



Sustainability Report 2023





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Chapter 1

Sustainability at du

Welcome to du’s 2023 Sustainability Report


In the heart of the UAE’s vibrant telecommunications sector, du stands as a beacon of innovation and responsibility. Since our inception in 2006, we have not only pioneered technological advancements but also steadfastly embraced the principles of sustainability. This report reflects our unwavering commitment to intertwining sustainability with our operational fabric, thereby enhancing the socio-economic fabric of the UAE.

to sustainability is holistic, encompassing every aspect of our operations, from ethical governance to environmental stewardship and community empowerment.

In 2023, the year that the UAE marked as the ‘Year of Sustainability,’ we played a very strong role in enhancing our sustainability journey, as well as supporting the UAE in its ambitions – especially in the areas of setting net zero targets and taking actions for sustainability awareness and social development.

1.1 Our sustainability strategy & purpose


At du, we are propelled by a purpose that transcends conventional business goals. Our strategy is rooted in the belief that a truly sustainable and responsible business is one that enhances lives at every touchpoint. Our approach



1. Make our people and communities happier: We are dedicated to enriching the lives of our customers, employees and communities. Our initiatives focus on providing an exceptional work environment and creating a positive social impact.

Our priority areas


- Employee engagement and wellbeing
- Community wellbeing



2. Operate ethically and responsibly: Integrity and transparency form the cornerstone of our operations. We adhere to the highest ethical standards, ensuring accountability and fairness in all our dealings.

Our priority areas

- Environmental footprint
- Data privacy and security



3. Deliver the benefits of our services to all: We strive to ensure our state-of-the-art services and technologies are available to all, fostering digital inclusivity and empowerment.

Our priority areas

- Customer happiness
- Technology for good

Our alignment with the UNSDGs

This report showcases our alignment with our priority UNSDGs through various initiatives:



SDG 3 (Good Health and Wellbeing): Initiatives include an employee engagement programme, partnerships for wellness services, and a focus on mental health through the Mamahood telemedicine app.



SDG 8 (Decent Work and Economic Growth): We have achieved significant Emiratization in our workforce, prioritising local talent development and gender diversity. Employee training and development programmes are emphasised.



SDG 9 (Industry, Innovation and Infrastructure): We have focused on digital transformation and sustainable technology solutions, showcasing this at GITEX Global 2023.



SDG 12 (Responsible Consumption and Production): Our commitment to SDG 12 is highlighted via robust data privacy and security initiatives. These efforts ensure the responsible handling and protection of customer data.



SDG 13 (Climate Action): Our initiatives include the Solar on Tower project, reducing our energy consumption and carbon footprint, and collaborating with environmental agencies.



SDG 17 (Partnerships for the Goals): We have fostered partnerships with various government entities and organisations, emphasising inclusivity and digital empowerment in service delivery.

Sustainability at du (continued)

Our core values

Our journey is guided by four cardinal values.

Dedication
We are committed to excellence and customer satisfaction in every aspect of our service.

Curiosity
Innovation and continuous learning are at the heart of our growth.

Agility
We swiftly adapt to changing market dynamics and customer needs.

Openness
Transparency and inclusivity are key to our internal and external interactions.

1.2 About this report

This comprehensive report details our sustainability journey throughout 2023. Adhering to the Global Reporting Initiative (GRI) standards and the Dubai Financial Market ESG reporting guide, it provides an in-depth analysis of our alignment with the UNSDGs.

The information covered in this report covers du’s progress for the year ended 31 December 2023, and outlines the progress in the year against each of the three sustainability objectives and priority focus areas.

We issue our report on an annual basis and previous reports can be found on our website (www.du.ae/sustainability). We self-declare that our 2023 Sustainability Report has been prepared in accordance with the GRI standards.

Engagement and recognition by our stakeholders

We engage deeply with our stakeholders – employees, investors, customers, and the community. Our engagement strategies include regular consultations, surveys, and collaborative initiatives, ensuring that we incorporate their valuable insights into our sustainability efforts. More details of our engagement efforts can be found in our Annual Report.

In 2023, we were honored with Majra Awards from the National CSR Fund as one of the leading companies in the UAE in Corporate Social Responsibility (CSR). This is in recognition of our important role in consolidating sustainability practices and contributions towards development projects.

We also won Gold in L&D Strategy and Silver in Workplace Design at the Employee Happiness Summit & Awards 2023. The Gold award recognises our commitment to providing learning opportunities for all employees. The Silver award in Workplace Design reflects our focus on creating an agile and tech-empowered workspace that prioritises employee wellness and eco-friendly practices.

In 2023, we were also awarded the prestigious MENA Green Building Awards 2023 in the Healthy Spaces Project of the Year category. The award recognises du’s commitment to sustainability and its exceptional efforts in creating a healthy and productive workspace with a strong emphasis on employee well-being, sustainability, and productivity.

Our material sustainability topics

We focus on areas that have significant impact: customer satisfaction and data security, environmental stewardship, ethical business practices, and employee well-being. These topics are not just crucial for our sustainable growth but also align with the interests and concerns of our stakeholders.

Level of concern to stakeholders	Most important			Privacy and security of customer data	Consumer satisfaction and happiness
	Very important	Management of our electronic and hazardous waste	Health impact of our base transceiver stations/signal towers Energy-efficiency measures and increase in usage of renewable energy sources	Employee wellness, happiness and safety Employee training and development opportunities	Innovative products and technical services 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					

Sustainability at du (continued)

Key highlights and initiatives in 2023

Employee engagement and wellbeing	<p>Our Employee Engagement Initiative saw an impressive participation rate of 94% and an engagement score of 81%, placing us among the global top-tier companies and underscoring our commitment to creating a supportive and engaging work environment.</p> <p>We secured the Gold award for L&D Strategy at the Employee Happiness Summit & Awards (EHSA), in recognition of our strategy to keep our workforce current with the latest industry trends.</p>
Community wellbeing	<p>We launched the UAE's first Arabic sustainability podcast to discuss topics like sustainability basics, debunking climate change myths, recycling and sustainable development.</p> <p>We partnered with the Year of Sustainability team to educate UAE's citizens and residents on sustainable living and influence their behaviour to adopt more eco-friendly practices.</p>
Environmental footprint	<p>We launched the innovative Solar on Tower initiative, installing solar panels on network towers to support the UAE's net zero goals.</p> <p>Our energy-efficiency initiatives at the office (e.g. 3M sunscreen, motion sensors, energy-efficient appliances) have collectively achieved a 25% reduction in energy consumption.</p>
Data privacy and security	<p>We align with industry benchmarks such as ISO 27001 to ensure our framework and standards are robust.</p> <p>We initiated a national campaign aimed at educating students in the UAE about the dangers of cyberbullying and the significance of preventing it.</p>
Customer happiness	<p>We collaborated with the Ministry of Human Resources and Emiratization (MoHRE) to introduce the Happiness SIM, specifically designed for blue-collar workers in the UAE.</p> <p>We received the Silver award for Best Customer Happiness Company of the Year in 2023 for large companies, a testament to our dedication to customer satisfaction.</p>
Technology for good	<p>We partnered with a number of key government entities to streamline their digital transformation, such as the Environment Agency – Abu Dhabi, Masdar City and more.</p> <p>At GITEX Global 2023, we demonstrated our dedication to innovation and sustainability by introducing new technologies and sustainable practices in various industries.</p>



Chapter 2

Delivering the benefits of our services to everyone

Customer happiness

2.1 Innovative offerings



Alo WiFi service in labour camps in the UAE

In collaboration with the Office of Deputy Chief of Police and General Security in Dubai, we launched Alo WiFi in UAE labour housing complexes. This service, the first of its kind in the country, offers affordable, high-quality wireless internet to blue-collar workers. It's designed to improve their quality of life by enabling easier communication with families and providing entertainment. This initiative reflects our commitment to inclusivity and digital transformation, aligning with the UAE's vision for a knowledge-based, happy society.

