



Our sustainable approach

"Our approach contributes towards the UAE's ambition of making progress against the United Nations Sustainable Development Goals."

Our sustainability strategy

Our sustainability objectives are to 'make people and society happier', 'operate ethically and responsibly' and 'deliver the benefits of our services to all'. These objectives are further split into various priority focus areas, corresponding to the United Nations Sustainable Development Goals ("UN SDGs").

This approach helps to ensure that our various products and projects collectively create a positive impact and contribute to the UAE's ambition to make progress against the UN SDGs. We are also a member of the consortium of telecom operators in the Gulf Cooperation Council ("GCC") countries that aims to advance the sustainability agenda in the region.

About this report

The information covered in this report covers du's progress for the year ended 31 December 2022 in delivering against our sustainability objectives and material topics. We issue our report on an annual basis and previous reports can be found on our website (www.du.ae/sustainability). This report outlines the progress in the year against each of the three objectives and priority focus areas.

To guide our sustainability reporting, we have used the Global Reporting Initiative ("GRI"), the UN SDGs as well as the Dubai Financial Market ESG reporting guide. We self-declare that our 2022 Sustainability Report has been prepared in accordance with the GRI standards.

Our sustainability purpose:

Build a sustainable and responsible business by connecting and enhancing lives.

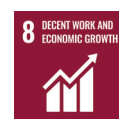
Our sustainability objectives:

Make our people and communities happier

Priority focus areas and SDGs:

Employee engagement and wellbeing

Community wellbeing



Operate ethically and responsibly

Environmental footprint

Data privacy and security



Deliver the benefits of our services to all

Customer happiness

Technology for good



Through frequent engagement with our key stakeholders, i.e. our employees, investors, customers, media, suppliers and civil society organisations, we have identified specific topics

where we believe our organisation can have a positive impact. Below is a matrix identifying these material topics, all of which fall under our three sustainability objectives:

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					

2022 highlights

38

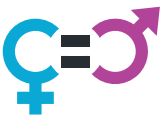
Employee engagement and wellbeing



Average time of learning received per employee was 17 hours.

90%

of our employees completed non-mandatory learning.



We launched our Gender Balance Communication Guidelines.



The du team won the UAE Corporate Sports Challenge.

Community wellbeing



We collaborated with the Community Development Authority ("CDA") to conduct digital awareness training for senior citizens.

We introduced a charity feature in the du app to support charities for their fundraising campaigns.

AED 2m

We contributed AED 1m to the 1 Billion Meals campaign, and AED 1m to support Al Jalila Foundation's medical research.

Environmental footprint



170 sites now run on hybrid generators (up 41% since 2021), and 78 sites run completely on solar panels (up 30% since 2021).



Our retail store bags are now 100% paper and 100% biodegradable.



Our digital arm, Virgin Mobile UAE, rolled out a new biodegradable SIM.



Go to page 40 to find out how we make people and society happier.

Data privacy and security



We continued to work with UNICEF as their partner for cyber-safety awareness in the UAE.

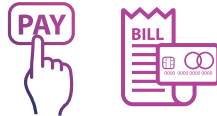


We revamped our current Data Security and Privacy Policy.



We updated our data taxonomy with all our business owners to further secure our business.

Customer happiness



For people of determination and senior citizens, our 'You Matter' offer provided a 50% discount on their monthly fee on a postpaid plan of their choice. 100% of the recharge amount is added as a bonus credit with every balance recharge for prepaid plans.

4m

We continue to offer free WiFi access for everyone in the UAE. As of today, more than four million users have used this service across 500 locations.

Technology for good



We continued to invest in our 5G network. The use of 5G mobile technology has the power to radically change how people communicate and interact with one another and their surroundings.

We collaborated with Masdar City to build a 5G Centre of Excellence, combining physical infrastructure, open and shared data, and smart applications that will enable operational efficiencies for Masdar City management.



Go to page 50 to find out how we operate ethically and responsibly.



Go to page 58 to find out how we deliver the benefits of our services to all.

Make people and society happier

Employee engagement and wellbeing

Emiratisation

We are recognised in the UAE for offering first-rate career opportunities to UAE nationals by providing leadership training and development initiatives that support career growth. In 2022, Emirati talent comprised 40% of the workforce. Of this 50.2% were women. 43.7% of our senior management are Emirati.

During the year, we re-launched our Graduate Trainee Programme and had a total intake of 25 graduate trainees ("GTs"). We provide all our trainees the opportunity to rotate across different business units and expose them to new emerging technologies and projects.

In 2022, we partnered with Nokia in order to enhance the skillset of our Emirati talent, and conducted a training programme in the US.

We participated in various university and national career fairs such as Careers UAE 2022, the American University of Sharjah Career Fair, and the UAE Embassy Virtual Career Fair hosted from the US. This supported us in offering 42 internships across various departments in 2022.

In collaboration with the du Youth Council, we supported the Hama Project, a collaboration between the Prime Minister's Office and National Service and Reserve Authority focused on upskilling female national service recruits.



