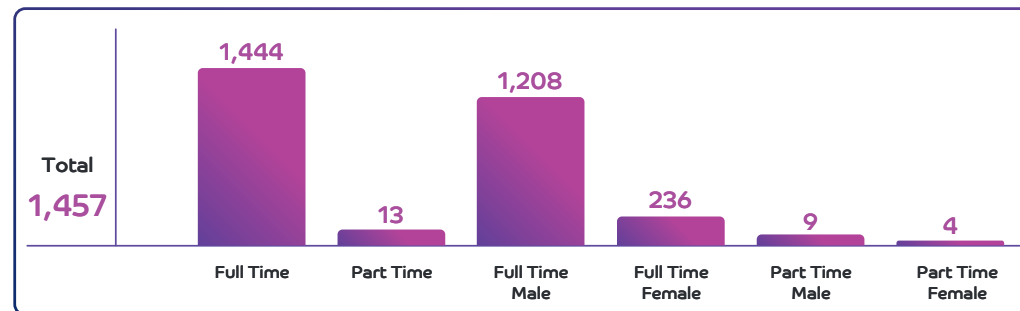
Total number of employees hired at Edara

Total 1,457
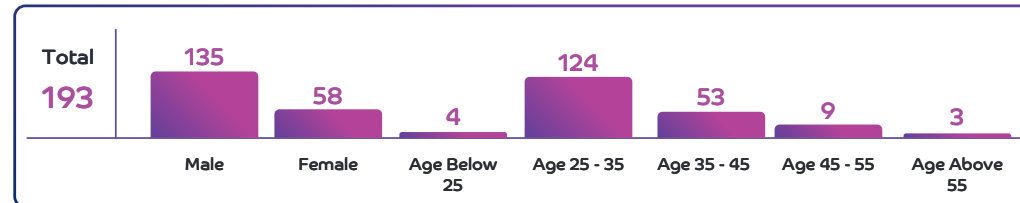
Male	Female	Age Below 25	Age 25 - 35	Age 35 - 45	Age 45 - 55	Age Above 55
1,217	240	20	875	497	62	3

Total number of employee turnover at Edara

Total 193
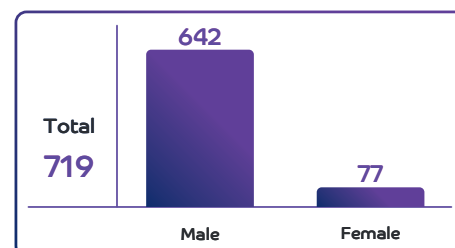
Male	Female	Age Below 25	Age 25 - 35	Age 35 - 45	Age 45 - 55	Age Above 55
135	58	4	124	53	9	3

Total Number of Employee Entitled for Parental Leave at Edara

Total 719

Male	Female
642	77

Total Number of Employee took Parental Leave at Edara

Total 14

Male	Female
0	14

Total Number of Employee returned work after Parental Leave at Edara

Total 14

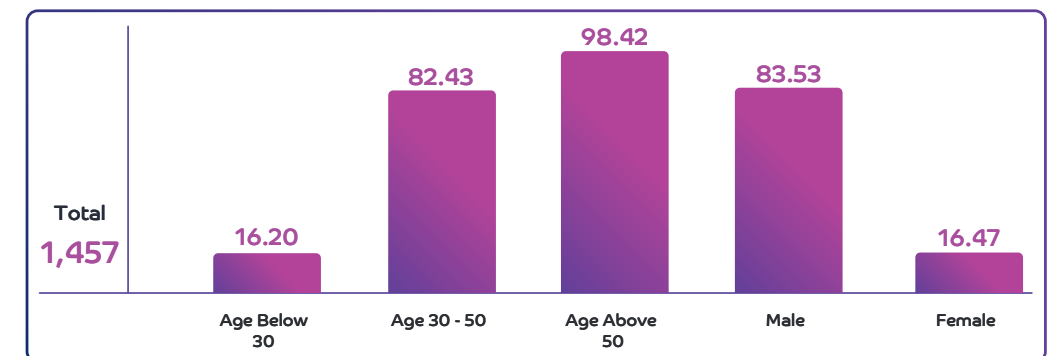| Male	Female
0	14
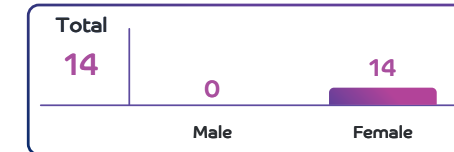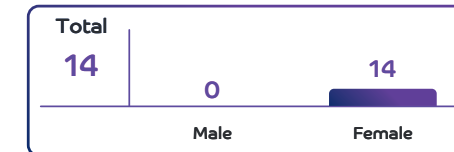
Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender at Edara