Happiness SIM for blue-collar workers

We partnered with the Ministry of Human Resources and Emiratisation (MoHRE) to launch the Happiness SIM for blue-collar workers in the UAE. This initiative provides them with affordable connectivity options, including six months of free data and reduced rates for international calls, allowing them to stay connected with their families. This collaboration is a part of our commitment to enhancing the welfare of blue-collar workers in the UAE, providing them with essential communication tools.

2.2 Customer experience



Our introduction of new self-service machines across du shops marks a significant stride in enhancing customer convenience. These machines offer services like ID renewal, prepaid cancellation, and SIM replacements, contributing to reduced waiting times and paper usage, aligning with our sustainability goals.

Additionally, we've innovated the customer care experience by launching the Retail hotline function (Care hub) in our revive shops, ensuring continuous support and attention to customer concerns. This initiative is a testament to our dedication to creating a seamless and supportive customer journey.

We proudly acknowledge our award of Silver for 'Best customer happiness company of the year' in 2023 for large companies, recognising our commitment to customer satisfaction.

Through these efforts, we continue to push the boundaries of customer experience, blending technological innovation with sustainability and exceptional service. Our focus remains steadfast on elevating customer satisfaction while adhering to our sustainability commitments, ensuring that every interaction with du is a positive and impactful one.

Technology for good

2.3 Digital transformation

Go-to-market partnership towards a net zero future

We have joined forces with ZainTech in a strategic partnership to drive innovation and ESG principles towards a net zero future. This collaboration will offer comprehensive digital solutions across various domains including Sustainability, Drones, Data Practice, Cloud Managed Services, and App modernisation. Our partnership is focused on empowering businesses and government entities to streamline their digital transformation, reflecting our commitment to innovation and sustainable growth in the UAE.

Converting climate intentions into actionable measures

We have partnered with Environment Agency – Abu Dhabi (EAD) on the launch of 'Naha'. Naha platform is an evolutionary step in our partnership and is a culmination of our educational awareness initiatives manifested in a unified digital platform. As 2023 has been declared the 'Year of Sustainability' by His Highness Sheikh Mohamed bin Zayed Al Nahyan – President of the UAE, and with the UAE hosting COP28, this platform exemplifies our unwavering commitment to environmental responsibility and our continuous efforts towards creating awareness among the community about the importance of sustainability and breaking it down into tangible actions which can be performed on a daily basis.

Command and Insight

This project focuses on real-time energy management and sustainability tracking for 14 buildings in Masdar City, Abu Dhabi. Utilising IoT, data analytics, and sensor management, the system monitors energy consumption, waste management, water usage, and air quality. Results are displayed as CO2 print, equating energy savings to the number of 'Trees Saved', aiding in informed decision-making for energy optimisation and environmental impact assessment.

Smart District Solution

Our Smart District Solution in Dubai Silicon Oasis Authority encompasses end-to-end functional delivery, including design, supply, installation, testing, and commissioning of integrated systems. This project aims to enhance the community experience for residents, visitors, and workers through real-time analytics, energy management, and seamless customer experiences. Key features include smart parking, payment systems, video surveillance, and access control, all contributing to efficient district management and cybersecurity protection.

Driving innovation and sustainability at GITEX Global 2023



At GITEX Global 2023, we showcased our commitment to driving innovation and sustainability. Our participation focused on introducing new technologies and sustainable practices across various industries. This event was an opportunity to demonstrate our ongoing efforts in fostering sustainable practices and promoting innovation in the telecommunication industry.

Our stand, constructed with recyclable materials and increased greenery, showcased our latest advancements in sustainable technology solutions. We highlighted innovative projects in various sectors like manufacturing, farming, education, healthcare, as well as innovative digital solutions for parks and recreation sectors.

Deliver the benefits of our services to everyone (continued)

2.4 Network infrastructure

In 2023, our IT department played a pivotal role in our sustainability journey. Embracing the principles of Green IT, we focused on integrating digital transformation initiatives across our operations. This approach not only optimises the use of various IT methods, software, and hardware but also ensures a balance between environmental sustainability and economic viability. By incorporating these Green IT principles, we were able to minimise our ecological footprint while ensuring long-term profitability and efficiency.

Moreover, our IT department leads the charge in sustainability by fully digitalising business operations. This involves utilising new, sustainable technologies and introducing advanced tools to enable a comprehensive digital ecosystem. Through initiatives like process automation, workflow optimisation, and data-driven decision making, we optimise resource allocation and improve efficiency. These efforts collectively contribute to reducing our carbon footprint and enhancing our overall sustainability performance, thus supporting our vision of reaching net zero emissions by 2050.

Key elements of our sustainability Business Support Systems (BSS) are as follows:

1. Energy efficiency	<ul style="list-style-type: none">• Optimise du IT BSS infrastructure for energy efficiency.• Use of energy-efficient servers, storage, and network equipment.
2. Resource optimisation	<ul style="list-style-type: none">• Efficiently allocate and utilise computing resources.• Implement of virtualisation and consolidation techniques.
3. Paperless operations:	<ul style="list-style-type: none">• Digitise and automate manual processes.• Reduce paper usage and promote electronic transactions.
4. Datacenter efficiency:	<ul style="list-style-type: none">• Optimise cooling and power management in data centers.• Implement energy-efficient cooling systems and monitoring tools.
5. Cloud-based solutions:	<ul style="list-style-type: none">• Adopt cloud-based BSS solutions.• Reduce hardware requirements.



Chapter 3

Making our people and communities happier

Employee engagement and wellbeing

3.1 Emiratisation

We are recognised in the UAE for offering promising career opportunities to Emirati talents through our commitment towards building a diverse and locally empowered workforce, aligning with the national priorities and contributing to the overall development of the Emirati workforce.

In 2023, we have demonstrated a remarkable success by achieving 40% Emiratisation of the total workforce. Notably, 47% of our senior management roles are occupied by skilled Emirati professionals, showcasing our commitment to fostering local talent at leadership levels. Additionally, 52% of the Emirati population are women, emphasising our dedication to gender diversity and inclusivity.

We have also customised a 12-month programme that focuses on capacity building. We provide all our trainees the opportunity to rotate across different business units and expose them to new emerging technologies and cross-functional projects, in which they become full-fledged employees and future leaders of the organisation.

Our commitment to excellence extends beyond borders, through collaborating with leading international companies such as Nokia. Through these partnerships, we have pioneered world-class development programmes aimed at empowering our Emirati workforce. Leveraging Nokia's expertise, we have crafted programmes that not only enhance technical skills, but also provide global exposure on industry trends and innovations. Our Emiratis Senior and Director levels had the privilege to visit Nokia's Headquarters in Finland for several Digital Leadership workshops & visit Bell Lab.

During the year, we participated in various university and national career fairs, which supported us in offering more than 50 internship opportunities across various departments in 2023. In collaboration with Huawei, we have managed to conduct an internship for fresh graduates by giving them a glimpse of the future of Digital Telecom.

3.2 Employee wellness



In 2023, we demonstrated a strong commitment to employee wellness through various initiatives. We partnered with Aster/Medcare, providing onsite nutritionist and physiotherapist services, and collaborated with the Ministry of Health in a diabetes screening and follow-up programme for over 500 staff. Our innovative approach included launching the 'Mamahood' telemedicine app, focusing on maternal mental support.

