

# Integrated Report 2021



**15**  
Years

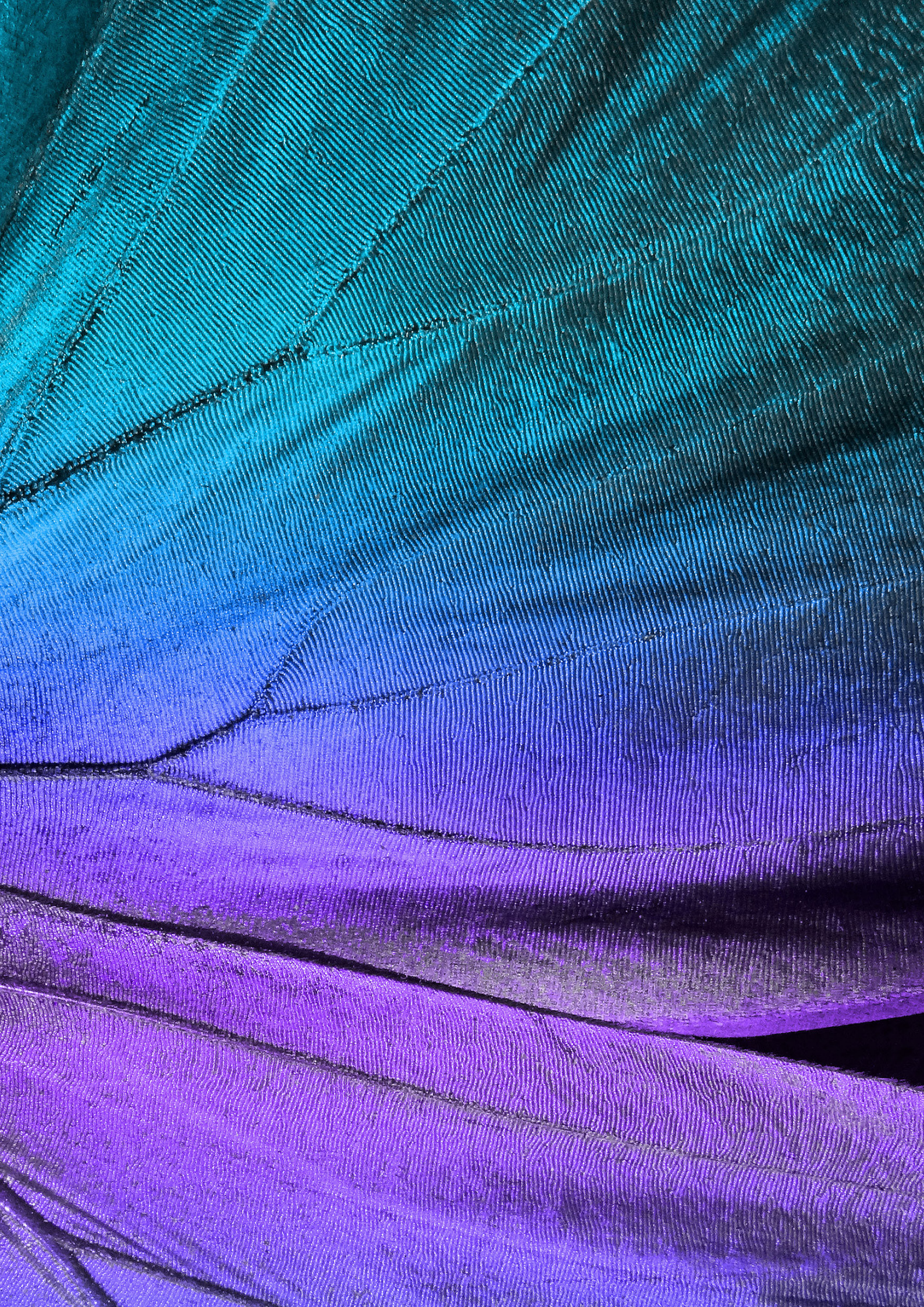
Emirates Integrated Telecommunications Company PJSC



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# Sustainability Report



# How do we safeguard long-term value

## 1. Sustainability Report

### 1.1 Sustainability at EITC

#### Our strategy and sustainability pillars

Our purpose is reflected in our vision statement – which is to ‘add life to life’. This is also our approach to sustainability - how we seek to make our people and communities happier by delivering the benefits of ICT to everyone, and operating ethically and responsibly.

Today, we consider ourselves a leader and enabler for sustainability in the UAE. Through our technology solutions, environmental management, and social projects, we have been able to create a very positive impact on the UAE, its economy, its environment and its people.

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.

Over the past year, we have worked on our sustainability pillars to bring in more focus on areas that matter to our business and our stakeholders. We have identified 6 specific areas and corresponding Sustainable Development Goals that can strengthen our sustainability impact in the years to come.





One of these areas (CSR-Community well-being) – we have further segmented into areas that form the foundation of our CSR and community policy. In 2021, we have focused almost all of our CSR and community interventions in these 4 areas. We will continue to work on this sustainability framework in 2022.

<p><b>Digital Skills and Well-being</b></p> <p>Designing programmes to educate specific segments of the UAE community to learn digital skills and to use the internet safely for a better future.</p>	<p><b>Innovation</b></p> <p>Driving innovation in the UAE community to create a positive social impact. Girls in ICT, STEM.</p>
<p><b>Cohesive Society and National Priority</b></p> <p>Strengthening social cohesion and inclusion in the UAE by celebrating important days and occasions such as Mawaad Al Rahman.</p>	<p><b>Empowerment</b></p> <p>Empowering specific segments of the UAE community through various educational initiatives.</p>

### 1.2 Our stakeholders and material topics

For the sake of understanding our sustainability impact and material topics, our priority stakeholders include: our employees, investors, customers, media, suppliers, and other organisations. We engage with them frequently to understand their concerns and requirements. Based on our previous stakeholder engagement study which was conducted via online surveys, our material issues remain the same.

These material issues have been plotted in a materiality matrix. This has helped us identify the topic boundaries and the content of our sustainability report. The material issues, that have been identified as part of our stakeholder engagement process, also help us prioritise the UN Sustainable Development Goals and targets that we are able to influence and contribute.

#### Our stakeholders





For each of these material topics, the impacts (boundaries) occur for most of our key stakeholders, which are our employees, investors, customers, media, suppliers and the general community. This report aims to capture our performance against our sustainability strategy, material sustainability topics and the prioritised Sustainable Development Goals.

Level of concern to stakeholders	Most important			Privacy and security of customer data	Customer satisfaction and happiness Innovative products and technical services
	Very important	Management of our electronic and hazardous waste	Health impact of our base transceiver stations/signal towers Energy-efficiency measures and/or increase in usage of renewable 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 incentives	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	Entrepreneurs and SME development	
		Somewhat important	Important	Very important	Most important
Current / potential impact on business					



## 2. Delivering the benefits of ICT to everyone

### 2.1 Customer experience

We are one of the biggest brands in the UAE, and every day, millions of our customers use our products and services to connect to what matters to them. Therefore, engaging our customers and offering them the best connectivity and technology solutions is fundamental to what we do.

In 2021, our big focus was to improve the experience in our stores, especially for the people of determination. In collaboration with the Manzil Centre for Special Needs, we trained and certified all our retail agents to offer an exceptional customer journey. A key part of this training was to better understand the people of determination, and serve them with consideration and dignity. We have also introduced special discounts/offers and priority queuing in store for the people with determination.

During the year, we also greatly enriched the capabilities of our digital channels to encourage customers to use self-service. To offer further convenience to our customers, we have also increased our fleet management team to activate home services within the same day, thus reducing the waiting time for our customers. We have also revised our Enterprise service model to offer customised services based on the customer's value, whereby our large and government accounts will be allocated dedicated service managers to manage after sale activities.

Today, our stores offer digital product catalogues in 7 different languages, not only enhancing the experiencing of understanding our products and services, but also minimising waste and consumption of natural resources.

### 2.2 Innovative offerings

#### **New Home Wireless plan for unlimited instant internet**

In 2021, we launched our new Home Wireless plan which will enable customers to get unlimited instant internet via a plug and play service with immediate activation. New du Home Wireless customers will receive a router with internet connection and a 12-month complementary Amazon Prime subscription. With various telco services continuing to rise in popularity, our standalone Home Wireless plan supports several standard activities across work, home, and entertainment, including video and music streaming, social media, web surfing, and email and office work.

#### **New Prepaid plans**

At the start of 2021, we announced the launch of the new 'Flexi' and 'Easy' Prepaid mobile plans to offer customers the freedom to choose a plan that best suits their individual preferences. The main features include a full customisation of voice and data packs, free unlimited calls to a favourite number, free unlimited voice and video calls through select options and a comprehensive digital experience on the du App.