Emirati talent with the workforce

Emirati talent comprised 40% of the workforce. Of this 50.2% were women. 43.7% of our senior management are Emirati

Employee wellness

Creating a culture of enriching our employees' mental and physical wellbeing at work and in their personal lives is core to who we are as a company. This is put into action across all our offices via our unique HAPPY wellness model.

Elements of our wellness model

Examples of wellness activities in 2022

H Health and prevention	<ul style="list-style-type: none"> COVID-19 safety awareness sessions at our office, retail stores, warehouse and online and booster vaccination drive Blood donation drive at our offices in collaboration with the Dubai Health Authority ("DHA") Health screening at our offices in collaboration with GMC Clinics and regular wellness awareness sessions
A Around you	<ul style="list-style-type: none"> Family Carnival Day – we invited all our employees and their families for a day of sporting activities, children's entertainment, talent shows, food, drink and much more Activation of the Fazaa and Esaad discount programmes for our employees
P Play	<ul style="list-style-type: none"> UAE Corporate Sports – we achieved the highest total number of medals in this highly popular competition Trainer visits – we participated in the Dubai Fitness Challenge by inviting a personal trainer to our offices to engage our staff in quick workout routines Chess club activation – we launched a new chess club with two amazing chess tournaments. We also introduced chess training sessions for the children of our staff members Ramadan sports tournament for our employees (football, paddle tennis and badminton) A number of our female colleagues participated in the Sheikh Hind Tournament More than 200 of our colleagues and their family members participated in the Conqueror Challenge obstacle course
P Passion	<ul style="list-style-type: none"> Reading month book sales discount in collaboration with Magrudy Photography competition for our staff members
Y Your mental wellbeing	<ul style="list-style-type: none"> Our in-office yoga classes are a much-appreciated wellness activity amongst our employees Wellness session for employees on 'How to live 100 years'



Learning and growth

We believe that it is our duty to provide the tools and opportunities for all our employees to learn.

We encourage our employees to own and drive their learning journey and offer training programmes at various career stages to strengthen areas of expertise, build new skills, and create learning and development paths.

In 2022, all of our employees were exposed to some form of learning and development, with the average learning time received per employee at 17 hours (16.85 hours in 2021). 90% of employees completed non-mandatory learning (70% in 2021). During the year, all of our employees received regular performance and career development reviews.

As part of our strategy, we focused on upskilling different teams in the organisation on agile methodologies through online, virtual and blended sessions leveraging our 'My Journey' platform. Overall a total of 50,000 training hours were completed, with 46% of learning being web-based and 45% blended.

We provided executive development in partnership with Harvard SPARK, Huawei and Henley Business School to develop our executives. A consultative selling skills programme was delivered to provide sales professionals with the skills and capabilities they need to move away from traditional product-based selling to a more value-based approach.

In our continuous effort to support our employees with their personal development, we introduced the

LearningBytes initiative. This offers focused and bite-sized top-rated digital content on our My Journey platform that is accessible anytime and anywhere, and enables employees to apply learnings immediately.

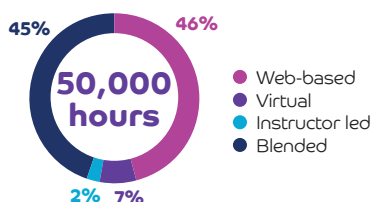
In 2022, our internal speaker programme – You Talk – focused on insights from colleagues who are in a leadership role, who shared their vast experience and leadership insights with others. Towards the end of the year we recognised all our learners in a grand ceremony and awarded those who were committed to self-learning.

Employee engagement

We work hard to be the employer of choice for the best talent, and it is therefore extremely important to us that our people feel connected and engaged. Employee engagement is essential for us to deliver our business purpose and we place great importance on measuring how engaged our people are.

In 2022, we successfully re-launched our employee engagement survey and saw a healthy participation of 73%. The survey results were communicated to employees, and detailed meetings were held with line managers and department heads.

To gauge the progress, we had a mid-year pulse survey (participation rate of 73%) that yielded a 74% favourability index reiterating the importance of the programme and the commitment from employees and managers.



73%

Completed hours by delivery type

Overall a total of 50,000 training hours were completed, with 46% of learning being web-based and 45% blended

Participation rate in employee engagement survey

Employee benefits

We provide a variety of benefits to our full-time employees that contribute to creating a happy and inclusive work environment. In order to remain competitive in the local market, we assessed and maintained our employee benefits across all career bands and levels throughout the year.

Our work-from-home initiative, which enables staff to work in the comfort of their homes, ensures business continuity, and provides our employees with increased flexibility. Additionally, on-site amenities like relaxation areas, gaming zones, a canteen and a clinic, as well as financial benefits like telecom discounts, and complimentary discount programmes, help our employees maintain a healthy work-life balance. Spot awards are used to motivate and recognise staff members who go above and beyond in the performance of their duties.

Opportunities for people of determination

The total number of colleagues as of 31 December 2021 who are physically disadvantaged is four:

- 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 our colleagues

Gender balance

This year, our Gender Balance Council focused on delivering and sustaining initiatives to promote equal opportunities for women while driving inclusion within the organisation.