Key events like the Family Carnival Day and a dedicated day at Dubai Ladies Club offered relaxation and fun for our employees. The organisation-wide fitness Step challenge and Ramadan sports tournament fostered teamwork and physical wellness. Our collaboration with the UAE national orienteering team introduced a unique event focusing on strategy and agility.

Notably, we reached finalist rounds in the HR gov Awards and the parent-friendly label programme, reflecting our achievements in employee wellness.

For 2024, our plans include launching the ABCD health screening programme, expanding telemedicine services, continuing our successful health partnerships, introducing virtual gym classes, and hosting a Family Day with food trucks to support local SMEs. These efforts underline our ongoing commitment to the well-being and engagement of our team at du.

3.3 Learning and growth



In 2023, we made significant strides in Learning & Growth, focusing on initiatives that enhanced our employees' skills and professional development. We launched comprehensive training programmes in collaboration with leading organisations to upskill our team in key areas like emerging technologies and leadership, for e.g. we became the first telco in the region to empower talent with access to Cisco Networking Academy.

This and other initiatives were recognised with prestigious awards: We won Gold for L&D Strategy at the Employee Happiness Summit Awards (EHSA), for our strategy in ensuring we keep our workforce up to date with latest industry trends, as with a focus on soft skills. We also won Best Leadership Development of the Year 2023 at the GCC Gov HR Awards, for the programmes we provide to our employees in upskilling themselves as leaders.

Our employees have access to more than 26,000 learning courses anytime anywhere on MyJourney learning platform. In 2023, training hours per employee averaged 21 hours annually (17 in 2022), reflecting our dedication to balanced and inclusive learning opportunities across all gender and employee categories. The Learning curiosity level was 83% for non-mandatory learning; demonstrating that employees are encouraged to take the lead in their learning. 100% of our active permanent and contractual employees are part of the Annual Performance Review process.

Person Domain	Gender	Number of employees	Avg Learning Per Employee
du	Female	501	23.53
	Male	1110	16.91
edara	Female	186	21.71
	Male	990	23.06
Virgin Mobile	Female	19	13.04
	Male	36	12.73
Grand Total		2,842	20.46

Making our people and communities happier (continued)

For upgrading employee skills and transition assistance programmes, this year, we emphasised blended learning, focusing on behavioral, leadership, and technical training to keep employees updated with industry trends. The 'We are du' programme was launched to deepen understanding of our values. Leadership development continued with Harvard programmes and 'Leader as Coach' training, alongside collaborations with Huawei and Nokia for executive training. The TechUp series and Skill Booster were notably successful in advancing knowledge in areas like AI and IoT.

We also placed a strong emphasis on performance and career development reviews, ensuring that each team member received regular and constructive feedback tailored to their career aspirations. For 2024, we're planning to further expand these opportunities, with a particular emphasis on cutting-edge technologies and advanced leadership training in areas such as Emerging Technologies, Data Analytics and Building Leadership skills.

3.4 Employee engagement

In 2023, we achieved a remarkable 94% participation in our Employee Engagement Initiative, surpassing global and regional benchmarks. Key improvements included enhanced collaboration, communication, and leadership. Our strategy involved sharing results across teams, training managers, establishing helplines, and supporting underperforming managers.

We revamped recognition programmes, appointed Engagement Champions, and conducted pulse surveys for continuous improvement. Important initiatives included corporate roadmaps, brand values cascading, CxO-led townhalls, and structured career progression plans. Our engagement mascot 'Falah,' the du Billionaire Game, and targeted newsletters were also integral.

Looking ahead to 2024, our goal is to rank in the Global Top 10 for employee engagement, continuing our journey of excellence and innovation in creating a fulfilling workplace.

3.5 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 updated our employee benefits across all career bands and levels to ensure compliance with the new UAE Labor Law and for consistency across our employee groups. Further building on our foundation of Pay-for-Performance, we continue to provide enhanced entitlements beyond the legislated requirements in a fair and transparent way.

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. We also introduced a structured Salary Progression Policy in order to provide targeted increases for our employees within the budget.

3.6 Youth empowerment



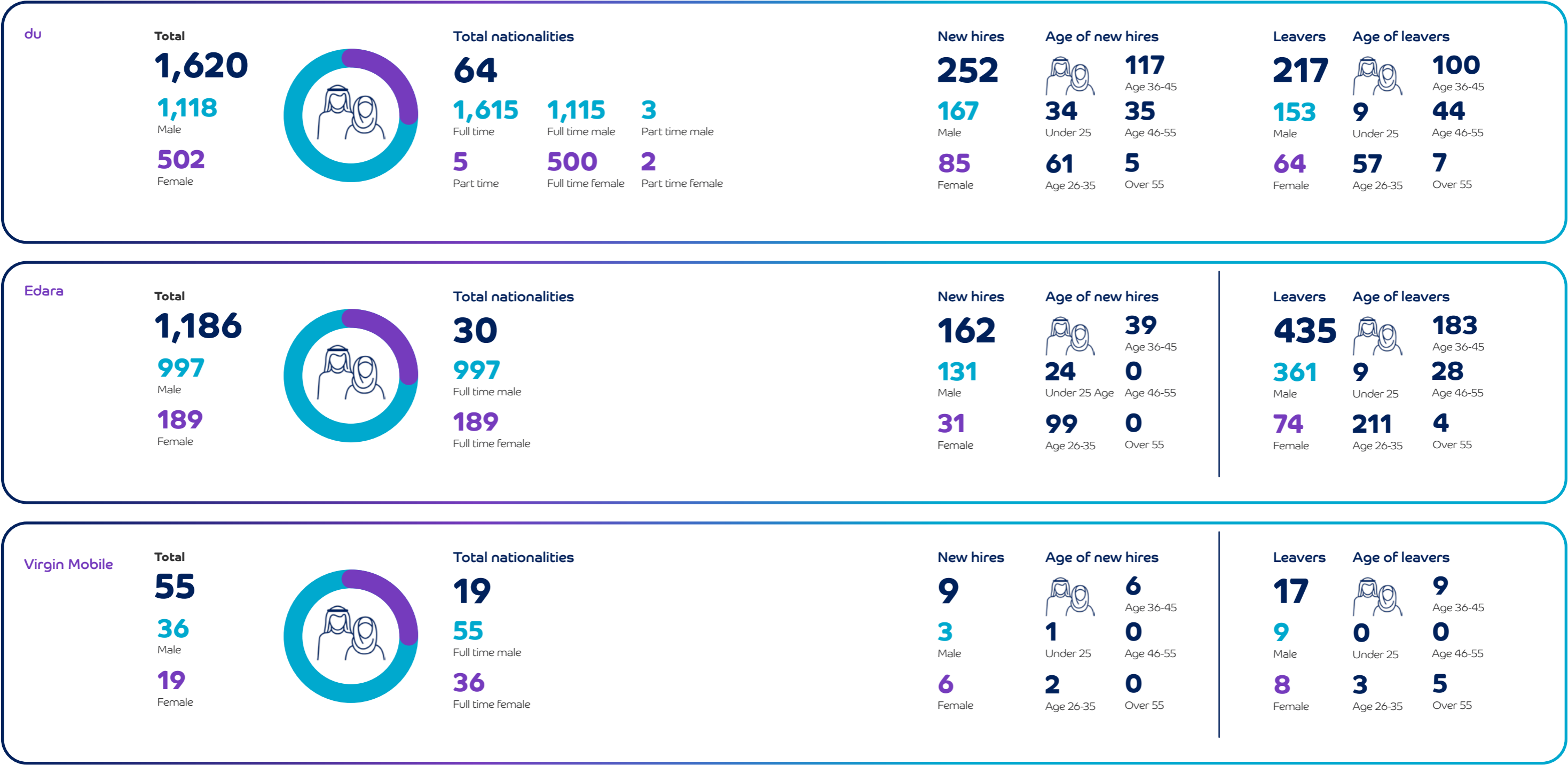
In 2023, our Youth Council focused on empowering young talent through various impactful initiatives. These initiatives included the Youth Retreat, an off-site event that brought together over 100 young members for collaborative problem-solving and workshops. The 'du YouthCast: Connecting Minds' podcast, hosting discussions on diverse topics, reached over 1500 views. The 'Journey of Success' programme featured inspiring storytelling sessions, enhancing professional and personal growth. We also celebrated International Youth Day with a focus on sustainability, hosting youth SMEs and panel discussions on green skills.