Total 14

Male	Female
0	14
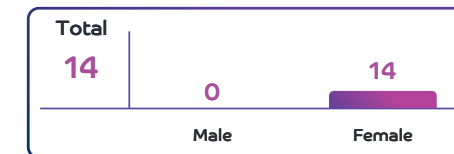
Return to work and retention rates of employees that took parental leave, by gender at Edara

Male	Female
100	100

Percentage of employee category at Edara

Total 1,457

Age Below 30	Age 30 - 50	Age Above 50	Male	Female
16.20	82.43	98.42	83.53	16.47
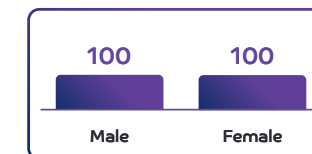
Attrition rate by men vs. women at Edara

Male	Female
70%	30%
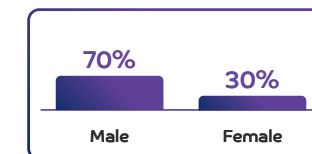
Attrition rate by Emiratis vs. expats at Edara

Emiratis	Expats
0%	0%
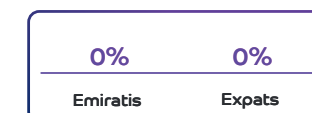
Diversity at Virgin

Virgin (full-time employee and full-time contractor by gender)

Total **68**

FTE	65
FTC	3
FTE Male	35
FTE Female	30
FTC Male	3
FTC Female	0
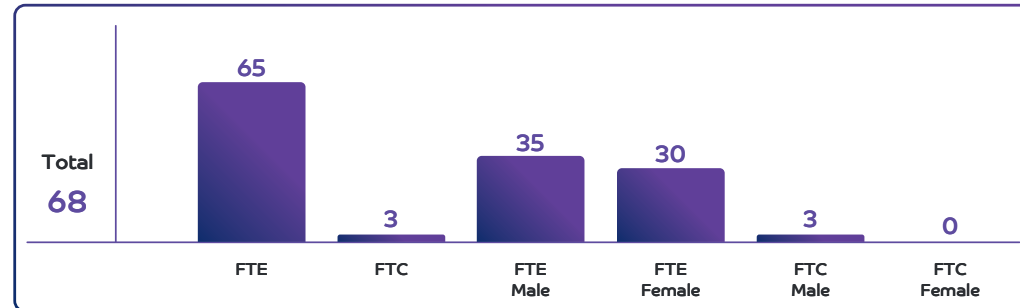
Total Number of Employees at Virgin (full-time and part-time employee by gender)

Total **68**

Full Time	68
Part Time	0
Full Time Male	38
Full Time Female	30
Part Time Male	0
Part Time Female	0
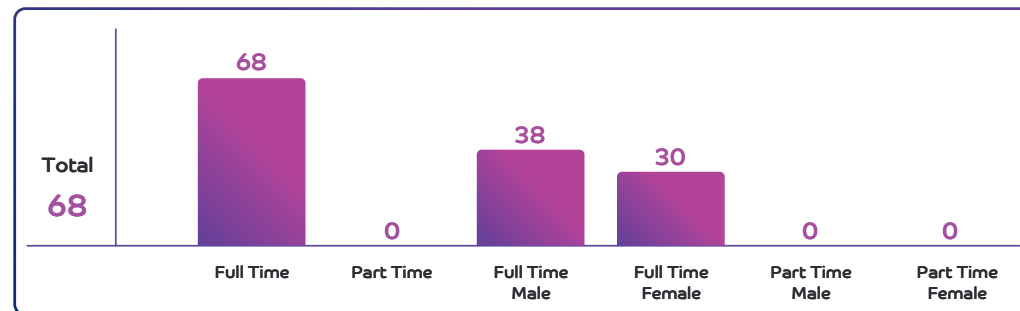
Total number of employees hired at Virgin