Aligned with the organisation's goals to continuously develop our colleagues' skillsets, we have designed

and launched custom-made learning courses to address unconscious biases with the aim to support the creation of an equitable workplace. We also launched our first Gender Balance Communication Guidelines. These guidelines are inspired by international standards, principles and recommendations. The guidelines provide clear frameworks and tools to help our colleagues to design inclusive and gender sensitive communication campaigns.

In recognition of International Women's Day in March 2022, our senior management team embraced the call for action to be a change agent and pledged to #BreakTheBias by announcing a commitment to drive initiatives against gender bias, stereotypes and discrimination.

In honour of International Women in Engineering Day, we held a panel to understand how to #BreakTheBias and embrace gender diversity within the workplace with Samar Alshorafa, the founding CEO of 'She is Arab', which is focused on the challenges and changes to promote women careers in STEM related careers and fields.

Diversity

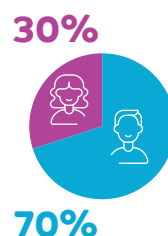
Our diversity strategy helps us broaden our talent pipeline, ensure a great employee experience, and serve our customers better. Our Gender Balance Council and our Youth Council both serve as catalysts for positive change. The numbers overleaf demonstrate our commitment to diversity across the three EITC brands covered in this report – du, edara and Virgin Mobile UAE.





Total du employees
1,593
 1,563 full time
 30 part time

du employees by gender
 459 full time
 22 part time
 481 FTE
 0 FTC

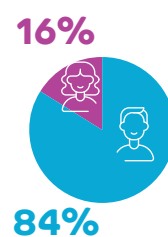


1,104 full time
 8 part time
 1,090 FTE
 22 FTC



Total edara employees
1,425
 1,425 full time
 0 part time

edara employees by gender
 227 full time
 0 part time
 227 FTE
 0 FTC

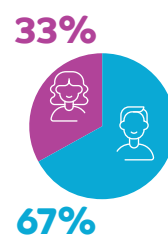


1,198 full time
 0 part time
 1,198 FTE
 0 FTC



Total Virgin employees
65
 64 full time
 1 part time

Virgin employees by gender
 21 full time
 0 part time
 21 FTE
 0 FTC



43 full time
 0 part time
 43 FTE
 1 FTC

du employees by age

9%



age < 30

82%



age 30-50

9%



age 50+

Total du nationalities

74

du employees attrition rate by gender



19%
female



18%
male

edara employees by age

14%



age < 30

84%



age 30-50

2%



age 50+

Total edara nationalities

35

edara employees attrition rate by gender



28%
female



25%
male

Virgin employees by age

8%



age < 30

86%



age 30-50

6%



age 50+

Total Virgin nationalities

27

Virgin employees attrition rate by gender



50%
female



18%
male



Total number of du employees hired during 2022

59 179

238

16

80

101

35

6



age < 25



age 26-35



age 36-45



age 46-55



age 56+

296

13

74

135

63

11

Total number of du employees exited during 2022

95 201



Total number of edara employees hired during 2022

31 165

196

8

145

40

3

0



age < 25



age 26-35



age 36-45



age 46-55



age 56+

378

18

199

138

19

4

Total number of edara employees exited during 2022

69 309



Total number of Virgin employees hired during 2022

4 12

16

0

8

7

1

0



age < 25



age 26-35



age 36-45



age 46-55



age 56+

19

0

9

10

0

0

Total number of Virgin employees exited during 2022

12 7



1,237

Total number of du employees entitled to parental leave

Number of du employees who took parental leave



31
Mothers

76

45
Fathers

Total number of du employees who returned work after parental leave



31
Mothers

76

45
Fathers

Total number still employed 12 months after their return to work



27
Mothers

68

41
Fathers

100%

Return to work retention rates of employees that took parental leave



799

Total number of edara employees entitled to parental leave

Number of edara employees who took parental leave



17
Mothers

61

44
Fathers

Total number of edara employees who returned work after parental leave



17
Mothers

61

44
Fathers

Total number still employed 12 months after their return to work



17
Mothers

61

44
Fathers

100%

Return to work retention rates of employees that took parental leave



67

Total number of Virgin employees entitled to parental leave

Number of Virgin employees who took parental leave



1
Mothers

1

0
Fathers

Total number of Virgin employees who returned work after parental leave



0
Mothers

0

0
Fathers

Total number still employed 12 months after their return to work



0
Mothers

0

0
Fathers

0%

Return to work retention rates of employees that took parental leave

Community wellbeing

Digital wellbeing

We are UNICEF's cyber-safety awareness partner in the UAE. In 2022, we promoted an awareness campaign via SMS and our social media channels to stir a proactive discussion around what the Safety Internet Day entails for children as they navigate the rapidly changing digital sphere.

We also launched several initiatives in the field of online safety education, with the objective of ensuring a safer internet for the UAE community. These initiatives included activities specifically aimed at senior citizens and school-focused digital wellbeing sessions with Injaz UAE and EdComs Middle East.

Innovation

This year, we introduced a very useful charity feature in our du app, which enabled our customers to easily donate to registered charities in the UAE. This feature is available for all charities to use free-of-cost for their fundraising campaigns.