#### **Business Starter plan supporting small businesses**

We now have a new Business Starter plan for specific enterprise customers across the UAE. Following increased demands from the home office, small office, and small enterprise customers for fixed services nationwide, our all-in-one solution will ensure they capitalise on a host of simultaneous benefits moving forward, including seamless data connections with free landline calls, a quick and easy setup, and greater cost-efficiency. This latest news aligns with the UAE's vision for advancing the national economy, driving for a



sustainable development with the small enterprises and unlocking economic potential. Ensuring a business-friendly environment for every incumbent is a National Agenda imperative, and our Business Starter plan will uphold this mandate by facilitating smart services, support, transparency, and innovation.

## 2.3 Network infrastructure

Inspired by a shared vision to drive digital transformation through 5G, we will support InfraX and Digital DEWA with 5G use cases integration for operational purposes. With boosting efficiency and reducing water and power supply industry costs our topmost priorities in the years ahead, the two parties will deliver on these obligations by automating related processes through the use of robots and drones. With these key enablers set for immediate implementation, the project deliverables will subsequently be met through a series of 5G network features and functionalities, including cloud-based artificial intelligence (AI), intelligent power distribution systems, edge computing analytics, thermal cameras, site inspections, video streams and live broadcasting.

During the year, we also signed an MoU with Nokia to identify and develop new 5G use cases for enterprises in the UAE. These use cases will focus on improving operational and cost efficiency through digital transformation for various industrial sectors, including manufacturing, transport, shipping, aviation, energy and health across the UAE. Together, we are working towards accelerating enterprise 5G use case development and enabling the UAE enterprises to experience the future on our 5G network.

In 2021, our team also engaged in a number of activities to educate students and give them the opportunity to be a part of the growing telecom and technology industry. For example, we supported Ericsson's UAE Together Apart Hackathon that sought solutions from students in areas such as Sustainable Environment and Infrastructure, Safe Public and Fair Judiciary, Health Care, and Education. We also partnered with the UAE university to enhance technological research facilities at their lab.

## 2.4 Digital transformation

### New data centers to support digital transformation projects

Last year, we opened two new data centers that will equip enterprises across the UAE with next-generation digital infrastructure. Kizad Abu Dhabi and DSO Dubai will support the clients' digital transformation aspirations and accelerate the deployment providing agile, resilient, secure and scalable solutions. The introduction of these facilities forms part of du's commitment to expand its nationwide data center footprint and provide local businesses with the infrastructure their workloads require in the evolving digital landscape.


### Empowering UAE government entities at GITEX

Under the theme "5G in the Public Sector – The Future of Hyperconnected Government Services," we introduced attendees and audiences at GITEX 2021 to a range of new 5G innovations that empower key government entities in their respective digital transformation journeys and improve national infrastructure. Alongside 5G, Artificial Intelligence (AI), multi-access edge computing, and cloud computing also form part of our strategy for overhauling public services provision. Our showcases at GITEX 2021 highlighted a vast potential of 5G, shedding light on the empowering benefits that new and future use cases will deliver to government entities and enterprises across various industrial sectors. These included 5G Smart Grid, 5G Smart Mining, 5G Smart Policing and 5G CCTV activation, as well as 5G Gaming, 5G Live and 5G Future.

### Dubai Pulse platform

In 2021, we were selected as the cloud service provider of choice for Watani AI Emarat Foundation, the social





development programme promoting the UAE national identity and good citizen practices across the local community. As the digital transformation acceleration continues, presenting organisations from all verticals with new and sustainable operating capabilities, Watani Al Emarat Foundation is now pursuing its vision for achieving increased scalability, performance, data security and cost savings through new initiatives and IT services implementation on the cloud.

## 2.5 WiFi UAE

WiFi UAE offers free nationwide WiFi access for everyone in the UAE. As of today, approximately 3.75 users have used this service across 500 locations in the country. To ensure everyone in the UAE is able to benefit from WiFi UAE, we have extended it to all the Dubai Metro route stations and trains.

We have also launched WiFi UAE services in 145 Expo Buses offering free 50 Mb for each user per day in addition to the daily (AED 5) and the weekly bundle (AED 25) for high speed and unlimited data with 'Pay with du account' feature, credit card and du recharge cards.

## 3. Making our people and communities happier

### 3.1 Digital well-being

In 2021, we announced a new strategic approach to ensure the digital well-being of specific segments of the UAE community. In line with the telco's enduring purpose to build a sustainable and responsible business by connecting and enhancing lives, the coming two years will see us work closely with two key groups – the children and people of determination across the country.

Our digital well-being efforts will also support the UAE Digital Government Strategy 2025, particularly the 'Leaving no one behind' dimension. By promoting accessibility, transparency and accountability, we will help to ensure inclusiveness while overcoming the digital divides with a special focus on children and people of determination – two groups identified as vulnerable from the outset.

As part of our efforts, a series of programmes will be delivered that offer comprehensive education about how to use the internet safely, simultaneously serving as platforms that empower residents to learn essential digital skills and position themselves for a better future. This latest move is a continuation of the brand's long-standing sustainability commitment to operate responsibly and deliver ICT benefits to everyone, and will support key deliverables part of the UAE Digital Government Strategy 2025.

As such, we have prioritised actions that will tackle such issues that children and people of determination face with a multi-pronged approach that shall include:

- Collaboration with specialized training centres to empower the people of determination with digital skills
- Delivery of e-safety education and awareness for children to enhance their cyber safety skills.

## 3.2 Community projects

### Supporting charities in the UAE

With access to millions of residents in the UAE, we have an outreach that can be very powerful when it comes to doing good. One of our biggest contributions to the social development of the country is to offer free SMS broadcasts to UAE's registered charitable organisations. These SMS broadcasts are used to raise funds for specific campaigns and also to raise awareness for certain social issues. In the past year, the SMS broadcasts have resulted in significant monies donated by our customers, which were then transferred to the charities to support their projects completely free-of-cost to them.

### Ramadan campaign gives back to the wider UAE community

This Ramadan, we supported four prominent charitable organisations in the country to raise funds from our customers and employees. We also matched the amount donated by our staff to double our impact. These organisations include UNICEF, Dubai Cares, Tarahum Charity Foundation and UNWFP. The causes by each of these organisations focused on vaccinations, education, healthcare and food for the underprivileged. We also teamed up with CAFU this Ramadan to support their blue collar workers by providing them with calling cards to help them connect with their families despite the challenges of the year and being separated from their loved ones.

In line with the enduring principle of sharing during the holy month, we also supported several small businesses owners through our social media channels under the theme 'Sharing for Good.' We promoted their respective business offerings and showcased the value they deliver to the customers and the UAE community. Through this initiative, we empowered the small business community to share their ideas, make recommendations, provide insights and showcase talent, serving as a force for good and making meaningful social contributions.

### MyMaximus centre for determination

MyMaximus, a first of its kind vocational training centre in the GCC for the people of determination aged 18 and above, has announced the opening of its first centre in Dubai. We were instrumental in setting up the ICT lab at MyMaximus by donating them computers, IT equipment as well as furniture to help create a comfortable and interactive learning environment.

Built with the theme of 'Learn and Earn' for the people of determination, the centre was born from the critical need for educational, vocational and job placement support for adults with mental disabilities in the UAE after their school years. The centre is based on the model of inclusion, providing people of determination the support to learn and grow.

### UAE Young Lions competition

Earlier in the year, we served as the client in the UAE Young Lions competition. This competition seeks to engage with young talents at creative agencies in the UAE to design a communication campaign around a specific topic. The topic that we assigned to all the creative agencies was 'Cyber Safety'. A number of very unique ideas was suggested by the agencies which gave us a lot of material for our current digital safety campaigns. We look forward to engaging with more organisations in the future to raise more awareness and action around cyber safety.



## Labour Day

To celebrate Labour Day this year, we hired a life coach to conduct a session on mental health and well-being for the blue-collar workers of our contracting partners. These include our office boys, cleaners and security guards. During the session, we touched upon a lot of topics especially those related to stress and anxiety which were pressing issues given the pandemic and the fact that these individuals were away from their families for an extended period of time.

## 3.3 Youth empowerment

Our Youth Council aims to engage with young people in the UAE so they can explore various opportunities to thrive. In 2021, the Council was involved in a range of collaborative initiatives to add life to life for the youth at EITC.

Foremost among these was the collaboration with Abdullah Al Ghurair Foundation for Education (AGFE) that aims to empower Emirati and Arab youth by providing them access to online learning platforms, scholarships as well as upskilling and career readiness workshops and opportunities. Our Youth Council collaborated with AGFE through on-boarding one of their bright scholars, Salam Kitaz, a Computer Engineering student from AUS who interned at our Technology and IT strategy department. Through this initiative, the Youth Council aims to contribute to our mission and vision of becoming a leading digital telco through on-boarding brilliant youth as interns that offer a fresh outlook and consider innovative and different ways of performance.