Total **12**

Male	5
Female	7
Age Below 25	0
Age 25 - 35	3
Age 35 - 45	7
Age 45 - 55	2
Age Above 55	0
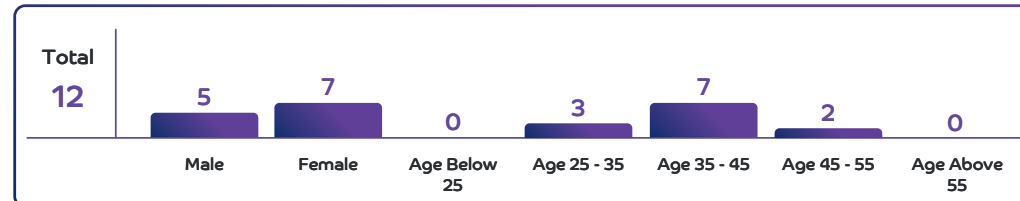
Total number of employee turnover at Virgin
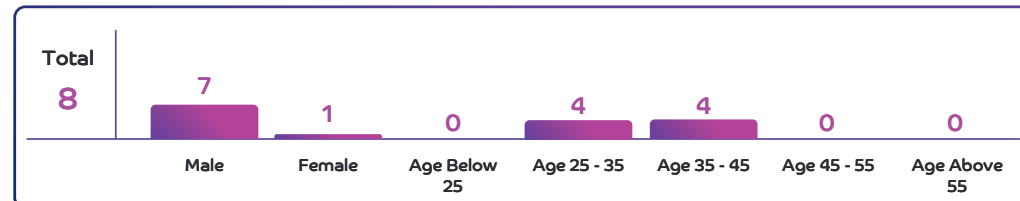
Total **8**
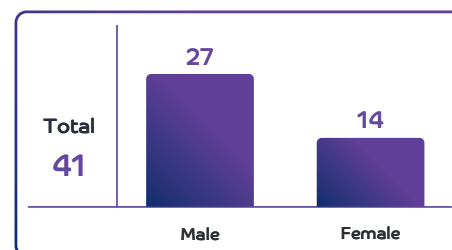
Male	7
Female	1
Age Below 25	0
Age 25 - 35	4
Age 35 - 45	4
Age 45 - 55	0
Age Above 55	0

Total Number of Employee Entitled for Parental Leave at Virgin

Total **41**

Male	27
Female	14

Total Number of Employee took Parental Leave at Virgin

Total **3**

Male	1
Female	2

Total Number of Employee returned work after Parental Leave at Virgin

Total **3**

Male	1
Female	2
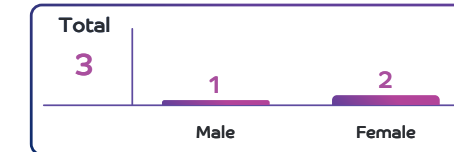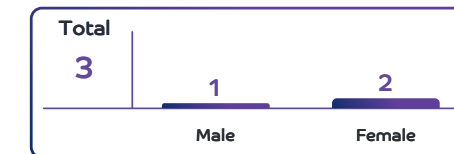
Return to work and retention rates of employees that took parental leave, by gender at Virgin

Male	100
Female	100
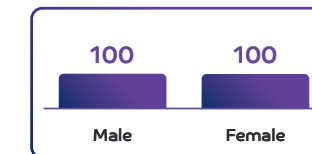
Percentage of employee category at Virgin

Total **68**

Age Below 30	7
Age 30 - 50	87
Age Above 50	6
Male	56
Female	44
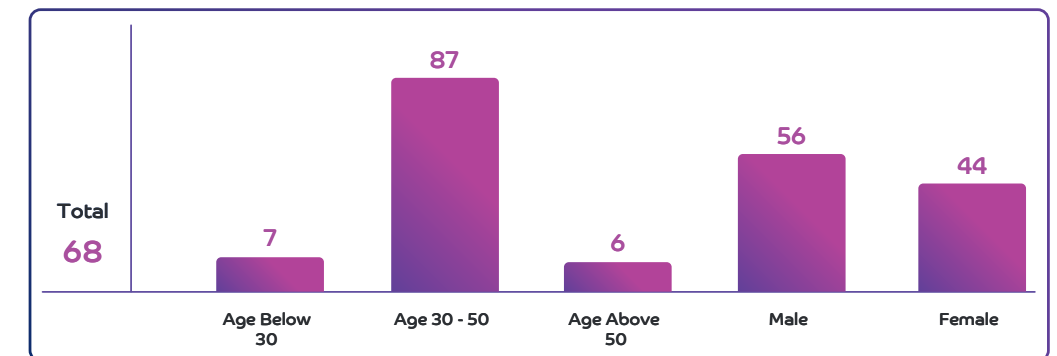
Attrition rate by men vs. women at Virgin

Male	17.9%
Female	3.7%
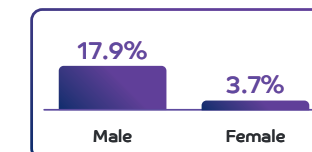
Attrition rate by Emiratis vs. expats at Virgin

Emiratis	0%
Expats	12.3%
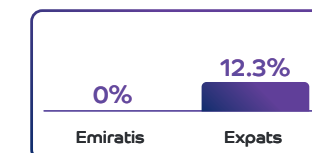
Community wellbeing

Supporting students' remote learning across the UAE

We addressed the COVID-19 situation in the country by supporting remote learning and online educational platforms for students and teachers. We did this by enabling all our postpaid and prepaid customers to access their school websites and homework throughout the entire duration of the closed period without occurring any additional charges on their data.

We also provided access to selected VOIP applications: Blackboard Collaborate, Zoom, Google Hangout Meet, and Microsoft Teams. This in addition to Skype for Business which was made available for all fixed-line users for a certain duration.