We also continue to support charities in the UAE by providing free-of-cost SMS campaigns to our database. These have been used by multiple charities for their fundraising campaigns. These campaigns would normally cost hundreds of thousands of dirhams. During the year, we completed a total of 33 SMS broadcast campaigns, each campaign reaching more than three million customers.

Community projects

Contributing to the 1 Billion Meals campaign

In 2022, Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Ruler of Dubai, launched the campaign to donate one billion meals to the poor and hungry around the world. We contributed AED 1m towards this campaign and its goal to fight hunger in the world. We also promoted the campaign free-of-cost via our SMS and social media channels to boost its fundraising initiative.

Supporting Al Jalila Foundation's medical research

During the year we continued supporting the Al Jalila Foundation, a philanthropic global healthcare organisation, with a donation of AED 1m. Our contribution will help fund the Foundation's latest projects, including research grants that have created training opportunities for more than 400 young students and post-doctoral associates in the UAE.

Our most successful blood donation drive yet

Our staff participated in our most successful blood donation drive with a total of 82 donors. Each blood donation has the potential to save up to four patients. This means our staff have helped to save close to 250 lives through donation. Our contribution to the DHA's 'My Blood for My Country' initiative was recognised by the DHA.



UNICEF'S cyber-safety awareness

We are UNICEF's cyber-safety awareness partner in the UAE

Supporting Charities

We broadcast 33 SMS Charity fundraising campaigns, reaching more than 99 million customers

Food distribution in Ramadan

During the month of Ramadan, we introduced a Clean Plate Challenge which encouraged people to share a personal goal on their social media channels to reduce food waste. For every goal shared, we donated AED 25 to the Tarahum Charity Foundation, a charity that provides food to families in need in the UAE.

We helped the Tarahum Charity Foundation distribute close to 1,000 boxes of grocery items to underprivileged families in the UAE, easily exceeding our internal targets. Around 30 du employees and external volunteers supported us in this distribution activity.

Employee volunteering

Our employees regularly volunteer in various social and environment-focused activities. This year, we had more than 200 colleagues volunteering for activities like teaching children about cyber-safety, clean-up hikes, desert clean-ups and planting UAE's national tree (the Ghaf tree).

Empowerment

Supporting the AccessAbilities Expo

We are committed to helping people of determination participate in society and increase their role in the community through numerous efforts and partnerships. In 2022, to support this commitment, we were the exclusive telecom partner of AccessAbilities Expo.

Built on the success of the previous three events, this year's AccessAbilities Expo provided significant opportunities to explore the best and latest innovations and technologies from around the world that will enhance the lives of people with determination. The AccessAbilities Expo had more than 10,000 people attend the event, with more than 250 exhibitors from 50 countries showcasing various assistive technologies.

Empowering SMEs

At our new headquarters, we host 'SME Day' once a month and invite SMEs to showcase their products and services to our employees. This initiative has been a huge success as it not only gives the SMEs a free-of-cost opportunity to sell their products to our employees, but also uses our social media platforms to market their brand to our customers.



Clean Plate Challenge

We donated AED 100,000 to the Tarahum Charity Foundation, a charity that provides food to families in need in the UAE

Operating ethically and responsibly

Environmental footprint

Energy-efficiency in our network

Our environmental footprint correlates to our network operations. As we upgrade our 5G network and see more wireless network traffic, we plan to continue improving our energy efficiency, especially in our base transceiver stations and data centres. Some of the sustainability initiatives that we continued to invest in during 2022 were:

Energy-efficiency hybrid generators

- Of 399 generator-run BTS sites, 170 are hybrid generators, helping us reduce diesel consumption by 50% and save 5,800 tCO₂ during the year
- Diesel savings of approximately 2.1 million litres/year (a total carbon footprint reduction of 5,762 tCO₂/year*)
- Additional 100 hybrid generators planned for installation in 2023

Solar energy

- 78 sites that run completely on solar panels, helping us save 360 tCO₂ during the year
- Diesel savings of approximately 1.4 million litres/year (a total carbon footprint reduction of 3,714 tCO₂/year)
- Additional 100 solar sites planned for installation in 2023

Free cooling systems

- Reduction of energy bills by 15-16% per site using the cooler air outside (during winter) to reduce the burden on air-conditioning
- 1,100 free cooling systems installed in our mobile sites
- Energy reduction of approximately 7,000 MWh/year (a carbon footprint reduction of approximately 3,500 tCO₂/year)

Data centres

- Consolidation of eight data centres into two geo-redundant data centres reducing energy consumption and increasing resiliency
- White space temperature raised to 26°C
- Installation of LED and solar powered streetlights
- Use of Indirect Evaporative Cooling ("IDEC") to enhance Power Usage Effectiveness ("PUE")



Free cooling systems

1,100 free cooling systems installed in our mobile sites

Solar energy

78 sites that run completely on solar panels, helping us save 360 tCO₂ during the year

Data centres

Consolidation of eight data centres into two

* 2.63 kg of CO₂ emitted from 1 litre of diesel.

Energy-efficiency in our non-technical sites

In 2022, we moved our headquarters to a new building that follows the highest standards of innovation, quality, and sustainability. The design of our new headquarters has various eco-friendly features that have helped us reduce our energy consumption.