With the goal of harnessing in the youth skills for basic and advanced emergency response, and support professionals in crisis and disaster situations on a large scale, our Youth Council also partnered with the National Emergency Response Program "SANID" by organising a three-day training course emergency response for over 30 employees to prepare nearly 100 young people in the company.

On the first National Coding Day that ran under the slogan of #UAE\_Codes, the Council shed the light on the youth coders within the company to celebrate their achievements and contributions to a very critical field for EITC and the UAE.

As part of their focus in empowering talented Emirati youth in sharing their knowledge and expertise, the Youth Council invited Abdullah Alawadhi, an Emirati Engineer, certified personal trainer, advanced fitness nutritionist and a certified body specialist to share his knowledge and expertise to our employees on World Food Day on 'clean eating'. The event was attended by over 50 youth from EITC.

With the engagement of our Youth Council with the Ministry of Industry and Advanced Technology, one of our young colleagues was nominated as one on the four Emirati candidates from different national entities to represent UAE at General Assembly of the International Electrotechnical Commission (IEC) Young Professionals Programme, an international programme that focuses on shaping the standardisation at an international level, which was held in the UAE and organised for the first time in the region.

In collaboration with Watani Al Emarat Foundation, four of our employees were selected through the Youth Council to join the UAE National Identity Ambassadors 2-weeks programme where they became certified Ambassadors of the UAE Identity, now delivering the same content on national identity to various school students across the UAE.

### 3.4 Our Gender Balance Council

Our Gender Balance Council empowers women and promotes equality and inclusion within the organisation in line with the UAE agenda. We have taken an active approach to address the gender gap by continuously developing an environment that supports equality and empowers women throughout their professional progression.

This year, we strengthened a number of our policies including increasing paternity leave and aligning with the Government directives, to enable working mothers with children below Grade 9 greater flexibility to work from home when children have to do online learning to create a more inclusive workspace. The new policies also cater the needs of all high-risk employees, such as colleagues suffering from chronic illness, pregnant and senior colleagues who can work from home the full week.

In line with our vision and commitment to accelerate and advance our colleagues skill sets, we have continued offering a comprehensive set of learning courses catering a full range of topics including unconscious bias training with the aim to integrate gender balance in the organisation's DNA. We have also collaborated with external agents to bring new opportunities of development and empowerment to our women colleagues and offered them the opportunity to join an international mentorship programme.

We announced the appointment of H.E. Sara Awad Issa Musallam as Vice-Chair and Ms. Hassa Balouma as a member of the Board of Directors, making us the first GCC telco to achieve 20% women representation at the board level.

In recognition of International Women's Day in March 2021, we held an internal webcast with Standard Chartered Bank, where Rola Abu Manneh CEO of Standard Chartered Bank UAE, Anthony Shiner our Chief Customer and Channels Officer and Ehab Hassan Chief Human Resources Officer made their own personal commitments towards gender equality.

In support of International Day of Girls and Women in Science, we delivered ICT presentations in two UAE schools with the goal to spread awareness of the type of roles available within du specifically around technology and STEM. We aim to encourage and attract more girls to join the technology field and consider us as an employer of choice.

Our Gender Balance Council also supports #ChooseToChallenge dedicated to promote gender equality at all levels and acknowledges the work that still needs to be done, so that we can continue to make a positive change for the current and future generations.


### 3.5 Education and awareness

This year, our focus was to build on our digital wellness strategy and help build capacity and awareness around cyber safety, especially for the children and people of determination.

Our most prominent announcement in this space was the partnership we initiated with UNICEF to promote online protection of children in the UAE. Being safe is a fundamental right of childhood. It is UNICEF's goal that every child must be protected from violence, exploitation and abuse on the internet. Our partnership with UNICEF will seek to help people – especially families and children - understand how to use technology in a meaningful, creative and engaging way while ensuring their physical, emotional and mental well-being.

Two other programmes that marked the roll-out of our digital wellness strategy were the Injaz UAE digital well-being sessions and the EdComs digital awareness programme. With Injaz UAE, we are virtually speaking to young children (between Grades 2 and 5) how they can enjoy the internet, but stay safe at the same time.





This programme is being run by our volunteers. With EdComs, we will be reaching out to older children to teach them more about internet safety and awareness through a digital platform. Using scenario-based learning, this platform will be introduced in 10 schools in the UAE.

We organised our first digital well-being summer camp where we invited children of EITC staff members to virtually join a series of classrooms that focused on building self-esteem and using the internet in a safe and productive manner. We received very positive feedback for this summer camp and we hope to build on this platform for greater impact in the future.

We brought the Emirates LitFest Student Edition to classrooms across the UAE as the communication partner and sponsor for the second year in a row. This year's 13th edition once again brought all corners of the UAE and some of the world's greatest writers together, with select sessions being live-streamed from The Big Festival weekend at the InterContinental Dubai Festival City. In addition to its partnership capacity, we provided network support and required infrastructure to enable streaming sessions during the event.

### **3.6 Emiratisation**

We support Emiratisation by attracting the best talents, offering them various learning opportunities and providing development initiatives that support career growth. From 2017 until 2021, our Emiratisation rate has increased by 7.7%. In 2021, Emirati talent comprised 40% of the workforce (37% in 2020), 51.7% of which were women. 47.3% of our senior leadership team are Emirati.

In 2021, we kicked off our very first Huawei Internship Development Programme for our graduate trainees in Technology. The programme focused on topics such as 5G and Cloud. In addition, we offered more than 100 individual trainings to our UAE nationals, some of which were professional certifications. During the year, we launched the Harvard Management Programme for Specialists, Managers and Directors. The programme was launched exclusively for the UAE nationals at first, giving them the opportunity to learn leadership and interpersonal skills that can support their career development in the workplace.

We continue to participate physically and virtually in multiple universities and National Career Fairs such as Careers UAE 2021 and the American University of Sharjah Career Fair. We have extended our support to universities by offering virtual internship programmes.

In 2022, our focus is to customise specific career development programmes and opportunities for the UAE nationals at Specialist, Manager and Director levels, while focusing on bridging skill gaps through mentoring and coaching. We will continue to expose the UAE nationals to secondment programmes and international practices through our respected partners.

In addition, we will re-launch our Graduate Trainee Programme in a more agile manner. We will be using a blended approach of learning, providing opportunities to rotate across different business units and expose the trainees to new emerging technologies and on-the-job projects.

### **3.7 Employee wellness and engagement**

The concept of workplace wellness has significantly changed over the past two years and we at EITC must continue to respond to the changing world to offer the best working environment to our people.

We are supporting the national vaccination campaign, which is currently underway across the UAE in line with the directives of the country's leadership. The programme represents the latest phase of nationwide efforts to overcome the ongoing pandemic, with us providing our employees the opportunity to participate in the nation's vaccination drive to ensure the health and well-being of our employees. As of 31 December 2021, 96% of our workforce has been vaccinated, emphasising our unwavering commitment to the welfare of the local community.

Our biggest sports win in 2021 was the Corporate Sports Championship. Our EITC colleagues defended our first place position and brought back the Corporate Sports Championship trophy – the “Shield of Excellence”. More than 1,000 male and female employees from 26 companies were participating in the two-day event. We had a total of 18 sports including paddle tennis, football, cricket, badminton, swimming, archery, chess, fitness challenges and much more.

Our Dragon boat team also won a position at the Dragon Boat 2021 competition. We faced a tough competition from many corporate teams, but we pushed hard to ensure we had a position on the podium. We concluded the year with our first in-house vertical marathon. We challenged our staff members to race up 39 floors and we were surprised with how quickly they completed this challenge.

Earlier this year, our Wellness team collaborated with the UAE University for a research study to understand the effects of the workplace exercise and physical activity on the cardiometabolic health. We had hundreds of our colleagues participate in this unique study and also benefit from the health and fitness interventions. The initial part of the study has been published on the prestigious British Medical Journal Open website.

We collaborated with our medical insurance company to virtually invite a range of doctors and specialists to speak to our staff about pressing health-related issues such as mental well-being, heart health, breast cancer, diabetes and more. These fortnightly wellness sessions were very well received by our colleagues. We also organised a very valuable Healthy Heart Campaign with a healthcare provider to assess the heart health of our staff members and their family members.

One of the key internal platforms we introduced this year to add happiness to the professional lives of our employees was ‘Mashkoreen’. This is a digital platform that allows our staff members to recognise and thank other colleagues for anything they may have done at the workplace. The platform has blossomed into a space that encourages gratitude, appreciation of others and a genuine sense of togetherness while at work.

### 3.8 Learning and growth

At EITC, we offer training programmes for all our colleagues at various career stages to encourage them to strengthen their areas of expertise, build new skills and create their learning and development paths.

In 2021, 100% of all EITC employees were exposed to some form of learning and development, with the average time of learning received per employee at 16.85 hours, and 70% of employees completed non-mandatory learning. We commenced the year by completing an organisation-wide learning needs analysis, which led to the development of a company-wide learning plan that aligned with our business needs.