Through these facilities, we helped ensure that our customers were able to take full advantage of their respective learning platforms and continue their development within the confines of their own homes without any lack of connectivity or increased costs.

Supporting schools, universities and our customers during COVID-19

Upholding our responsibility to support the Ministry of Education as well as all schools and universities in the UAE, we doubled the internet speed for schools and universities across the country at no additional cost. This was done to ensure seamless and uninterrupted connectivity during the lockdown. We also connected schools and universities with unlimited free Webex for three months and provided discounted rates for additional internet packages for additional bandwidth.

We also offered our customers a free upgrade on internet speeds of up to 500Mbps, and be able to communicate with their loved ones for free through the internet calling application, Voico UAE. Our customers also enjoyed online and digital services that included free delivery to their homes within 24 hours when placing orders through the du App or website.

We provided our customers with the options to use the du App or visit our website to pay their bills, follow up on the consumption of their packages, recharge packages, purchase data and minutes, and renew identity registration. We also offered required support via our online instant chat service.

Celebrating UAE's special moments

Raising the UAE flag high on Flag Day

On the occasion of UAE Flag Day 2020, we invited our frontline employees, along with our CEO and Board of Directors, to hoist the UAE flag in honour of the prestigious national event. With this event, we aim to pay our tribute to our frontline workers, whose efforts have been instrumental in ensuring that we met our commitment to our customers and communities across the country.

Underlining our fondest memories on the 49th UAE National Day

We celebrated the 49th UAE National Day by releasing a special video honoring the nation's fondest memories over the past 49 years and looking ahead to the coming 50 years.

The short film is a unique testament to UAE National Day, which includes memorable moments lived by UAE residents from various age groups and cultural backgrounds. The content counts up from 1 to 49 (each number represents a year in the UAE union), with each number a memory that was lived in the UAE.

To engage the UAE's residents in this campaign, we invited them to select a number between 1 and 49 and reveal what makes this number special for them.

A Guinness World Record on National Day

In the month of December 2020, we supported a campaign by Emirates Red Crescent and Nefsy to feed 49,000 families in honour of UAE's 49th National Day. Not only did we support feeding 49,000 underprivileged families, but the initiative broke a Guinness World Record of the largest greeting card mosaic flag of the UAE representing the first and biggest flag of a good cause.

Celebrating the UAE's first mission to Mars

In mid-2020, the UAE launched its historic first mission - the Hope probe - to Mars to study the planet's weather and climate. Hope's arrival in 2021 will coincide with the 50th anniversary of the UAE's formation. To mark this momentous occasion in the country's space mission, we celebrated the launch with our customers through a series of social media posts, stories and text messages.

UAE's first mission to Mars

Youth empowerment

We signed an MoU with the Dubai Government Human Resources Department (DGHR) to be part of their Riyada programme. Riyada aims to empower the Emirati workforce and equip them with technical, behavioral and professional competencies.

Riyada will allow us to target strategic areas of knowledge in the workplace and allow the Emirati youth at du to exchange their experiences with youth from other organisations for an agreed period of time. This will not only encourage knowledge and experience sharing, but will also help increase the collaboration between government and private sectors.

During the year, we also signed an MoU with the Department of Education and Knowledge in Abu Dhabi (ADEK) based on which we will provide sessions on coding for students that are specialised in programmeing. ADEK is planning to open a programmeing school that will provide a various range of courses that targets future coding generation.

Furthermore, in collaboration with the Hamdan Bin Rashid Centre for Giftedness and Creativity, we signed an agreement to provide experienced instructors who will educate the youth at the Centre on topics such as Technology, IOT, IT and Security to empower students in their future.

Gender balance

Rebranding our Gender Balance Council to achieve equal representation

Early in 2020, we rebranded our Gender Balance Council, aiming for greater inclusion and equal representation of both genders within EITC. The aim of the Council is to create awareness, encourage discussions, drive sustainable actions, and build and maintain an environment that supports equality and empowers women throughout their professional development.

The Council continue working across four main pillars – Leadership Mindset, Behavior and Culture, Polices and Structure, and Internal and External Communication. It continued to pursue the gender balance agenda and performance throughout EITC by increasing female presence, promoting female leadership positions, and fostering the next generation of female leadership across the organisation.

Gender Balance Council has been proactive in promoting the UAE Vision with our Executive Leadership team, leading to the new operating model's selection process being more gender inclusive as reflected in the appointment of Hanan Ahmad as the acting Chief Corporate Affairs and Assurance (homegrown talent), the first female Emirati C-level Executive at EITC. In addition, EITC's leadership has been proactive in promoting inclusive practices such as the identification of talents, as well as the company's selection process.