Some of the other initiatives taken in 2022 were:

- Replacement of all mercury vapour lamps with LED lights in our warehouse enabling us to save 419,555 kWh (AED 180,408)

- Energy efficiency awareness at our Fujairah call centre during non-operational hours enabling us to save 113,067 kWh (AED 48,618)
- The aforementioned initiatives were replicated at other sites resulting savings of 30% (AED 1,137,638) in total

An overview of the energy and cost savings at our key non-technical sites can be found in table below:

Energy saving report – comparison between baseline year vs 2022

Site number	Site	Energy consumption in 2022 (kWh)	Energy savings in 2022 (kWh)	% savings in energy consumption	AED savings in energy consumption
1	Offices – AST, Dubai Hills, DIAC 8, 9 and Hamdan (baseline year: 2014)	3,512,203	1,713,632	33%	736,862
2	Retail shops – 37 Shops (baseline year: 2018)	912,547	97,591	10%	41,964
3	Call centre at Fujairah (baseline year: 2014)	383,168	13,067	23%	48,619
4	Warehouse at DIP (baseline year: 2017)	406,512	419,555	51%	180,409
5	Virgin office (baseline year: 2018)	101,457	20,784	17%	8,937
6	Al Salam Tower chiller energy saving (baseline year: 2018)	801,809	281,041	26%	120,848
Total		6,117,696	2,645,671	30%	1,137,639

Environment case study**Reducing greenhouse gas emission to support a green future**

To reduce greenhouse gas emissions, we are implementing various initiatives to improve energy efficiency. One of these initiatives is to replace our diesel-powered generators with hybrid- and solar-power alternatives.

Some areas in the UAE are not connected to the electric grid. In these areas we had 399 mobile sites which were powered by diesel generators.

In 2022, we installed 50 hybrid generators, a 40% increase over the previous year. We now have 170 sites

running on hybrid generators and we are planning to install a further 100 hybrid generators in 2023. Our new hybrid generators consume 50% less diesel than the old ones.

Furthermore, in 2022, we increased the number of solar-powered sites by 18 and we now have 78 sites which are exclusively powered by the sun. In 2023, we plan to install 100 more sites with solar energy.



Greenhouse gas emissions

In 2022, our Scope 1 emissions resulted in 29,877 tCO₂e (27,599 tCO₂e in 2021). The main reason was the increase in our diesel and refrigerant consumption, especially in our data centres.

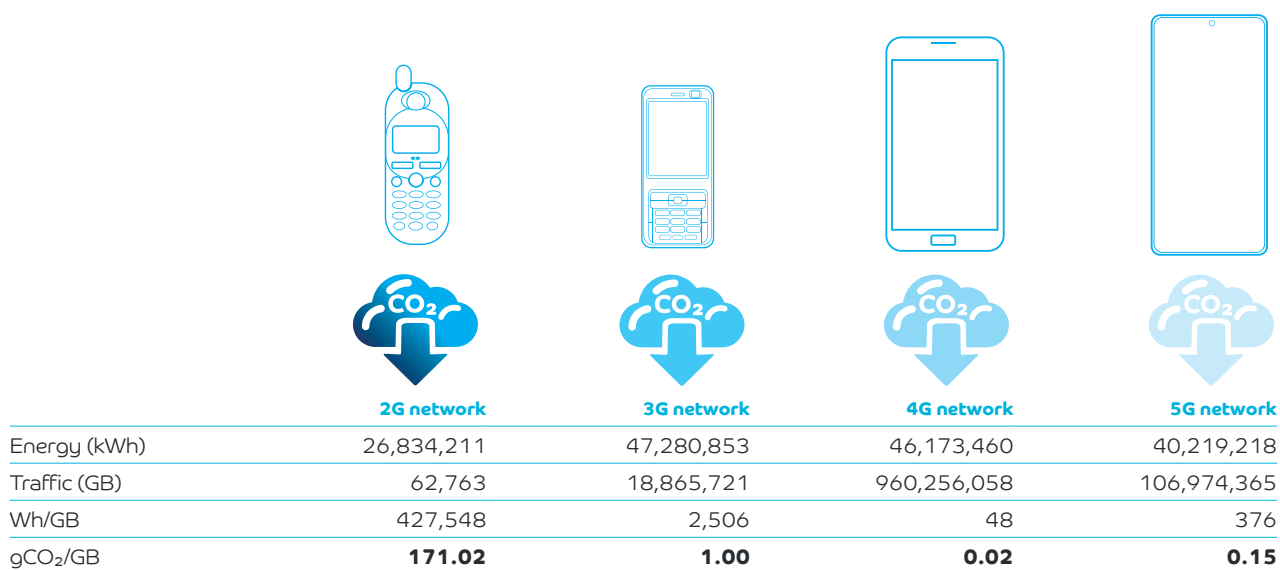
Our Scope 2 emissions, which capture our indirect energy emissions have resulted in 100,044 tCO₂e (93,930 tCO₂e in 2021). The increase was attributed to expansion of our 5G network.

Our overall energy and GHG emission intensity of our network is measured as per Wh per GB and CO₂e per GB across all networks. This can be seen in the graph below for 2022.

There were no major spillages during the year.