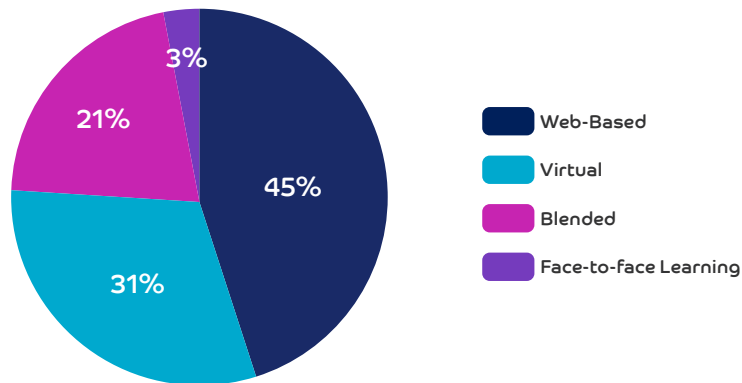
As part of our strategy, we focused on upskilling different teams in the organisation on Agile methodologies through online and virtual sessions (1314 participants attended 67 different digital courses). The focus was on IT, as 77% of the department received one or more trainings on Agile.

Leveraging our ‘My Journey’ platform, the majority of learning was web based, which reinforced the notion that individuals can learn any time anywhere with learners having access to web-based, bite-sized and virtual training. Overall a total of 54,043 training hours were completed, with the majority of learning being web based (45%).

Towards the end of 2021, we recognised 254 learners who were committed to self-learning and embraced the learning culture wholeheartedly. During the year, 100% of our employees received regular performance and career development reviews.



## Learning type



This year, we continued with the Harvard Manager Mentor Programme which was delivered to three different groups:

1. The Harvard Leadership accelerator programme for Directors (21 graduates)
2. The Harvard Management Essentials for Managers (99 graduates)
3. The Harvard Personal Development Programme for Specialists (78 graduates)

Furthermore, we provided executive development by partnering with Emeritus, an organisation that collaborates with more than 50 top-tier universities across the world. Currently 30% of our executive group are enrolled within different programmes.

Part of our transformation is to focus on enhancing our customer experience, and as a result, all of our contingent workers have full access to My Journey which contributes to their development. In addition, we also focused on our customer facing team, and 112 individuals were trained

In 2022, we will continue to re-align the training with the overall company strategy and prioritize learning based on company needs. We will continue to provide quality digital learning content across all business units with a focus on technology, culture, agility, leadership and career development. Furthermore, we are also planning to launch a bespoke leadership development initiative for our identified talents.

## 3.9 Event experiences

Our focus during 2021 was to continue to build strategic partnerships and enhance our events and activations experiences for our audience. The brand segment developed a 5G and Network strategy this year where we added value in bringing the network experience on ground, in partnerships with Mubadala Tennis World Championship and UAE President's Cycling Cup. Wellness activities such as Tough Mudder & Spartan race were other initiatives where we communicated our 5G message on ground.

In the digitisation era, we believe events and partnerships are not constrained to on ground and physical experiences only, that's why we worked closely with Emirati developed digital applications such as "Drivu" to bring a customer rewarding experience through our 5G communication, under a slogan of "your coffee is on us". At GITEX 2021, under the theme of "Technology, powered by humans", we worked with Dubai World Trade Center and technology partners to develop a futuristic, efficient, effective and sustainable experience.

To commemorate the UAE National Day, we celebrated the occasion with our internal staff through multiple UAE themed initiatives that celebrated our unity, culture and togetherness. We participated in the first post pandemic Dubai Career Fair providing Emirati youth with an opportunity to be part of our family.

We focused heavily on sustainability initiatives within our event planning process. We successfully utilised 70% of our stand structure for GITEX 2021 from the previous year's stand. We ensured that the materials used for our on ground branding are reused and repurposed for multiple activations throughout the year without affecting the customer experience or journey.

In 2022, we continue to strive to provide the best on ground experience for our customers through innovative ways and with a focus on a sustainable approach to on-ground activations. We will also continuously work with our partners through sponsorships to add value to various segments of the UAE community.

### 3.10 Employee benefits

We offer a range of benefits to our full-time employees that help build a workplace that is positive, engaging and inclusive – this is why we are considered as an employer of choice in the market. 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 and ensure business continuity. This was complemented by a number of health-related benefits, as well as vaccinations and PCR facilities at the office.

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

### 3.11 Diversity

We are a very multicultural company. We employ people from ABC different nationalities and we aim to create amazing career opportunities for everyone. We also aim to be an equal opportunity employer that displays no discrimination regarding age, gender, colour or religion in our decisions to recruit or develop careers.

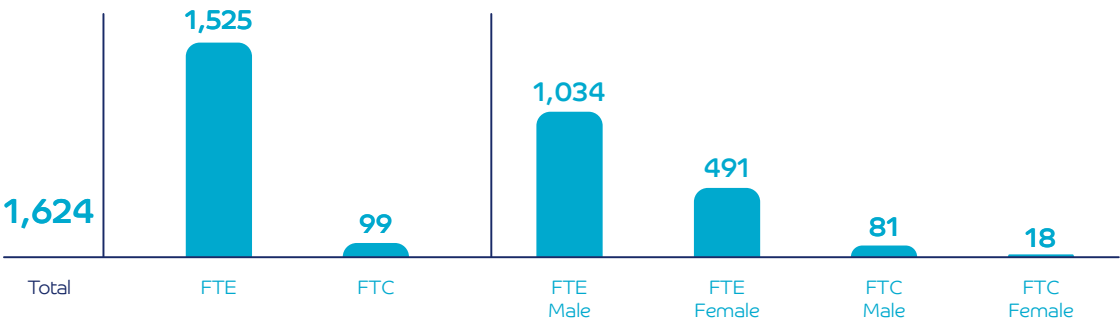
We support people of determination to build long-term careers at our organisation. We currently have four colleagues that have special physical needs at du:

- One is working on reduced working hours
- One has been provided with visual aid to support the disability
- Two are working normal working hours similar to the rest of du colleagues

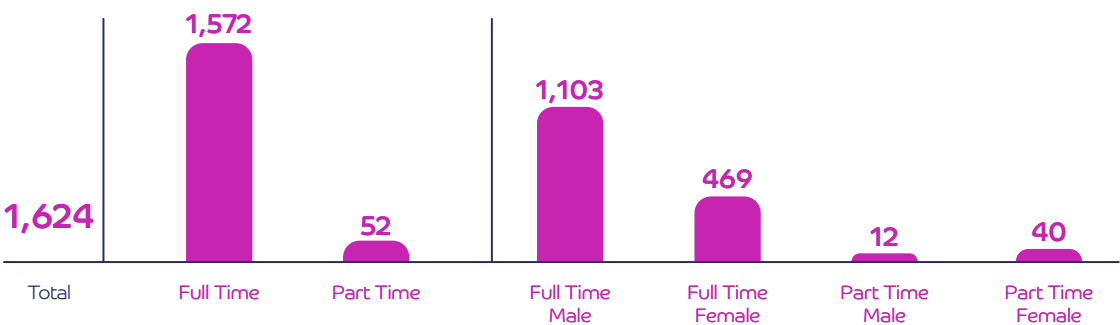


## Diversity at du

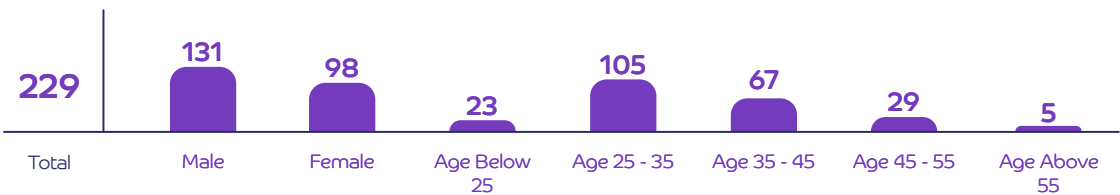
Total number of employees (full-time employee and full-time contractor by gender)



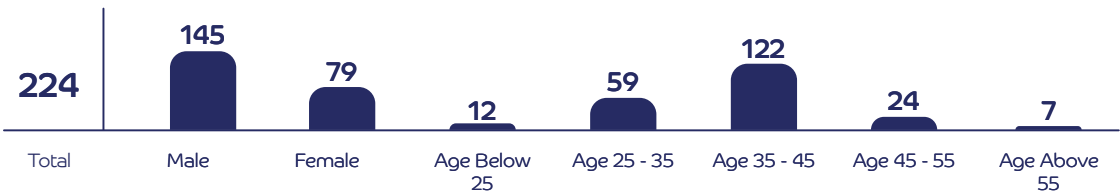
Total number of employees (full-time and part-time employee by gender)