Defying gender stereotypes in gender dominated industries

Our Gender Balance Council organised its first-ever internal webinar, where a range of topics were discussed concerning gender equality and achieving inclusion in the workplace. Held under the theme 'Defying gender stereotypes through working in gender dominated industries,' the agenda entailed insights from four guest speakers - H.E. Shamsa Saleh, Dubai Women Establishment CEO and UAE Gender Balance Council Secretary General, H.E Samata Gifty Bukari, Consul General of Ghana, Eng. Hiba Shabrouq, a Product Marketing expert and TechWomen fellow, and Eng. Maryam Al Balooshi, Environmental Manager at the UAE General Civil Aviation Authority.

The speakers shared their experiences and provided further inputs regarding equality. They praised the UAE's progression in terms of achieving its gender balance goals, and also spoke about the barriers that women must overcome to achieve success. They also gave recommendations on how employees can contribute to financial growth and how gender stereotypes can be removed to maximise the talent pool.

> "We appointed the first female Emirati C-level Executive at EITC - Hanan Ahmad as the acting Chief Corporate Affairs and Assurance (homegrown talent)."

Innovation in Education

Enhancing education through 5G

Last year, we used our 5G technology and network to empower future minds by partnering with the Emirates Airline Festival of Literature to power a series of educational live streams. These were broadcasted via the 5G network to UAE schools who were participating in the event through a weblink.

One of these live streams was the 'Eight Days in Space' session featuring Emirati space pioneers Hazza Al Mansoori, Sultan Al Neyadi, and Salem Al Marri. We also live streamed a Creativity and Innovation session with Lebanese writer Rania Zaghir, and a session titled 'Making a Stand' that features Ziauddin Yousafzai – the father of Nobel Prize laureate and world-renowned education advocate, Malala Yousafzai.

These 5G live sessions showed us the immense potential for enhanced mobile broadband connectivity to develop UAE's key industrial verticals, especially the education sector.

Event experiences

The year 2020 was an exceptional year for live events and on ground activations due to the Covid-19 pandemic. Our events and sponsorship unit delivered on multiple initiatives on how to cope with the pandemic and we maintained our promise to engage with the audience.

We launched our first Gender Balance themed webinar to educate and raise awareness on gender balance related topics in the work environment. We also participated in the UAE's first mega event during the pandemic - GITEX 2020. Our focus during GITEX was on the measures taken to support the UAE's vital industries such as healthcare sector, education, government and private sector through our digital solutions. We created a one of a kind digital journey through our stand with all safety measures adhered to.

We continue to deliver on our promise to be closer to our customers and engage with community through various mediums virtually and on ground.

Operating ethically and responsibly

Environmental footprint

Energy-efficiency in our network

Our network, i.e. the base transceiver stations and data centres, create a significant environmental impact due to its energy consumption. To address this impact, we have invested in a range of energy- efficient technologies, such as:

Energy-efficiency hybrid generators

- At the moment, we have a total of 382 generator-run BTS sites – of these, 218 are running on normal generators, and 164 on hybrid generators
- Our hybrid generators help reduce diesel consumption by up to 40%
- To date our hybrid generators have resulted in diesel savings of approximately 1.79 M litres/year (a carbon footprint reduction of 4,540 tonnes/year)

Solar energy

- We have a total of 30 sites that run completely on solar panels
- Six new solar sites were installed in our network in 2020
- To date our solar sites have resulted in total diesel savings of approximately 2.4M litres (a carbon footprint reduction of 6,000 tonnes)
- There are additional 30 site planned to be completed in 2021

Free cooling systems

- Our free cooling systems reduce our energy bills by 15% per site by using the cooler air outside (during winters) to reduce the burden on air-conditioning
- To date, we have installed 1,100 free cooling systems in our mobile sites.
- Free cooling systems have resulted in total energy reduction of approximately 6,500Mwh (a carbon footprint reduction of approximately 3,250 tonnes)

Energy-efficiency in our non-technical sites

We have shops, offices, warehouses and call centres that consume energy, and we employ a number of electricity reduction strategies to address our sustainability impact in these sites.

During the pandemic, we turned off non-essential load in our various offices – this has resulted in overall energy savings of 8% across our offices compared to 2019.

We have also taken various initiatives for energy management across our offices such as installation of variable frequency drive which helped in energy saving of 18% over the year. We also have retrofitted the CFL lights with LED low wattage lights which helped for energy savings of 11% across our offices in Al Salam Tower, AUH Hamdan, Khazna Dubai, DIAC Blocks 8 and 9.