Refrigerant usage in our mobile sites was as follows:

Gas	Usage
R22	2,431 kg
R410A	75 kg
141B	102 kg
R407	133 kg



Energy and GHG emissions 2022

Environmental initiatives

New biodegradable SIM cards

Virgin Mobile UAE rolled out a new biodegradable SIM across all points of sale. The new SIM is the most sustainable option available in the UAE for customers whose devices cannot yet accept eSIMs. The biodegradable SIM is made from an oxo-biodegradable plastic that breaks down into tiny pieces and slowly degrades in the presence of oxygen and UV light. When placed in landfill, the degradation process can take between four to six months. In contrast, regular plastics take hundreds of years to decompose.

Cutting down on plastic waste

We distributed reusable water bottles to all our employees. We stopped selling plastic water bottles through vending machines or catering partners and installed water filters in our HQ to replace water dispensers.

New eco-friendly paper bags

We committed to phasing out plastic bags across our retail stores. Our new bags are 100% paper and 100% biodegradable. These eco-friendly bags replaced 150,000 plastic bags in 2022, significantly impacting our waste footprint.

Corporate Sustainability 101 course

To raise internal awareness around relevant sustainability issues, we have introduced an introductory course on corporate sustainability. 55% of our employees successfully completed the course in 2022. Our aim is to reach 100% completion in 2023.

Waste management

Our waste management strategy is focused on decreasing the generation of waste by using products that are sustainable, using less and diverting waste from landfill. Our office and warehouse operations result in waste that is either recycled, resold or sent

to landfill (general waste). In 2022, we sent a total of 108.72 tonnes of general waste to landfill from our warehouse and command centre.

In 2022, we recycled a total of 55.78 tonnes of items generated at our offices warehouse and command centre:

Item description	Total in kg
Mixed metal	89
Mixed paper	32,622
Mixed plastics	4,545
Mixed recyclables	8,563
Old corrugated containers ("OCC")	5,390
PET water bottles	4,569

In 2022, we resold a total of 217.15 tonnes of items:

Item description	Total in kg
Batteries	144,900
E-waste	16,750
Metal	55,500

Data privacy and security

We have a dedicated function for 'Data Security and Privacy Management' within our Information Security and Risk Management ("ISRM") Department to keep our customers' information safe and safeguard their privacy and security online.

Our Data Security and Privacy Management framework and standards are based on the requirements of the Telecommunications and Digital Government Regulatory Authority ("TDRA"), Consumer Protection Regulations ("CPR"), other applicable laws 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 2022, we revamped our Data Security and Privacy Policy data taxonomy with all our business owners. We are working on Tokenisation, Identity Access Management, User Access Management Reconciliation and Recertification, Database Access Management and Privilege Access Management controls including User Access Governance platform to further secure our business.

Our Privacy Policy is available on our website www.du.ae/privacypolicy. It explains how we use the personal data that we collect or generate, both in relation to our website and in the course of carrying on our commercial activities and providing our products and services.

Other material issues

Health and safety

Our occupational health and safety ("H&S") system has been established in accordance with directives from the UAE Government, the revised ministerial decree – Federal Law no. 2 of 2011, articles 21 and 22, as well as the international standard OHSAS 18001-ISO 14001. All of our work locations, including call centres, warehouses, retail stores, core sites, data centres, points of presence, main distribution facilities, intermediate distribution facilities and mobility sites are covered by this system as well as our Hazard Identification Risk Assessment ("HIRA") process.

Each employee and contractor is responsible for identifying any risk or danger that could negatively impact them or others and disclosing such risks to either their immediate line management or the organisation's HSE department. Where possible, HSE appointed personnel to help with incident/accident

investigations. All information pertaining to accidents and incidents is gathered by the HSE department for investigation.

Our internal reporting and analysis system (Maximo) records all HSE-related data. All our employees and those who work directly or indirectly under our direction, such as vendors, contractors, third parties and/or other parties who may be impacted by operations, are fully covered by our HSE management system and are required to strictly abide by all HSE policies both inside and outside of our premises. During the year, we trained 20 of our retail staff members with IOSH (Institution of Occupational Safety and Health) certification.

In 2022, eight employees reported ill health which was related stress. All of these were resolved satisfactorily. Overall, no serious hazard was reported last year, and corrective measures were taken to avoid future expected hazards.

Radio frequency fields

Our network fully complies with the strict regulations for emission guidance provided by the International Commission on Non-Ionising Radiation Protection ("ICNIRP"). We also have a mandate from the TDRA to periodically measure the electric field of our towers and the measurements have not exceeded 1.3% of threshold level allowed by the ICNIRP.

Grievance mechanisms

We have a fully documented grievance policy to address employee grievances. All grievances are captured and updated in our database with full details about the case and final action that has been taken. In 2022, we received five employee grievances, two of which were related to employee performance appraisals, with the remaining three related to other

issues (discrimination and harassment). All grievances were handled by a dedicated team within Human Resources and settled amicably.

Responsible procurement

In 2022, we worked with 707 suppliers to procure various goods and services. Of these 707 suppliers, 76% were headquartered in the UAE with whom we spent 88.5% of our total spend. We also worked with 12 Emirati SME suppliers.