Additionally, Youth Circles on e-waste management and green career opportunities were organised, fostering discussions on environmental challenges and sustainable employment. The year also featured engaging events like a fireside chat with du's CEO and participation in the

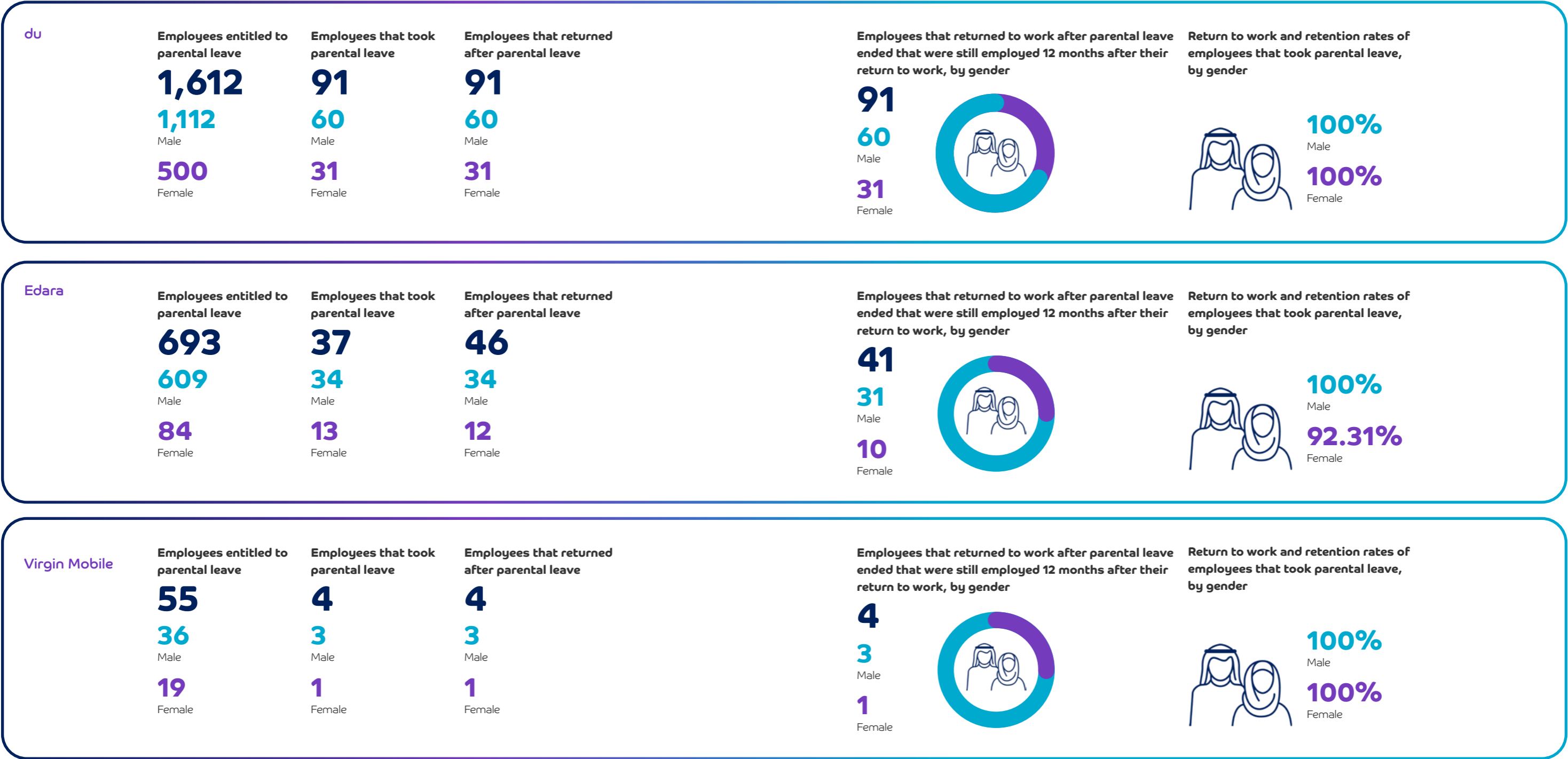
World Radiocommunication Conference, emphasising technology and innovation. The Hama Project, aimed at empowering female military recruits, and a session during GITEX North Star, focusing on cybersecurity for entrepreneurs, were other notable highlights. These initiatives reflect our commitment to nurturing the potential of our young employees and contributing to their holistic development.

Making our people and communities happier (continued)

3.7 Diversity



Making our people and communities happier (continued)



Making our people and communities happier (continued)

<div><div>du</div><div><div>Employees by age</div><div><div>8.95%</div><div>Below 30</div></div><div><div>80.99%</div><div>Age 30 – 50</div></div><div><div>10.06%</div><div>Over 50</div></div></div><div><div><div>69.01%</div><div>Male</div></div><div><div>30.99%</div><div>Female</div></div></div><div><div></div></div><div><div>Attrition rate by gender</div><div><div></div><div><div>13.72%</div><div>Male</div></div><div><div>13.02%</div><div>Female</div></div></div><div><div>Attrition rate by nationality</div><div><div></div></div></div></div><td data-bbox="2160 623 2855 1045"><div>Opportunities for the people of determination</div><div>Total number of colleagues as on 31-Dec-2023 who are physically disadvantaged and recruited by du is three (3).</div><div><ul style="list-style-type: none">• One (1) is working on reduced working hours• One (1) has been provided with visual aid to support the disability• One (1) is working normal working hours similar to the rest of du colleagues</div></td></div>	<div>Opportunities for the people of determination</div> <div>Total number of colleagues as on 31-Dec-2023 who are physically disadvantaged and recruited by du is three (3).</div> <div><ul style="list-style-type: none">• One (1) is working on reduced working hours• One (1) has been provided with visual aid to support the disability• One (1) is working normal working hours similar to the rest of du colleagues</div>
<div><div>Edara</div><div><div>Employees by age</div><div><div>11.21%</div><div>Below 30</div></div><div><div>86.93%</div><div>Age 30 – 50</div></div><div><div>1.85%</div><div>Over 50</div></div></div><div><div><div>84.06%</div><div>Male</div></div><div><div>15.94%</div><div>Female</div></div></div><div><div></div></div><div><div>Attrition rate by gender</div><div><div></div><div><div>31.89%</div><div>Male</div></div><div><div>35.66%</div><div>Female</div></div></div><div><div>Attrition rate by nationality</div><div><div></div></div></div></div><td data-bbox="2160 1075 2855 1497"><div>Opportunities for the people of determination</div><div>Total number of colleagues as on 31-Dec-2023 who are physically disadvantaged and recruited by edara is one (1). The working hours for the colleague are similar to rest of Edara.</div></td></div>	<div>Opportunities for the people of determination</div> <div>Total number of colleagues as on 31-Dec-2023 who are physically disadvantaged and recruited by edara is one (1). The working hours for the colleague are similar to rest of Edara.</div>
<div><div>Virgin Mobile</div><div><div>Employees by age</div><div><div>10.91%</div><div>Below 30</div></div><div><div>80%</div><div>Age 30 – 50</div></div><div><div>9.09%</div><div>Over 50</div></div></div><div><div><div>64.45%</div><div>Male</div></div><div><div>34.55%</div><div>Female</div></div></div><div><div></div></div><div><div>Attrition rate by gender</div><div><div></div><div><div>31.89%</div><div>Male</div></div><div><div>35.66%</div><div>Female</div></div></div><div><div>Attrition rate by nationality</div><div><div></div></div></div></div><td data-bbox="2160 1526 2855 1950"><div>Opportunities for the people of determination</div><div>N/A</div></td></div>	<div>Opportunities for the people of determination</div> <div>N/A</div>