To date, our LEED certified stores located in Fujairah, Mirdiff and Me'aisem City centres have saved a total of 608,629 KWhr (AED 251,098). An overview of the energy and cost savings at our key non-technical sites can be found in the following table:

Site	Energy consumption	% savings in energy consumption (compared to 2019)	AED savings in energy consumption
Offices – Al Salam Tower, DIAC 8 and 9, and Hamdan	1,919,065.70	37%	825,198.25
Retail shops (x37)	26,642.58	3%	11,456.31
Call centres (FCC)	82,930.21	17%	35,659.99
Warehouse (DIP)	152,788.20	18%	65,698.93
Virgin (D3)	18,042.40	15%	7,758.23
Al Salam Tower – Chiller energy	354,632.88	18%	152,492.14

Data privacy and security

It is extremely important for us to keep our customers' information safe and safeguard their privacy and security online. To ensure this basic, yet essential customer right, we have a dedicated function for 'Data Security and Privacy Management' within our Technology Security and Risk Management (TSRM) department.

Our Data Security and Privacy Management framework and standards are based on national and international regulations, standards and guidelines from the UAE's Telecommunications Regulatory Authority, International Organisation for Standardization (ISO), National Institute of Standards and Technology (NIST), Payment Card Industry Data Security Standard (PCI DSS) etc.

We continue to enhance our organisation-wide internal awareness of the importance of customer data and privacy requirements. In 2020, we revamped our current Data Security and Privacy Policies and standards to include diverse platforms and technologies. We initiated an overall data taxonomy with all our business owners. We are currently working on adopting cloud security and tokenisation to further secure our business.

Additionally, we are working on Privilege Identity Management and Database Access Management controls including User Access Governance platform. The Subscriber Data Protection through Database Access Management will give our customers more confidence in the protection of their data.


"It is extremely important for us to keep our customers' information safe and safeguard their privacy and security online."

Financial performance

In 2020, we achieved revenues of AED 11.08 billion. Our net profit after royalty amounted to AED 1.44 billion, equating to earnings per share of AED 0.32.

Since 2010, we have been paying royalties to the Government as per an official directive from the Ministry of Finance. In 2020, the royalty charge was AED 1.51 billion – year on year figures indicated below.

Comparative Revenue and Royalty paid (AED million)
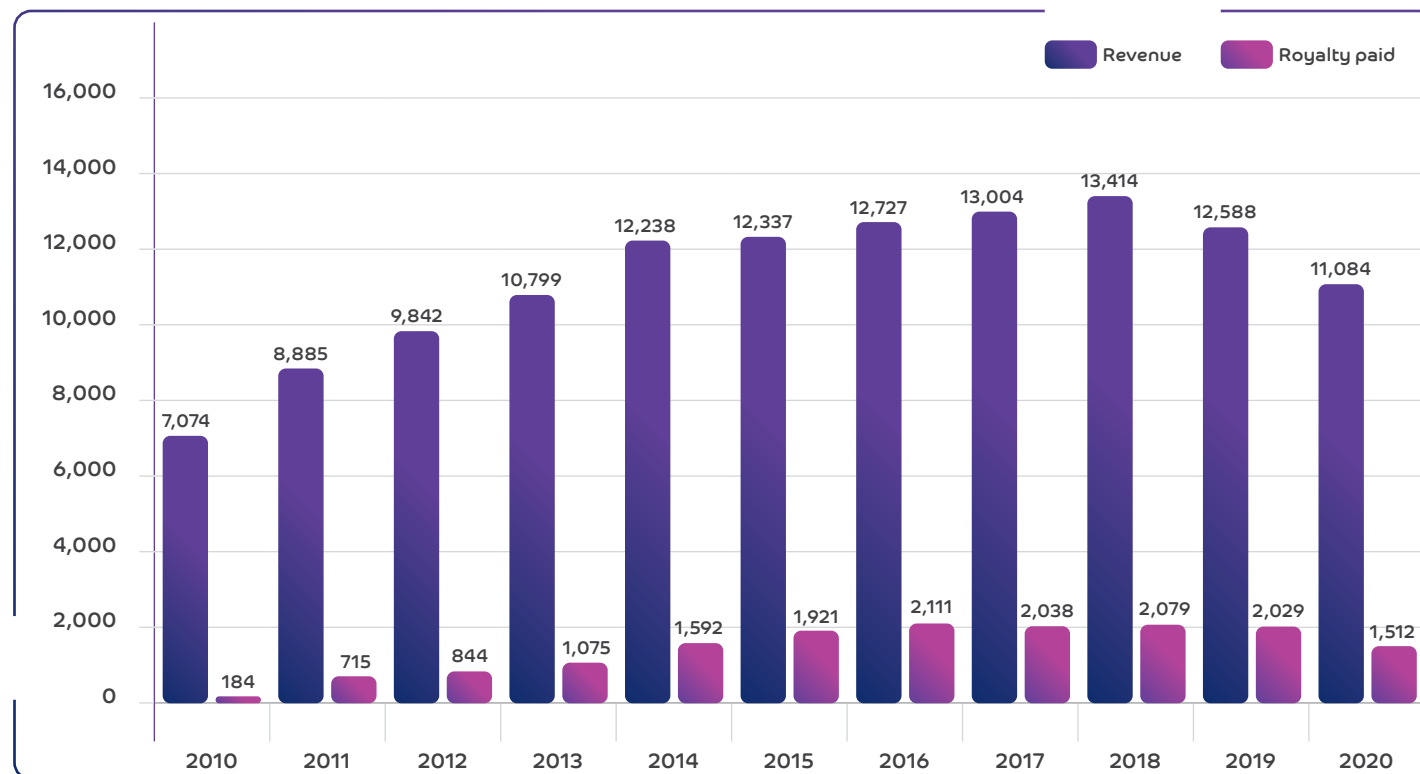
In addition to the royalty charges, as per a resolution issued by The Supreme Committee for the Supervision of the Telecommunications Sector, we contributed 1% of our total regulated revenue towards the Telecommunication Regulatory Authority's Information and Communication Technology (ICT) Fund. This Fund finances a range of projects to develop the innovation and knowledge capital of the country's ICT sector (in areas of research, education and entrepreneurship). In 2020, we did not receive any financial assistance from the Government.