Total number of employees hired

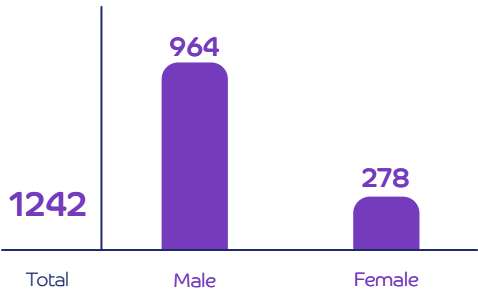


Total number of employees turnover

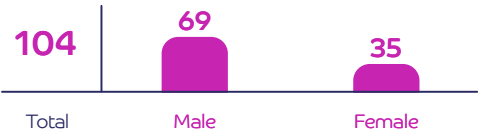


Diversity at du

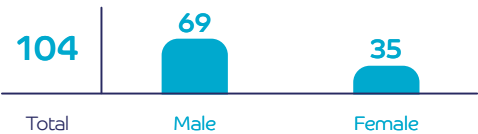
Total number of employees entitled for parental leave



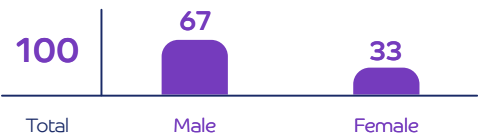
Total number of employees who took parental leave



Total number of employees who returned work after parental leave



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



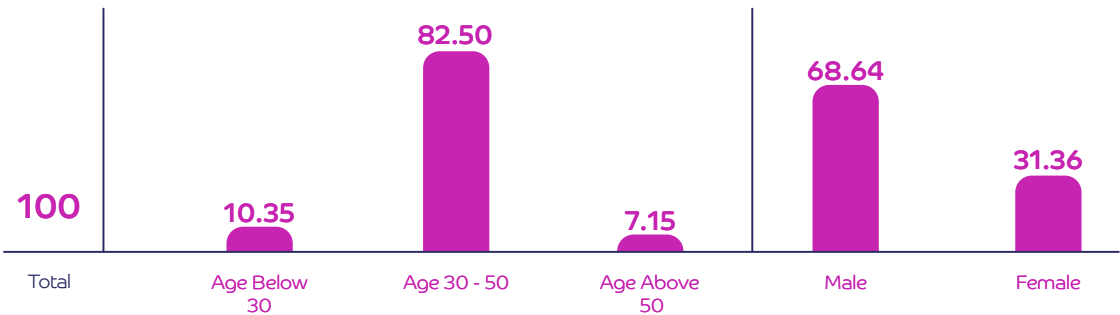
Return to work and retention rates of employees that took parental leave, by gender



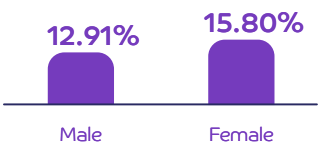


## Diversity at du

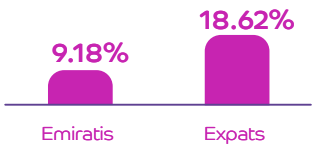
Percentage of employee category



Attrition rate by men vs. women

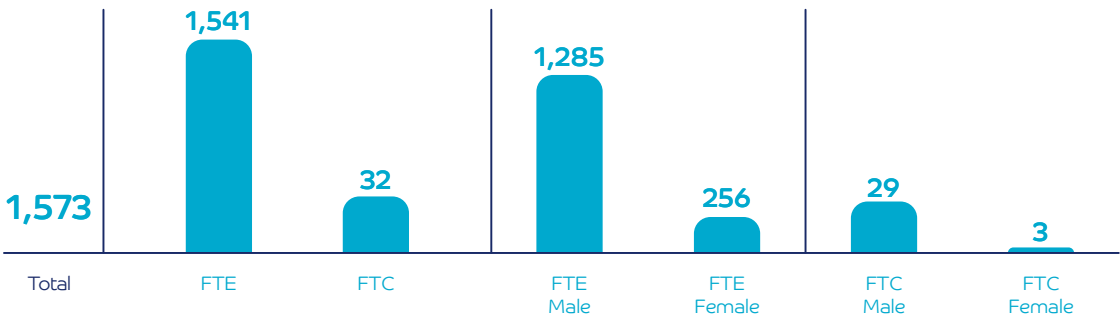


Attrition rate by Emiratis vs. expats



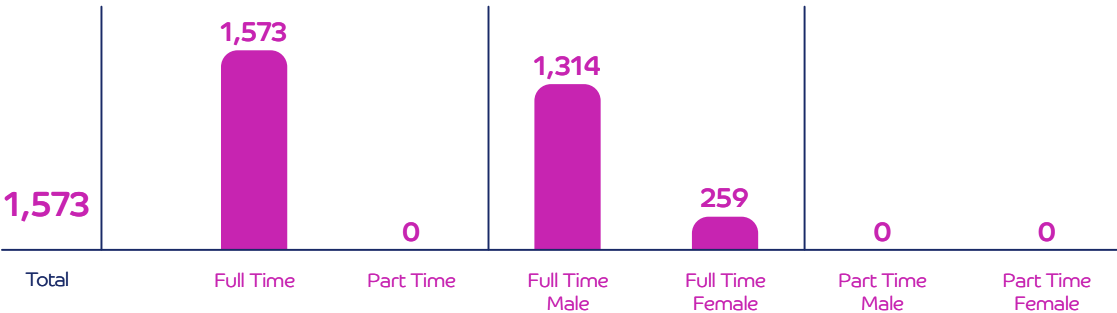
## Diversity at Edara

Total number of employees (full-time employee and full-time contractor by gender)

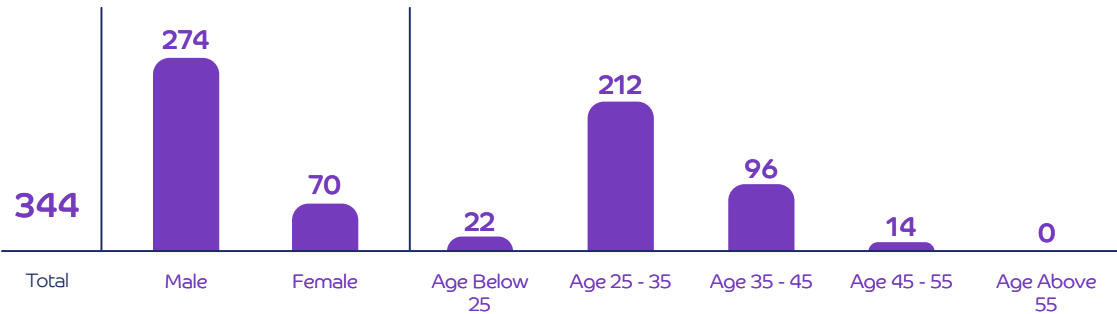


Diversity at Edara

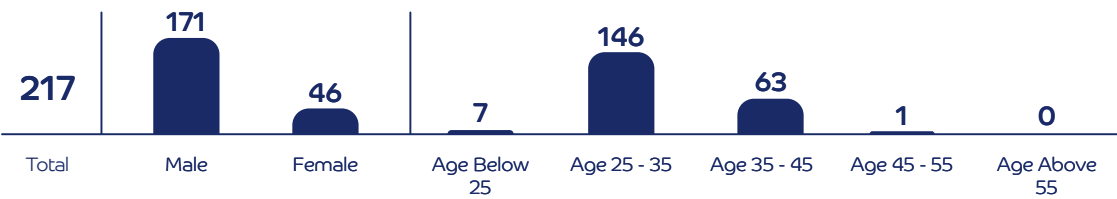
Total number of employees (full-time and part-time employee by gender)



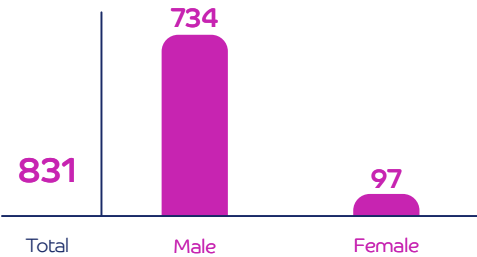
Total number of employees hired



Total number of employees turnover

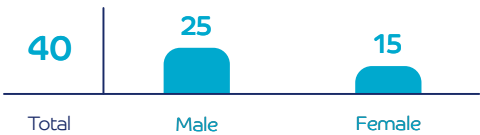


Total number of employees entitled for parental leave

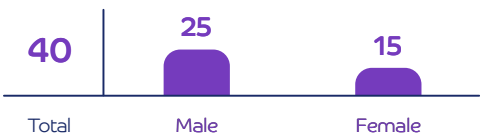


# Diversity at Edara

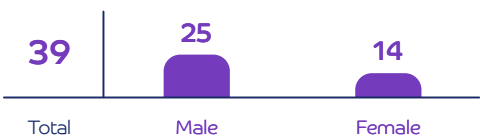
Total number of employees who took parental leave