Making our people and communities happier (continued)

Community wellbeing

3.8 Digital wellbeing



Cyberbullying awareness campaign aimed at schools

In 2023, we launched a campaign in collaboration with Beat the Cyber Bully to educate UAE students about the risks of cyberbullying and the importance of its prevention. The campaign involved visiting private and public schools across the UAE and conducting engaging workshops tailored to different age groups, ensuring a comprehensive approach to raising awareness.

The workshops aimed to equip students with the essential knowledge and tools to identify, report, and prevent cyberbullying, while simultaneously promoting a secure and inclusive online environment. The campaign addressed the growing concern over the prevalence of cyberbullying and its detrimental impact on young people in today's increasingly digital age.

In addition to the school visits, the campaign also incorporated an SMS campaign and informative content on our social media platforms to raise public awareness. It initiated competitions with prizes to further engage the community, and informative sessions specifically designed for parents to help them effectively understand and address cyberbullying.

We also continue our partnership with UNICEF as part of our unwavering commitment to promoting online safety for children, reinforcing the significance of this initiative.

Marking the Year of Sustainability

The UAE celebrated 2023 as the Year of Sustainability. This paved the way for various key announcements, policy changes, events, and public awareness. We played a key part in the latter aspect in collaboration with the Year of Sustainability team where we used our social media and SMS platforms to reach out to millions of people with important messages to educate people on sustainable living and influence their behavior to adopt more eco-friendly practices. We also promoted the Year of Sustainability guidebooks that promoted sustainability lifestyle practices.

3.9 Innovation

Pioneering the UAE's first Arabic sustainability podcast

We are proud to launch the UAE's first Arabic sustainability podcast, a pioneering initiative to discuss sustainability challenges and practices. Hosted by sustainability researcher Abubaker ElTom, this podcast features expert discussions on a range of topics like sustainability basics, debunking climate change myths, recycling, and sustainable development. This reflects our commitment to raising awareness and knowledge about environmental and social issues in our region.

Highlighting the benefits of exploring STEM careers

On International Girls in ICT Day, we engaged students at GEMS Wellington Silicon Oasis with various activities to inspire them towards ICT careers. We highlighted our efforts in gender balance, being the first GCC telco with 20% women on our board. The event included interactive polls and discussions led by du's Gender Balance Council and Youth Council members, focusing on the telecom sector and technology's exciting future. This initiative supports our commitment to gender equality and aligns with the UNSDGs.

3.10 Community projects

Kindness Connects Us

During Ramadan, we launched the #KindnessConnectsUs campaign, focusing on sharing and kindness. This initiative aimed to foster a sense of unity and charity within the UAE community. We encouraged families to contribute to local communities, thereby strengthening societal bonds and making a positive impact. This campaign is a reflection of our commitment to community engagement and fostering a culture of compassion and empathy in the UAE.

As part of our #KindnessConnectsUs campaign during Ramadan, we, in collaboration with the Community Development Authority (CDA), hosted a special event for UAE National senior citizens. The gathering aimed to foster community spirit, emphasising kindness and social responsibility. Activities included quizzes, wellness discussions, and a raffle draw, encouraging intergenerational connections and community engagement. This event is a reflection of our ongoing commitment to social responsibility and community development.

We also organised a visit to Al Jalila Children's Specialty Hospital to spread joy during Ramadan and Eid. Our Gender Balance Council and employees delivered gifts, highlighting our commitment to community support and kindness. This visit reflects our dedication to bringing happiness to young patients and strengthening our partnership with the Al Jalila Foundation.



3.11 Empowerment

Empowering people of determination at the AccessAbilities Expo

We participated in the AccessAbilities Expo as the exclusive telecom partner, emphasising our commitment to empowering people of determination. Our 'You Matter' campaign, part of this initiative, aims to make telecommunications accessible to everyone, including people with disabilities. This partnership is a significant step in our CSR efforts, focusing on empowerment, education, and building a cohesive society.

Promoting diversity and fostering empowerment at the Inclusion Summit 2023

We announced our participation in the Inclusion Summit 2023 as a telecommunication partner. This summit is a platform for promoting diversity and fostering youth empowerment, resonating with our dedication to inclusion and equity. Our involvement highlights our support for the UAE's vision of a prosperous, sustainable future. By participating in such impactful initiatives, we are shaping a brighter future for our nation and creating a legacy for future generations.

Making our people and communities happier (continued)

Bringing together ICT organisations to highlight the importance of gender equality

In our pursuit of gender equality, we hosted a collaborative event with Aurora50, bringing together ICT organisations. This event featured roundtable discussions and exercises to tackle gender stereotypes and workplace challenges. We focused on strategies for diversity and inclusion, highlighted by a panel discussion on imposter syndrome. Our Gender Balance Council spearheads these initiatives, emphasising the importance of a supportive work environment for women to thrive in their ICT careers.

Empowering young entrepreneurs and driving sustainability

On International Youth Day, our Youth Council hosted an event focusing on 'Green Skills for Youth, Towards a Sustainable World.' It aligned with the United Nations and local authorities' agendas, aiming to empower youth in building a sustainable future. The event showcased sustainable businesses by Emirati entrepreneurs, a panel discussion on green skills, and announced a competition winner for innovative sustainable solutions. These activities highlight our commitment to nurturing young minds towards environmental sustainability.

Celebrating Emirati Women's Day for a sustainable tomorrow



On Emirati Women's Day 2023, we celebrated the power of collaboration for a sustainable future. The event highlighted the crucial role of women in driving sustainable development. Emphasising the importance of gender equality and the empowerment of women, the event showcased our commitment to creating an inclusive and sustainable future for all.

In commemoration of Emirati Women's Day, we also hosted an event celebrating the legacy and contributions of senior Emirati women in collaboration with the Community Development Authority (CDA). This event was a tribute to the pivotal role these women have played in shaping the UAE's future. Activities included a deep question session, a fun quiz, and gift distribution, fostering a sense of unity and shared purpose, and highlighting the achievements of Emirati women.



Chapter 4

Operating ethically and responsibly

Environmental footprint

4.1 Energy-efficiency in our network

The environmental impact of our operations is closely tied to our network activities. With the expansion of our 5G network and the increase in wireless traffic, we are focusing on enhancing the energy efficiency of our base transceiver stations and data centers. This continuous improvement is a key part of our strategy as we evolve our network infrastructure.