Percentage of economic value distributed (AED 6.24 billion)

50.65% Operational expenses

24.23% Royalty charge

18.84% Employee wages

6.26% Payment to Government

0.02% Community investment / Social contribution

The consolidated financial statements of the Company for the year ended 31 December 2020 comprises the Company – Emirates Integrated Telecommunications Company PJSC and its wholly owned subsidiaries EITC Investment Holdings Limited, Telco Operations FZ-LLC, Smart Dubai Platform Project Company LLC and EITC Singapore PTE. LTD. Our consolidated financial statements are audited by Deloitte and Touche (M.E.) and the published financial results are available on our website.

All entities included in the organisation's consolidated financial statements or equivalent documents include:

Entity Name	Shareholding	Classification in consolidation financial statements
EITC Investment Holdings Limited	100%	Subsidiary
Telco Operations FZ-LLC	100%	Subsidiary
Smart Dubai Platform Project Company LLC	100%	Subsidiary
EITC Singapore PTE. LTD.	100%	Subsidiary
Khazna Data Centre Limited	26%	Associate (ownership disposed on 30th September 2020)
Dubai Smart City Accelerator FZCO	23.5%	Associate
Advanced Regional Communication Solutions Holding Limited (ARC)	50%	Joint Venture
Anghami (A Cayman Islands Company)	4.8%	Financial asset at fair value

Shareholder's structure

- The UAE Government, through its ownership of the Emirates Investment Authority, indirectly owns 50.12%.

- The Abu Dhabi Government, through its ownership of Mamoura Diversified Global Holding PJSC (formerly Mubadala Development Company PJSC) indirectly owns 10.06%.

- Dubai Holding, through its ownership of Emirates International Telecommunications Company LLC, indirectly owns 19.7%.

- The remainder of the shares are held by Public Shareholders comprising individuals who are UAE and non-UAE nationals and companies established in the UAE.

Responsible procurement

In 2020, we had more than 645 active suppliers and we sourced products and services worth AED 3.3 billion from them. More than 80% of these were local suppliers (i.e. companies with their headquarters in the UAE). We also worked with 8 Emirati SMEs during the year from whom we purchased AED 18 million worth of goods and services – an increase of AED 4 million as compared to 2019.
Our Sourcing Policy continued to help us manage the social and environmental impacts of our vendor base as it ensures that all dealings with our vendors are fair, competitive and without any conflict of interest.

Our Sourcing Policy is complemented by our Sustainable Environmental Procurement Policy which obliges our current and prospective suppliers to complete our HSE requirements. We also continued with our Robotics Process Automation which uses artificial intelligence to create efficiencies in the way we work.
In 2020, 100% of our vendors conformed to our HSE screening criteria upon registration. We were not made aware of any significant negative environmental or labour impacts within our supply chain.

Responsible marketing

For our industry, it is extremely important for our marketing and communication campaigns to be responsible, honest and friendly to build trust and loyalty among our customers. We give all our customers the choice to opt in or out from receiving our communication, and are not involved in the sale of any banned or disputed products and services. During the year, there were no cases of non-compliance with regulations and voluntary codes concerning marketing communications at EITC.

Business ethics

To deal with any wrong doing or unethical practices, we follow the processes defined in our whistle blowing and fraud response policies applicable to our staff and vendors. Our whistleblowing channels include an email (wb@duconcerns.ae), an independent website (duconcerns.ae), and a hotline (800 503 7283).

Our whistleblowing mechanism allows our staff and vendors to share any concerns regarding the company and its operations with complete anonymity and confidence. Our organisational code of conduct and ethics, along with our internal and external policies for seeking advice on ethical behaviour, and for reporting concerns about unlawful behaviour can be found on our website.