Our Sourcing Policy continues to help us manage the social and environmental impacts of our vendor base. In 2022, we issued a new version of this policy with improved standards for Suppliers, Health & Safety and Conflict of Interest.

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.

Responsible marketing

We ensure that all our customer marketing and communication campaigns are responsible, honest, friendly and trustworthy. We give all our customers the choice to opt in or out from receiving our communication, and we are not involved in the sale of any banned or disputed products and services.

During the year, we were fined by our regulator in relation to a telesales campaign conducted by a partner in which incomplete marketing claims were made. We promptly addressed this and took immediate corrective actions.

Business continuity

To ensure that we continue to deliver our products and services at predefined levels during any instability, we have adopted a Business Continuity Management System ("BCMS"). This system enables us to build the required resilience to protect our people, processes, facilities and technologies, as well as our customers, vendors, partners, regulators and contractors.

In 2022, we completed the re-certification of ISO 22301-2019 security and resilience business continuity management systems. In addition, we qualified targeted employees with the ISO 22301-2019 lead auditor certificate to enhance the business continuity system governance and performance.

In July 2022, extensive floods in the Emirate of Fujairah impacted many parts of the national infrastructure. However, our network and services were not impacted due to our robust business continuity systems which ensured back-up facilities were available. Moreover, we complied with the TDRA requirement related to emergency and business continuity and participated in several national simulations where we reflected our capabilities to protect our assets and ensure the availability of services in the UAE.

Business ethics

We have a 'Code of Business Conduct and Ethics' policy that outlines our commitment to ethical behaviour, integrity and excellence. This fosters trust between the organisation and stakeholders affected by its actions including employees, suppliers, customers and the general public. The policy also covers various human rights issues such as discrimination, anti-harassment, bullying, grievance handling and whistleblowing, as well as anti-corruption and insider share dealing.



The policy, aligned with organisation's mission, as well as its values and principles, is publicly available for all our stakeholders at www.du.ae/employee-code-of-business-conduct-and-ethics. It is also communicated on an annual basis to all our staff via our online training platform.

We seek to conduct our 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 to our dedicated Compliance function.

During the year, we had a total of five instances of non-compliance resulting in fines. This is a significant reduction from previous years. We consider all instances of non-compliance raised by our regulator as significant in nature.

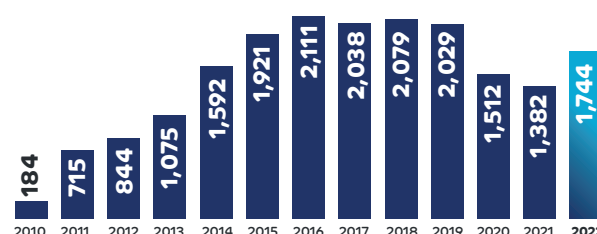
	2020	2021	2022
Number of non-compliance instances which resulted in fines	37	8	5
Total value of fines (AED m)	14.6	2.6	1.8

With our whistleblowing policy, our employees can 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 or through the website www.duconcerns.ae. A team of independent professionals run and manage the du Concerns 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.

Financial performance

In 2022, we generated AED 12.8bn in revenues and a net profit of AED 1.2bn.

Since 2010, we have been paying royalties to the Federal Government as per an official directive from the Ministry of Finance. In 2022, the royalty charge was AED 1.7bn. The historical yearly figures are indicated below:



Royalty charge AEDm

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 2022 we did not receive any financial assistance from the Government.

Percentage of economic value distributed (AED 6.9bn)

- Operational expenses – 52.5%
- Royalty charge – 25.2%
- Employee wages – 16.7%
- Payment to Government – 5.6%
- Community investment/social contribution – 0.03%

The consolidated financial statements of the Company for the year ended 31 December 2022 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 PricewaterhouseCoopers 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 consolidated 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)	3.0%	Financial asset at fair value

Shareholder structure

- The UAE Government, through its ownership of the Emirates Investment Authority, indirectly owns 50.1%
- The Abu Dhabi Government, through its ownership of Mamoura Diversified Global Holding PJSC (formerly Mubadala Development Company PJSC) indirectly owns 10.1%
- 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 and institutions



Deliver the benefits of our services to all

Customer happiness

Innovative offerings

We listen carefully to the voices of our customers and our retail staff. We use their feedback to improve our products and services. In 2022, we introduced a range of offers to promote digital inclusion.

- **For senior citizens:** We offer a 50% discount on the monthly fee on one postpaid plan of choice (postpaid) and 100% of the recharge amount as bonus credit with every balance recharge (prepaid). This offer is available for all UAE nationals who have the Thukar, Barakat Al Dar or Pension cards.
- **For people of determination:** Similar to our senior citizens offer, our You Matter offer provides people of determination a 50% discount on their monthly fee on a postpaid plan of their choice, and 100% of the recharge amount as bonus credit with every balance recharge for prepaid plans.
- **For teachers:** To empower UAE teachers, we introduced the Educator's Offer which delivers benefits such as open data on white-listed educational websites and national, international minutes.
- **For homeowners:** We introduced our popular plug and play Home Wireless mobility service to provide instant and unlimited 5G-powered capabilities for homeowners across the UAE. To find out read our case study on page 23.
- **For the community:** Through WiFi UAE, we continue to offer free WiFi access for everyone in the UAE. As of today, more than four million users have used this service across 500 locations (Dubai Metro trains and stations, Abu Dhabi Public Buses, RTA Taxis and more than 50 malls).