Some of the sustainability initiatives that we continued to invest in during 2023 were:

Solar on Tower	<ul style="list-style-type: none">It has been deployed at 60 sites in our network.Each site using the Solar on Tower solution saves 26.6 MWh of energy/ year (a total carbon footprint reduction of 11 tCO2/year).Plans to expand it to 270 sites by the end of 2024.
Energy-efficiency hybrid generators	<ul style="list-style-type: none">Of 400 generator-run BTS sites, 200 are hybrid generators, helping us reduce diesel consumption by 50% and save 5,800 tCO2 during the year¹.Diesel savings of approximately 2.1 million litres/ year (a total carbon footprint reduction of 5,762 tCO2/year*).Additional 50 hybrid generators planned for installation in 2024.
Solar energy	<ul style="list-style-type: none">138 sites that run completely on solar panels, helping us save 445 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 2024.
Free cooling systems	<ul style="list-style-type: none">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 garnering 79% energy savings (a carbon footprint reduction of approximately 3,500 tCO2/year).
Data centres	<ul style="list-style-type: none">Enhanced the cooling in 6 data centers resulting in improving the redundancy level and reducing the energy consumptionWhite space temperature raised to 26°CInstallation of LED and solar powered streetlightsUse of Indirect Evaporative Cooling ('IDEC') to enhance Power Usage Effectiveness ('PUE')

Environment case study



This year, we pioneered the 'Solar on Tower' initiative, a groundbreaking project in line with the UAE's net zero objectives. This innovative approach involves the installation of solar panels on our network towers, significantly enhancing energy efficiency and reducing environmental impact.

The 'Solar on Tower' initiative reflects our commitment to sustainable practices and renewable energy utilisation in the telecom sector, positioning us as a leader in eco-friendly technologies. The project not only underscores our dedication to environmental stewardship but also aligns with our corporate strategy of integrating sustainable solutions into our operations.

The 'Solar on Tower' project, currently implemented at 60 sites, significantly contributes to energy savings and carbon footprint reduction. Each site equipped with this solution saves 26.6 MWh of energy annually, leading to an 11 tCO2/year reduction in carbon emissions. The plan is to expand this sustainable initiative to 270 sites by the end of 2024.

4.2 Energy-efficiency in our non-technical sites

In 2023, we made significant strides in our energy and water efficiency initiatives at our non-technical sites. One of our key initiatives has been the installation of 3m sunscreen film in our headquarters. This innovative approach has not only reduced our cooling demand by approximately 1.5 degrees centigrade but has also led to a remarkable 4.7% reduction in annual electricity consumption and an 8.20% decrease in annual chilled water consumption. These efficiencies translate into a substantial annual cost saving of AED 96,800 in electricity and chilled water expenses.

In our pursuit of water conservation, we've installed aerators in the washroom taps across our headquarters. This simple yet effective measure has reduced the water discharge in these taps by 63.6%, cutting down the initial discharge from 5.5 liters per minute to just 2 liters per minute.

Overall, these initiatives have not only demonstrated our commitment to environmental stewardship but have also yielded tangible results. We've achieved an impressive energy saving of 1.92 million kWh, which equates to a reduction of 1,630 tonnes of CO2 emissions.

¹ 2.63 kg of CO2 emitted from 1 litre of diesel

Operating ethically and responsibly (continued)

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 base year and current year (2023)

Site	Energy consumption in base year (kWh)	Energy consumption in 2023 (kWh)	Energy savings in kWh	% savings in energy consumption	AED savings in energy consumption
Offices - AST, du DH HQ, DIAC 8, 9 & Hamdan (Baseline: 2014)	5,225,835.50	3,786,616.80	1,439,218.70	28%	618,864.04
Retail shops - 37 Shops (Baseline: 2018)	1,010,138.00	838,496.85	171,641.15	17%	73,805.69
Call centers (FCC) – (Baseline: 2014)	496,235.21	361,508.00	134,727.21	27%	57,932.70
Warehouse (DIP) – (Baseline: 2017)	826,067.00	685,873.00	140,194.00	17%	60,283.42
D3 (Baseline: 2018)	122,240.60	90,261.40	31,979.20	26%	13,751.06
Total	7,680,516.31	5,762,756.05	1,917,760.26	25%	824,636.91

In addition to the 3m sunscreen film in our headquarters, other initiatives that have led to the reduction in energy consumption include the installation of motion sensors, optimising natural lighting, using energy-efficient appliances, incorporating a building management system, and educating employees about energy-saving practices.

These initiatives have collectively achieved a 25% reduction in energy consumption. This achievement underscores our dedication to sustainability and our role as a responsible corporate citizen in the UAE.

4.3 Greenhouse gas emissions

We conscientiously measure our Scope 1 and Scope 2 emissions to uphold our commitment to environmental sustainability. For Scope 1, we calculate greenhouse gas (GHG) emissions by tracking diesel consumption and AC leaked gas. This involves aggregating the total fuel consumed monthly and applying a specific conversion factor for diesel to determine GHG emissions in tons of CO2 equivalent (tCO2e). Similarly, we account for emissions from air conditioning refrigerants, considering their Global Warming Potential. In 2023, our Scope 1 emissions resulted in 28,112 tCO2e (29,877 tCO2e in 2022).

For Scope 2, we focus on electricity consumption. This requires converting total kilowatt-hours (kWh), derived from our utility bills, using an emission factor for electricity, to calculate our total carbon footprint in tCO2e. These measures are crucial for us to monitor and minimise our environmental impact. Our Scope 2 emissions, which capture our indirect energy emissions, resulted in 98,876 tCO2e (100,044 tCO2e in 2022).

	Scope 1 (tCO2e)	Scope 2 (tCO2e)
2021	27,599	93,930
2022	29,877	100,044
2023	28,112	98,876

The main reason for this reduction in emissions is the deployment of our green initiatives, which includes Lithium Hybrid batteries, as well as Solar on ground and Solar on tower deployment in mobile sites.

Gas	Usage
R22	2,112 Kg
R410A	103.86 Kg
141B	210.26 Kg
R407	232.6 Kg

4.4 Environmental initiatives

Net zero emission targets



In 2023, we committed to achieving net zero Scope 1 and 2 emissions within our operations in the UAE by 2030 and Scope 3 by 2050. To achieve this, we will be focusing on key initiatives to reduce our carbon footprint, including improving energy efficiency and sourcing renewable energy.

The du climate action programme will establish a clear net zero carbon emissions road map for the company to advance its sustainability initiatives that have a positive human impact on future plans and operations.

Our net zero ambitions are aligned to support the UAE’s on reaching net zero emissions by 2050, and are designed to not only benefit the environment but also create economic opportunities and improve the quality of life for people in the UAE.

Eco-friendly free Tourist SIM

In later 2023, we introduced the eco-friendly free Tourist SIM to cater to the communication needs of world travellers. This offers various benefits including 1GB free data for 24 hours, 5G network availability, and unlimited data plans with the option to make international calls.

The Tourist SIM also promises a seamless activation experience and is fully recyclable and environment-friendly, making it a unique solution for world travellers. With reliable connectivity offered by this Tourist SIM, travellers can easily stay connected, share their experiences, and communicate with loved ones in real-time.

4.5 Waste management

In 2023, we took significant steps towards reducing single-use plastic by implementing Sprudel/No More Bottle Water Dispensers across all our facilities. This initiative has successfully avoided the use of 805,646 single-use plastic bottles, contributing to a reduction of 66,055 kg in CO2 emissions.