Total number of employees who returned work after parental leave



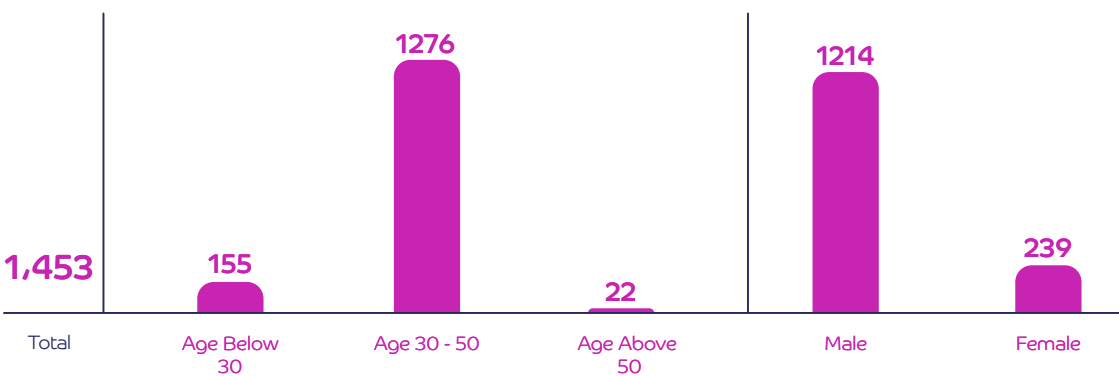
Total number of employees who returned to work after parental leave ended, that were still employed 12 months after their return to work, by gender



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



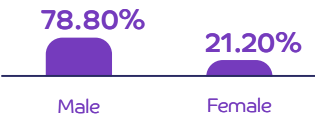
Percentage of employee category



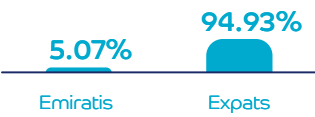


Diversity at Edara

Attrition rate by men vs. women

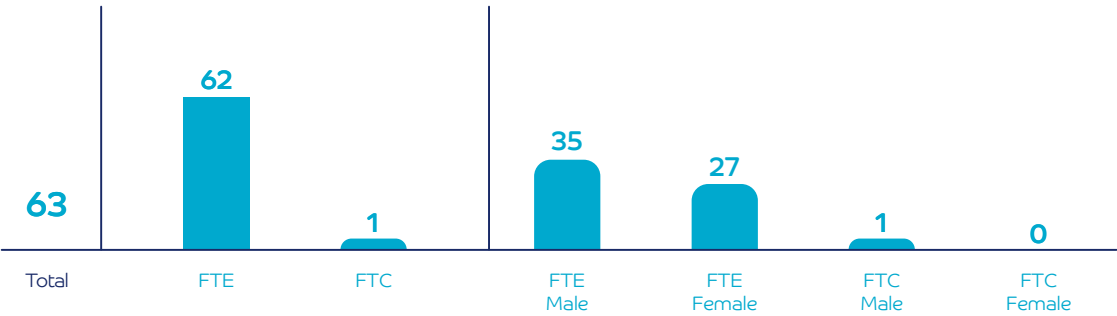


Attrition rate by Emiratis vs. expats

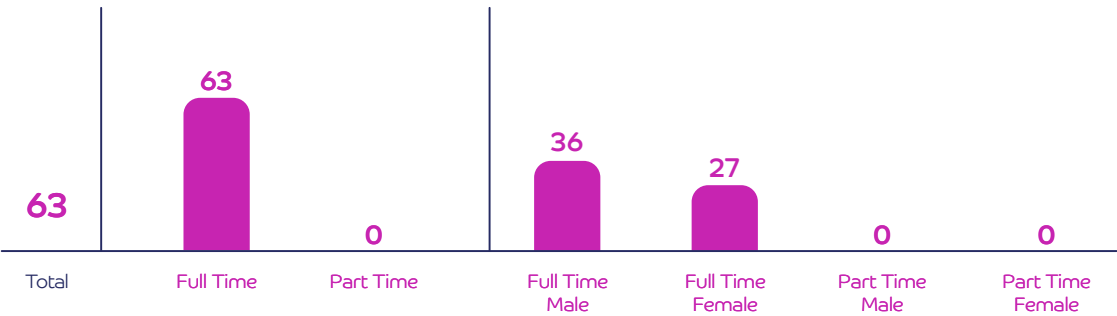


Diversity at Virgin ME

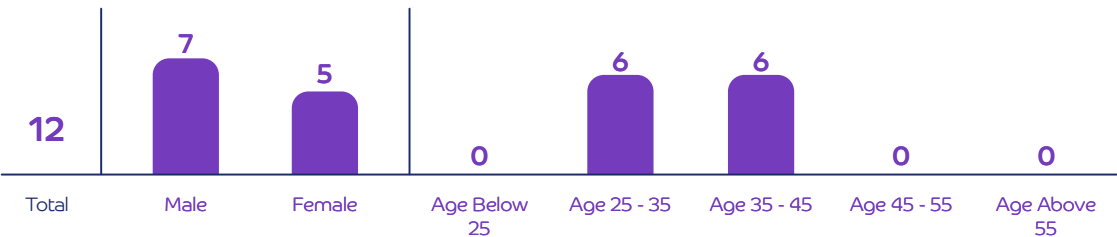
Total number of employees (full-time employee and full-time contractor by gender)



Total number of employees (full-time and part-time employee by gender)

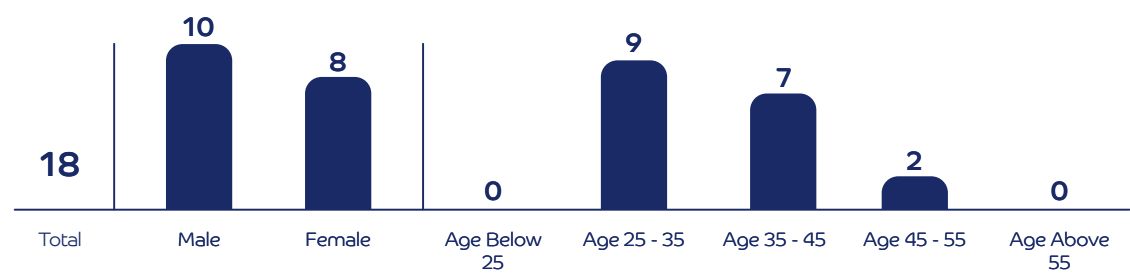


Total number of employees hired

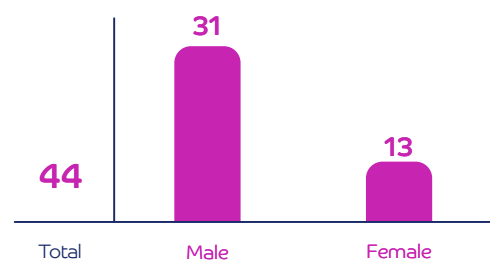


## Diversity at Virgin ME

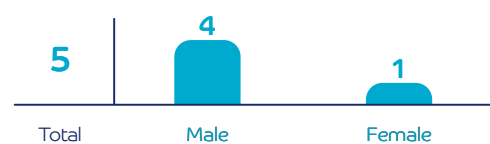
Total number of employees turnover



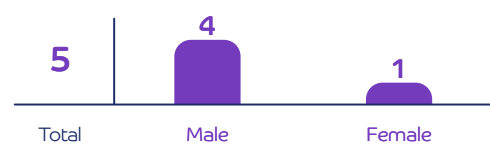
Total number of employees entitled for parental leave



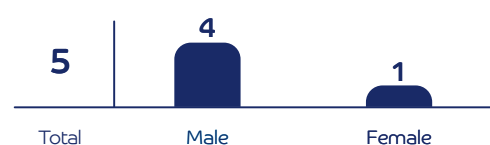
Total number of employees who took Parental Leave



Total number of employees who returned work after Parental Leave

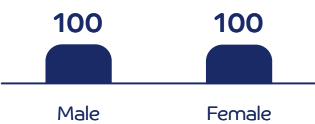


Total number of employees who returned to work after parental leave ended, that were still employed 12 months after their return to work, by gender