> "In 2021, the main aim is to automate all processes related to business continuity"

Business continuity

To ensure that we continue to deliver our products and services at predefined levels during any instability, we have adopted a standard Business Continuity Management (BCM) system. This system enables us to build the required resiliency to protect our people, processes, facilities and technologies, as well as our customers, vendors, partners, regulators and contractors. Business Continuity Plans (BCPs), Disaster Recovery Plans (DRPs), Crises Management Plans and Simulations all contribute towards our BCM system which proved its efficiency during the COVID-19 pandemic.

At the national level, we abide by the security obligations set by the TRA through the National Telecom Emergency Management Plan (NTEMP), and National Crisis and Emergency Management Authority (NCEMA). In 2020, we successfully participated in three field simulations where we reflected the capabilities of our organisation to protect our assets and ensure the availability of our services. In 2020, we also complied with the NCEMA Business Continuity Guidelines in the event of COVID-19 where all the aspects of people, technology and supply chain were maintained. We maintained the ISO 22301 certificate as well without major non-conformity.

In 2021, the main aim is to automate all processes related to business continuity and reevaluate the prioritisation and processes within EITC. Another aim is to get the maxim benefits of covid19 during the recovery stage of the pandemic.

Radio frequency fields

Our network fully complies with the strict regulations for emission guidance by the International Commission on Non-Ionising Radiation Protection (ICNIRP). We also have a mandate from the TRA to periodically measure the electric field of our towers and never have we measured any emission level that even exceeded a mere 1.3% of threshold level allowed by the ICNIRP.

Grievance mechanisms

With regards to the grievances- kindly note that within 2020- we have documented 15 employee grievances, 13 of which were relate to employee performance appraisals, with the remaining related to other issues. There is only 1 employee grievance reported on the basis of harassment.

Kindly note that all grievances whether performance or other are captured and updated in the system database with full details about the case and action taken against the involved employees. Along with the case file documented internally. All grievances are handled by a dedicated team within HR in order to avoid any favouritism and ensure process compliance.

Greenhouse gas emissions

In 2019, our Scope 1 emissions – from our diesel generators and fleet vehicles – resulted in 26,189.39 tCO2e (35,897.73 tCO2e in 2018). The main reason was the reduction in our diesel and refrigerant consumption, especially in our data centres.

Our Scope 2 emissions which captures our indirect energy emissions – from our grid connected mobile and fixed sites, offices, shops and other subsidiaries, to our energy intensive data centres, have resulted in 286,033.14 (299,223.78 tCO2e in 2018).

In 2019, our Scope 3 emissions – from our office waste, business consumables, third-party electricity, water and business travel – have resulted in 1,595.19 tCO2e in 2019 (1,742.77 tCO2e in 2018). The main reason for this reduction was the decrease in printed bills for customers (12.15 tonnes in 2018 to 6.5 tonnes in 2019), as well as recycled plastic (15.4 tonnes in 2018 to 14.7 tonnes in 2019).
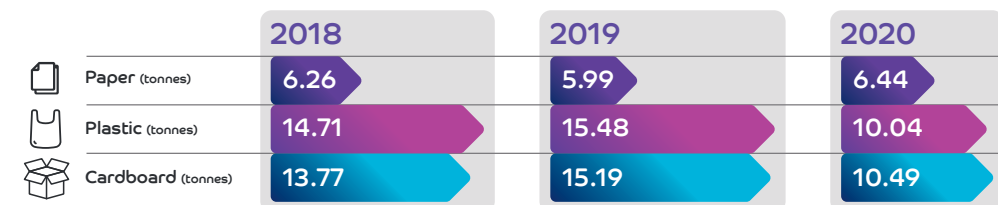
Our overall GHG emission intensity in 2019 was 0.041 tCO2e per customer which is attributed to our progress on our various energy-efficiency practices. In 2019, we tested 30 sites running on generators for ozone depleting substances or NOX, SOX and other significant air emissions. 90% of the sites had all parameters within the limits. There were also no major spillages, except for one minor spill – this had no impact the environment (land or water systems).

Waste management

We aim to minimise waste across our operations; and one of the most important initiatives in this aspect has been the waste management of key materials that we consume (i.e. paper, plastic and cardboard).

95% of our office paper is from recycled sources (virgin paper is used only for external communication). We have also designed our SIM cards to reduce their size to ensure they consume less material. We continue our e-billing initiative to reduce printing and paper consumption.

We continue to recycle our paper, cardboard and plastic used in our operations as can be seen in the graph below.

	2018	2019	2020
Paper (tonnes)	6.26	5.99	6.44
Plastic (tonnes)	14.71	15.48	10.04
Cardboard (tonnes)	13.77	15.19	10.49

We also have an Equipment Donation Policy that allows us to reduce our waste footprint by donating our used assets, such as IT equipment and furtniture to registered charities in the UAE. This year, we donated printers, laptops, office desks, chairs and other furniture to charities and community organisations in the UAE.