Our Waste Management Plan, initiated in December 2023, aims to divert 30-50% of waste from landfills over the next three years. An essential part of this plan involves training and educating our employees on waste management. To streamline our recycling and trash disposal processes, we are digitalising waste collection through the Wastek app.

A study of our waste practices at the du HQ in 2023 revealed that an employee generates only 0.19 kg of waste per day, which is just 10% of the average office worker’s waste generation. At the HQ, the average monthly waste amounts to 4,200 kg, of which 3740 kg is general waste, and 460 kg is recyclable. Currently, 89.4% of the waste at du HQ is general waste, and we have achieved an 11% recycling rate.

In addition, we have embraced Green Cleaning across all commercial sites. Our commitment to this approach is underscored by our CIMS-GB Certification. We prioritise the use of eco-friendly cleaning methods, equipment, and products. 60% of our expenditure on cleaning materials is dedicated to environmentally kinder products. This not only reduces the energy and water required for cleaning but also minimises waste and shrinks our carbon footprint.

Operating ethically and responsibly (continued)

These measures showcase our dedication to sustainability and reflect our ongoing efforts to reduce our environmental impact as a leading telecom operator in the UAE.

In 2023, we recycled a total of 22.97 tonnes of items generated at our offices warehouse and command centre (55.78 tonnes in 2022):

Item description	Total in kg (2022)	Total in kg (2023)
Mixed metal	89	0
Mixed paper	32,622	1,285
Mixed plastics	4,545	1,240
Mixed recyclables	8,563	3,900
Old corrugated containers ('OCC')	5,390	15,113
PET water bottles	4,569	1,427

In 2023, we resold a total of 106 tonnes of items:

Item description	Total in kg (2022)	Total in kg (2023)
Batteries	144,900	0
E-waste	16,750	19,000
Metal	55,500	87,000

Data privacy & security

4.7 Data privacy & security



In our Information Security and Risk Management (ISRM) Department, we have established a specialised unit focused on 'Data Security and Privacy Management'. This unit plays a critical role in protecting the privacy and security of our customers' information online.

Our approach to Data Security and Privacy Management is guided by the Telecommunications and Digital Government Regulatory Authority (TDRA) and Consumer

Protection Regulations (CPR), as well as other relevant legal requirements. Additionally, we align with industry benchmarks such as ISO 27001 to ensure our framework and standards are robust.

Our organisation places a strong emphasis on the importance of customer data privacy and security. In 2023, we advanced this commitment by updating our Data Security and Privacy Policy and refining our data taxonomy in collaboration with all business owners. Current initiatives include enhancing Tokenisation, Identity Access Management, User Access Management Reconciliation and Recertification, Database Access Management, and Privilege Access Management controls. We are also developing a User Access Governance platform to further strengthen our business's security.

For detailed information on how we handle personal data, including its collection, use, and protection both through our website and during our business operations, please refer to our Privacy Policy at www.du.ae/privacypolicy.

Other material issues

4.8 Health and safety

At du, we've established our Health and Safety (H&S) system in line with UAE Government directives, the revised ministerial decree (Federal Law no. 2 of 2011, articles 21 and 22), and international standards OHSAS 18001-ISO 14001. Over 60 policies have been updated to meet the ISO 14001 and ISO 45001 standards.

This system encompasses various work sites, including call centers, warehouses, retail stores, data centers, and more, integrating our Hazard Identification Risk Assessment (HIRA) process. It mandates that every employee and contractor actively identify and report potential risks to their immediate management or our HSE department. HSE designated personnel assist in incident investigations, with all related data collected for analysis.

Our Maximo system internally tracks all HSE data. It ensures comprehensive coverage of our HSE management system for all employees, contractors, vendors, and other related parties, who must adhere strictly to our HSE policies.

This year, we enhanced our commitment to safety by training 63 retail staff members in IOSH certification. Additionally, 18 cases of ill health related to stress were reported and satisfactorily resolved, with no significant hazards reported and proactive measures implemented to mitigate potential future risks.

4.9 Radio frequency fields

Our network adheres to the rigorous standards for emission guidelines set by the International Commission on Non-Ionising Radiation Protection (ICNIRP). Additionally, under the directives of the TDRA, we conduct measurements of the electric field emissions from our towers, and these readings have consistently stayed below 1.3% of the maximum limit permitted by the ICNIRP.

4.10 Grievance mechanisms

At du, we maintain a comprehensive grievance policy to effectively address employee concerns. This policy ensures that every grievance is thoroughly documented and recorded in our database. Each record includes comprehensive details about the case, encompassing its nature and the conclusive actions taken in response.

In 2023, we received 6 grievances, one of which were related to employee performance appraisals, with the remaining five related to other issue (discrimination and harassment). All the grievances were handled and closed, with the appropriate action taken by our Human Resources team.

4.11 Responsible procurement

In 2023, we worked with 658 suppliers to procure various goods and services. Of these 658 suppliers, 76% were headquartered in the UAE with whom we spent 78.2% of our total spend. We also worked with 13 Emirati SME suppliers.

Our Sourcing Policy continues to help us manage the social and environmental impacts of our vendor base. In 2023, we have taken special focus on Sustainable Procurement we are in the process of developing our Sustainable Procurement guidelines and targets for coming years.

In 2023, 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.

4.12 Responsible marketing

We have a firm commitment to responsible, honest, friendly, and trustworthy marketing and communication campaigns. We empower our customers with the option to choose whether to receive our communications, and we strictly avoid the sale of any prohibited or controversial products and services.

During the year, we were fined by our regulator for using a specific marketing term not in accordance with the regulations, causing a limited number of customer complaints. We promptly addressed this matter and took immediate corrective actions with impacted customers.

Operating ethically and responsibly (continued)

4.13 Business continuity

To ensure that we continue to deliver our products and services at predefined levels during 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 2023, we certified ourselves with national standard NCEMA 7000:2021. We also maintained the international standard certification of ISO 22301-2019 security and resilience business continuity management systems. In addition, we achieved 100% compliance for our critical infrastructure. This score was provided by our regulatory authority (TDRA) after an extensive audit during the year.

We participated in the Business Continuity forum organised by TDRA. At this Forum we presented our sustainability practices and how sustainability is impacting our business continuity. In 2024, our business continuity systems will support the major transformation in technology and customer experience with minimal impact to customers and services.



	2020	2021	2022	2023
Number of non-compliance instances which resulted in fines	37	8	5	7
Total value of fines (AED m)	14.6	2.6	1.8	2.4

4.14 Business ethics

Our 'Code of Business Conduct and Ethics' outlines our dedication to ethical practices, integrity, and excellence, fostering trust among all stakeholders including employees, suppliers, customers, and the public. This policy addresses various human rights issues, such as anti-discrimination, harassment prevention, bullying, grievance management, whistleblowing, anti-corruption, and insider trading regulations.

Aligned with our organisation's mission and core values, the 'Code of Business Conduct and Ethics' is accessible to all stakeholders at www.du.ae/employee-code-of-business-conduct-and-ethics. We ensure that all employees are informed about this policy annually through our online training platform, requiring them to review and formally acknowledge their understanding and adherence to the policy.

We have a strong commitment to conducting business with honesty and integrity. We foster a culture of transparency and responsibility, aiming to prevent misconduct or fraud. We hold all employees to the high standards set by our Code of Business Conduct and Ethics, expecting them to report any malpractice concerns to our dedicated Compliance department.

During the year, we had a total of seven instances of non-compliance resulting in fines. We consider all instances of non-compliance raised by our regulator as significant in nature.