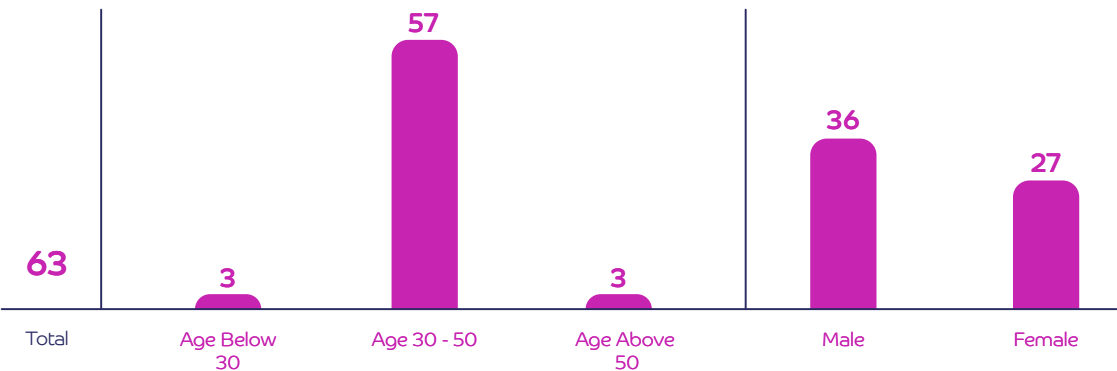


## Diversity at Virgin ME

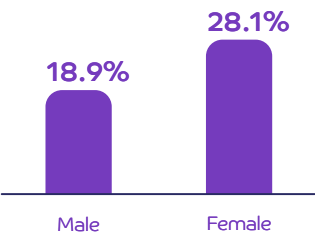
Return to work and retention rates of employees that took parental leave, by gender



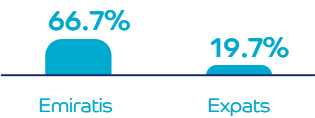
Percentage of employee category



Attrition rate by men vs. women



Attrition rate by Emiratis vs. expats





## 4. Operating ethically and responsibly

### 4.1 Energy-efficiency in our network

As we expand our network, i.e. the base transceiver stations and data centres, our environmental impact is bound to increase due to 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 399 generator-run BTS sites – 279 of which are running on normal generators and 120 on hybrid generators (total annual consumption of more than 8.5m litres of diesel).
- 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 total carbon footprint reduction of 4,540 tCO<sub>2</sub>/year).
- There are additional 250 hybrid generators planned to be installed in 2022.

#### Solar energy

- We have a total of 60 sites that run completely on solar panels which is a zero carbon solution.
- To date, our solar sites have resulted in total diesel savings of approximately 1.5M litres/year (a total carbon footprint reduction of 3,750 tCO<sub>2</sub>/year).
- There are additional 42 site planned to be completed in 2022.

#### Free cooling systems

- Our free cooling systems reduce our energy bills by 15-16% 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 7000Mwh/year (a carbon footprint reduction of approximately 3,500 tCO<sub>2</sub>/year).

#### Data centres

- Our latest state-of-the-art Nautilus data centres have been designed with the lowest achievable Power Utilization Effectiveness (PUE) of 1.35. This is better than the regional average PUE (1.8) by 25%. This results in a significant energy reduction and hence reduction in CO<sub>2</sub> emission.

## 4.2 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. In 2021, the occupancy at the office has been fluctuating based on COVID restrictions. The installation of variable frequency drive in the head quarter building helped in energy saving of 10% over the year. The retrofitting of the CFL lights with LED low wattage lights across the office and retails resulted in energy savings of 11%. To date, our LEED certified stores located in Fujairah, Mirdiff and Me'aisem City centres have saved a total of 696,468 KWhr (AED 287,690). An overview of the energy and cost savings at our key non-technical sites can be found in the following table:

SL No	Site	Energy savings in kWh	% savings in energy consumption	AED savings in energy consumption
1	Offices - AST, DIAC 8, 9 and Hamdan (Baseline 2014)	1,828,093.40	35%	786,080.16
2	Retail shops - 37 Shops (Baseline 2018)	22,618.29	2%	9,725.87
3	Call center @ Fujairah (Baseline 2014)	37,181.21	7%	15,987.92
4	Warehouse @ DIP (Baseline 2017)	123,009.10	15%	52,893.91
5	Virgin office @ D3 (Baseline 2018)	11,647.20	10%	5,008.30
6	Al Salam Tower chiller energy saving (Baseline 2018)	207,717.72	10%	89,318.62

## 4.3 Greenhouse gas emissions

Virgin Mobile UAE - a subsidiary of EITC - achieved net-zero carbon emissions across all of its operations in 2021. During the year, Virgin Mobile UAE gathered and assessed the data to calculate its total emissions. The emissions calculations were used to create and implement sustainable processes for the year-on-year reduction of Virgin Mobile UAE's overall emissions.

The emissions of Virgin Mobile UAE that were offset during the year were:

- Scope 1: 34,275 kgCO<sub>2</sub>e
- Scope 2: 38,189 kgCO<sub>2</sub>e
- Scope 3: 2,691,765 kgCO<sub>2</sub>e

The following credits were purchased to offset the emission generated by Virgin Mobile UAE from its operations in 2020/2021 (2,764,228 kgCO<sub>2</sub>e):

- 50 CERs equivalent to 50 tonne(s) of CO<sub>2</sub>
- 1342 International Renewable Energy Certificates (I-REC), representing 1342 MWh of electricity generated from renewable sources
- 592 UK Trees in the North East

To further its mission to achieve a carbon negative footprint, Virgin Mobile UAE will also enable customers to track and offset their carbon footprint through the Virgin Mobile app.

#### 4.4 Environmental initiatives

We marked UAE Environment Day in 2021 by showcasing our innovative Solar on Tower project. The first of its kind, this project uses the vertical space on the telecom tower to install 65 to 72 solar panels. For over 100 days, the new design was functioning solely on solar power, achieving cost-effective results, reducing our environmental footprint and proving its capability to be scaled.

On World Environment Day this year, we planted 350 trees in collaboration with the One Billion Tree Initiative. Each of these trees was digitally dedicated to a staff member that would post on social media to raise awareness about World Environment Day. The One Billion Tree Initiative aims to plant one billion trees around the world by the end of 2025.

These initiatives were complemented by our participation in Earth Hour, where we supported Emirates Nature-WWF in the UAE to raise awareness of the importance of this day by sending a series of informative SMSs to all our customers. This had a very significant impact in prompting awareness as well as action towards being more mindful about environmental protection.

A large group of our staff members also volunteered for the UAE's biggest clean-up campaign in collaboration with the Emirates Environmental Group. Encouraging our colleagues to engage friends and family members for this activity, we were able to collect hundreds of kilograms of waste left behind by people that visit the Al Qudra desert in Dubai for picnics and camping.

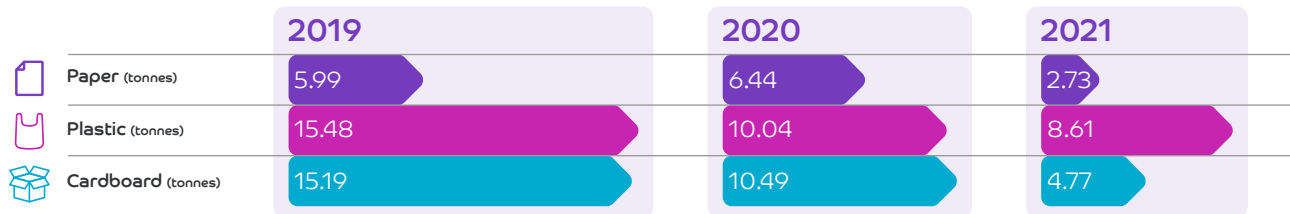
#### 4.5 Waste management

One of our biggest initiatives this year was to conduct a comprehensive waste audit and assessment by an external consultant who visited our offices, warehouse, retail stores and technology sites. The result of this assessment will be a set of recommendations that will eventually be part of a strategy to significantly reduce our waste output. We have already put a few of these recommendations in actions, the results of which will be reported in 2022.

During 2021, our brand team has worked on reducing the sizes of both our SIM cards and scratch cards. These changes will have a significant impact on reducing our consumption of materials. For the 6.078 million units of SIM cards produced in 2021, we used 24 tons of paper and 29 tons of PVC plastic. For the 4.146 million units of scratch cards produced in 2021, we used 15 tons of paper and 834 kg of plastic. 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:



### Recycling paper, plastic and cardboard



During the year, to encourage our staff to recycle waste from home, we installed large recycling cages in our parking lots. We then arranged monthly internal competitions to award colleagues who would bring the most amount of recyclables from home. This initiative has been very engaging for our staff to better understand their waste impact and what they can do to address it.

### 4.6 Grievance mechanisms

All types of grievances were captured and updated our database with the full details about the case and final action that has been taken. All grievances are handled by a dedicated team within Human Resource in order to avoid any favouritism and ensure process compliance.

In 2021, we documented 11 employee grievances, five of which were related to employee performance appraisals, with the remaining related to other issues (discrimination, unfair treatment and harassment).