These innovative solutions help us realise our commitment to improving the quality of life of special segments in the society and bring them closer to the opportunities offered by digitalisation as part of our digital inclusion strategy.

Customer experience

We aim to create best-in-class customer experiences, as well as innovative products and services that cater to our millions of customers across the UAE community.

In 2022, by improving our processes and systems, we were able to bring down the bill issuance period from six to two days. For our individual customers, we also launched our self-service kiosks to perform key transactions such as ID renewal with ease. Our teams also rolled out retail hotlines in seven key stores for instant complaint resolution. Additionally, we've enabled customers to renew their IDs using UAE PASS in our digital channels.

For our Enterprise customers, our biggest launch was the interactive bill for corporate accounts. This offers a new means of simplicity and transparency. We have also empowered our corporate customers to digitally manage their voice, data and roaming bundles. Corporate accounts can now also be digitally renewed as part of our digital transformation process.

Innovation case study

Driving innovation in our industry

At GITEX Global 2022, visitors discovered a new digital universe driven by the technology revolution.

During the event, du announced collaborations with several entities including Abu Dhabi Department of Economic Development, Dubai Electricity & Water Authority ("DEWA") and Roads and Transport Authority ("RTA") to support the UAE Government's innovation

roadmap.

du also signed a Memorandum of Understanding with Emirati Talent Competitiveness Council for the NAFIS programme, a federal initiative that aims to increase the contributions of Emirati citizens within the private sector.

Technology for good

Digital transformation

During the year, we collaborated with world-leading companies and several Government entities in the UAE to accelerate the country's digital transformation agenda.

These collaborations – many of which were also showcased at GITEX Global 2022 – show how we are leading the UAE's innovation through future-forward concepts such as the metaverse and its application for industries such as Government, finance, education, healthcare and retail.

- **For public transport:** Our biggest collaboration is with Dubai's Road and Transport Authority ("RTA") to deliver the digital twin solution in Dubai Metro. Our digital twin solution will bring important social and environmental benefits by improving the efficiency of public transport and help reduce energy consumption and emissions.
- **For healthcare and education:** We collaborated with Microsoft and apoQlar to introduce one of the most innovative healthcare applications, VSI HoloMedicine® for the first time in the UAE. This application will help enhance surgical care and medical education with 3D Mixed Reality.
- **For smart cities:** We partnered with Masdar City to build a 5G Centre of Excellence. This will combine physical infrastructure, open and shared data, and smart applications that will enable operational efficiencies for Masdar City management and improve the daily quality of life for residents and tourists.

- **For building and property owners:** We upgraded the fire safety platform for the Hassantuk Alarm Receiving Centre, which significantly speeds up the response time to maintain the highest standards of fire safety for more than 25,000 buildings in the UAE.
- **For warehousing:** We partnered with Huawei and Sinotrans to deliver 5G-driven robot warehouse solutions for the logistics industry. This will extend human efficiency, reduce the overall cost of fulfilment and optimise the cost of products for end users.

We also invested in an internal initiative called 'Go Digital or Go Home' to promote digitisation in the workplace and offer a more resource-conserving and productive manner of working. Digital operations often demand fewer physical and electrical resources and are faster and more accurate. This makes the Company run better as a whole, cutting down on waste and increasing profits over time. Below is an estimate of the number of man hours saved using digitisation in 2022.



69,169



Man hours saved

Thanks to the 'Go Digital or Go Home' initiative

"5G mobile technology has the potential to revolutionise the way people interact with their environment and with each other."

Network infrastructure

To support a more sustainable future, we are continuing to invest in 5G. 5G mobile technology has the potential to revolutionise the way people interact with their environment and with each other. It promises faster speeds, lower latency and more reliable connections, which could lead to a variety of positive impacts on the environment and society.

We will continue to make our network more sustainable by expanding our investments in renewable energy (solar and wind) and reducing our carbon footprint. We will also enhance our network using energy-saving technologies and smart infrastructure meters to enable full digitisation and better network operations.

5G positively impacts on society



Increased connections:

Improved 5G technology will enable faster and more reliable connections, allowing people to access the internet from virtually anywhere. This will make it easier for people to get information, talk to each other, and use services.

Increased efficiency:

Through connectivity with faster speeds and lower latency, 5G technology will lead to improved efficiency in many industries, such as transportation, healthcare and manufacturing. This will help people use less energy and produce less pollution.



Improved quality of life:

5G technology will lead to an improved quality of life for many people. It will enable faster access to healthcare, improved education and better access to entertainment.



Improved economic growth:

5G technology will lead to improved economic growth as it will enable faster and more reliable connections, which could lead to increased productivity and innovation. This could also lead to more jobs and higher wages.



Increased security:

5G technology will lead to improved security for both individuals and businesses. It will enable better authentication and encryption, which could help protect people's data and privacy.



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