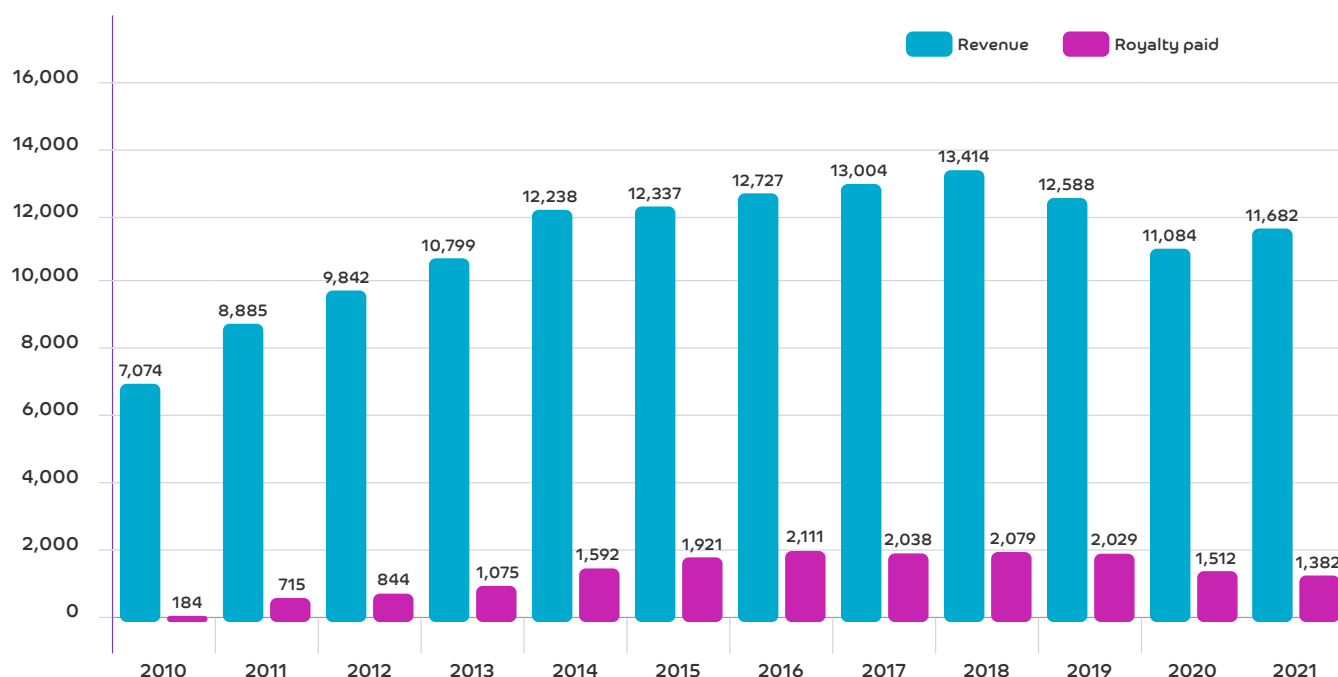
### 4.7 Radio frequency fields

We take the health of our customers and fellow UAE residents seriously. For this reason, our networks are fully compliant with a TDRA policy that governs the placement of mobile sites in public areas, and which defines the minimum distance of Radiofrequency (RF) radiation exposure. In addition, we ensure that our mobile sites align with the best international practices and standards, strictly adhering to the global standards of health and safety. Our network fully complies with the strict regulations for emission guidance by the International Commission on Non-Ionising Radiation Protection (ICNIRP). We are also following a mandate from the TDRA 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.

### 4.8 Financial performance

In 2021, we generated revenues of AED 11.68 billion. Our net profit after royalty amounted to AED 1.10 billion, equating to earnings per share of AED 0.24.

Since 2010, we have been paying royalties to the Government as per an official directive from the Ministry of Finance. In 2021, the royalty charge was AED 1.38 billion – year on year figures indicated below:



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 2021, we did not receive any financial assistance from the Government.

Percentage of economic value distributed (AED 6.22 billion)



The consolidated financial statements of the Company for 2021 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 & 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
Dubai Smart City Accelerator FZCO	23.5%	Associate
Advanced Regional Communication Solutions Holding Limited (ARC)	50%	Joint Venture
Anghami (A Cayman Islands Company)	4.28%	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.

## 4.9 Responsible procurement

In 2021, we had more than 625 active suppliers and we sourced products and services worth AED 4.8 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 5 million as compared to 2020.

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 2021, 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.



## 4.10 Health and safety

Our Occupational Health and Safety (H&S) system has been implemented based on mandates by the Government of the UAE and the updated ministerial Decree-Federal Law No.2 of 2011, Articles 21 and 22, in addition to the international requirement of OHSAS 18001 – ISO 14001. The system covers all our workplaces including offices, call centres, warehouses, retail locations, core sites, data centers, POPs (Points of Presence), MDFs (Main Distribution Facilities), IDFs (Intermediate Distribution Facilities) and mobile sites.

At EITC, the responsibility lies with each employee and/or contractor to identify any hazard or risk that may affect one and/or others. It is the employee's/contractor's duty to either report such risks to his/her line management directly or to the HSE department within the organisation. HSE Appointed Personnel assists in the investigation of incidents/accidents where possible. The HSE Department will collect all accident and incident related details for the investigation.

Our Hazard Identification Risk Assessment Process (HIRA) covers all our premises such as offices, call centres, retail shops, business centres and warehouses. The risk assessment takes into account the internal activities and process that affect employees, as well as activities that affect contractors and visitors to our premises. All HSE related information is captured in our internal reporting and analysis system (Maximo).

The aim of our H&S system is to have each and every employee be aware of their safety and that of their colleagues. We provide continuous trainings, have established an emergency coordination program, and assign tasks and responsibilities based on emergency preparedness and response program, in addition to certifying our HSE team to lead established committees when required.

During the year, we partnered with SANID - the National Emergency Response Volunteer Program of the UAE - to provide basic HSE training and practices to 20 of our staff members. SANID provides the attendees a certificate valid for two years and a choice of taking advanced trainings upon request.

All our employees received medical insurance coverage from our insurance providers at various categories of benefits. This allows them access to a wide range of non-occupational medical and healthcare services. All workers under EITC and under direct or indirect supervision of EITC such as vendors, contractors, third party and/or any affected party link to the operations are covered 100% under our HSE management system and have to strictly adhere to all guidelines published, mentioned, captured and/or highlighted by anyhow within or outside eitc premises.

In 2021, among our employees, there were 14 reported work-related injuries and ill health - all incidents were related to health issues described in its best as stress. EITC has provided a hotline for mental well-being to offer support to all employees during the pandemic. The recorded number of incidents against the total number of employees in the organisation is 0.44%. Among our subcontractors, there was only one reported incident that occurred due to noncompliance on the subcontractor's part regarding our HSE guidelines. A person injured his leg while not wearing the required PPE. Corrective measures were taken, and no case was registered after the investigations. Overall, no serious hazard was reported last year and corrective measures were taken to avoid future expected hazards.

## 4.11 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 efficient BCM system.

At the national level, we abide by the security obligations set by the Telecommunications and Digital Government Regulatory Authority (TDRA) through the National Telecom Emergency Management Plan (NTEMP) and National Crisis and Emergency Management Authority (NCEMA). In 2021, we successfully participated in several national simulations where we reflected the capabilities of our organisation to protect our assets and ensure the availability of services. In 2022, the aim is to embed the Business Continuity Culture across the organisation and ensure that Business continuity is everyone's responsibility.

#### 4.12 Business ethics

EITC seeks to conduct its business honestly and with integrity at all times. By encouraging a culture of openness and accountability within the organisation, we believe that we can help prevent malpractice or fraud related situations from occurring. We expect all employees to maintain high standards in accordance with our Code of Business Conduct and Ethics policy and raise any concerns related to malpractice.

We also have a whistle-blowing policy that ensures that our employees are confident to raise any matters of genuine concern without fear of reprisals, in the knowledge that they will be taken seriously and that the matters will be investigated appropriately and regarded as confidential. Concerns can be raised anonymously by calling 800 503 7283, sending an email to [wb@duconcerns.ae](mailto:wb@duconcerns.ae) or through the website [www.duconcerns.ae](http://www.duconcerns.ae). EITC Concerns, a team of independent professionals run and manage this service, and they are in no way involved or affiliated with the day-to-day business. It is independently and confidentially run by a third-party.

#### 4.13 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 Information Security and Risk Management (ISRM) department.

Our Data Security and Privacy Management framework and standards are based on the requirements of Telecommunications and Digital Government Regulatory Authority (TDRA), Consumer Protection Regulations (CPR), other UAE applicable laws from competent authorities and in line with industry standards like ISO 27001.

We continue to enhance our organisation-wide internal awareness of the importance of customer data and privacy requirements. In 2021, we revamped our current Data Security and Privacy Policy updated data taxonomy with all our business owners. We are working on Tokenization, Database Access Management and Privilege Access Management controls including User Access Governance platform to further secure our business.

#### 4.14 Responsible marketing

We ensure that our marketing and communication campaigns are responsible, honest and friendly to our customers as this is what is essential to build a brand that is trustworthy. 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, we received a warning from our regulator in relation to a partner that had conducted a WhatsApp campaign that contained inaccurate marketing claims. We promptly addressed this and instructed our partner to immediately cease and desist the WhatsApp campaign.



**15**  
Years

Emirates Integrated Telecommunications Company PJSC