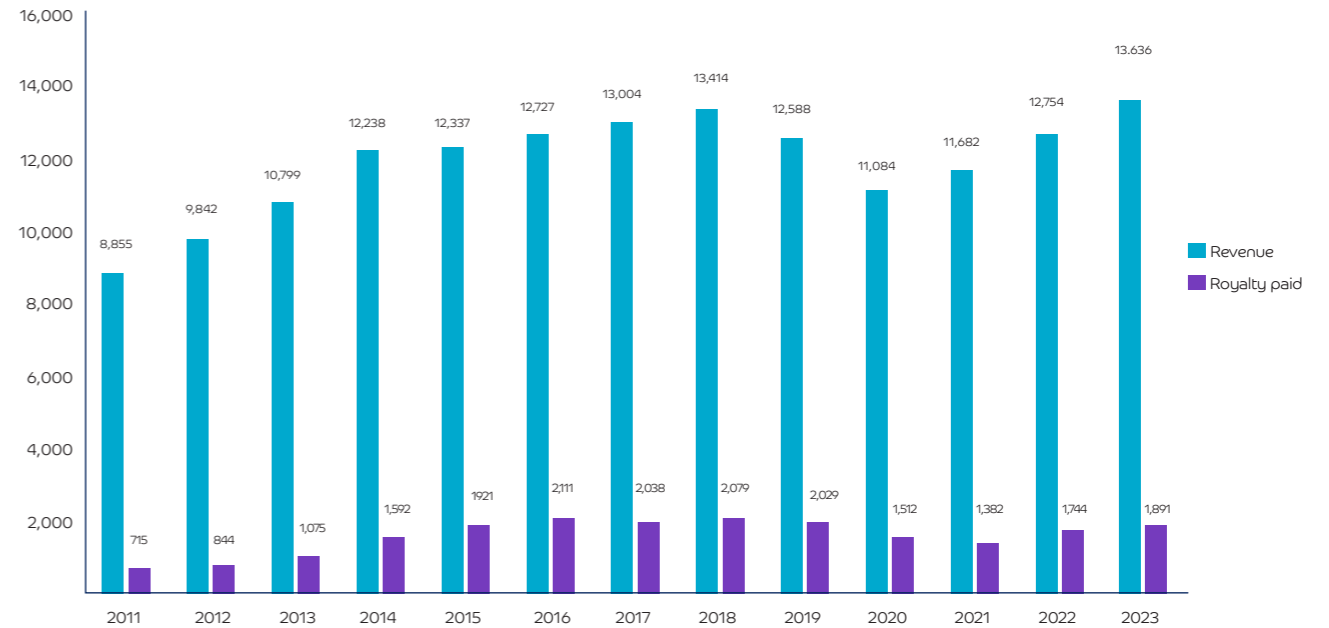
Our whistleblowing policy empowers employees to report concerns without fear of retaliation, assured that their reports will be handled seriously, confidentially, and investigated thoroughly. Reports can be made anonymously by calling 800 503 7283 or through the website www.duconcerns.ae. The du Concerns service is independently operated by a third party, ensuring objectivity and confidentiality, separate from our daily operations.

4.15 Financial performance

In 2023, we achieved revenues of AED 13.63 billion. Our net profit after royalty amounted to AED 1.67 billion, equating to earnings per share of AED 0.37

Since 2010, we have been paying royalties to the Government as per an official directive from the Ministry of Finance. In 2023, the royalty charge was AED 1.89 billion – year on year figures indicated below

Comparative revenue and royalty paid (AED million)



Operating ethically and responsibly (continued)

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 2023, we did not receive any financial assistance from the Government.

Percentage of economic value distributed (AED 7.26 billion)

- Operational expenses – 52.54%
- Royalty charge – 26.06%
- Employee wages – 15.89%
- Payment to Government – 5.49%
- Community investment / Social contribution – 0.02%

The consolidated financial statements of the Company for the year ended 31 December 2023 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 EITC Singapore Pte. Ltd., EITC Solutions LLC and EITC Financial Services LLC.

Our consolidated financial statements are audited by PricewaterhouseCoopers and the published financial results are available on our website.

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
EITC Solutions LLC	100%	Subsidiary
EITC Financial Services LLC	100%	Subsidiary
Dubai Smart City Accelerator FZCO	23.53%	Associate
Advanced Regional Communication Solutions Holding Limited (ARC)	50%	Joint Venture
Anghami (A Cayman Islands Company)	2.78%	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 remaining shares are held by Public Shareholders comprising individuals who are UAE and non-UAE nationals and companies established in the UAE.



GRI content index

Statement of use	du has reported the information cited in this GRI content index for the period 01 Jan 2023 to 31 Dec 2023 with reference to the GRI Standards.	
GRI 1 used	GRI 1: Foundation 2021	
GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	Emirates Integrated Telecommunications Company (EITC) with headquarters in Dubai, and operating in the UAE
	2-2 Entities included in the organization's sustainability reporting	du, Edara and Virgin Mobile UAE
	2-3 Reporting period, frequency and contact point	01 Jan 2023 to 31 Dec 2023; Annually; CSR@du.ae
	2-4 Restatements of information	No restatements of information
	2-5 External assurance	While this report has not been externally assured, our financial statements have been audited by external parties.
	2-6 Activities, value chain and other business relationships	https://www.du.ae/who-we-are
	2-7 Employees	Diversity (Pg 18-23)
	2-8 Workers who are not employees	Diversity (Pg 18-23)
	2-9 Governance structure and composition	Corporate Governance report
	2-10 Nomination and selection of the highest governance body	Corporate Governance report
	2-11 Chair of the highest governance body	Corporate Governance report
	2-12 Role of the highest governance body in overseeing the management of impacts	Corporate Governance report
	2-13 Delegation of responsibility for managing impacts	Corporate Governance report
	2-14 Role of the highest governance body in sustainability reporting	Corporate Governance report
	2-15 Conflicts of interest	Corporate Governance report
	2-16 Communication of critical concerns	Corporate Governance report
	2-17 Collective knowledge of the highest governance body	Corporate Governance report
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance report
	2-19 Remuneration policies	Corporate Governance report
	2-20 Process to determine remuneration	Corporate Governance report
	2-21 Annual total compensation ratio	Confidential
	2-22 Statement on sustainable development strategy	Our sustainability strategy (Pg 4-5)
	2-23 Policy commitments	Our sustainability strategy (Pg 4-5)
	2-24 Embedding policy commitments	Business ethics (Pg 34-35)
	2-25 Processes to remediate negative impacts	Business ethics (Pg 34-35)
	2-26 Mechanisms for seeking advice and raising concerns	Business ethics (Pg 34-35)
	2-27 Compliance with laws and regulations	Business ethics (Pg 34-35)
	2-28 Membership associations	Our sustainability strategy (Pg 4-5)
	2-29 Approach to stakeholder engagement	About this report (Pg 6-7)
	2-30 Collective bargaining agreements	Trade unions are prohibited in the UAE
GRI 3: Material Topics 2021	3-1 Process to determine material topics	About this report (Pg 6-7)
	3-2 List of material topics	About this report (Pg 6-7)
	3-3 Management of material topics	Across the report
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Financial performance (Pg 35-36)
	201-2 Financial implications and other risks and opportunities due to climate change	Business continuity (Pg 34)
	201-3 Defined benefit plan obligations and other retirement plans	Employee benefits (Pg 16)
	201-4 Financial assistance received from government	Financial performance (Pg 35-36)
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Responsible procurement (Pg 33)
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Business ethics (Pg 34-35)
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Environmental footprint (Pg 28-30)
	302-3 Energy intensity	GHG emissions (Pg 30)

	302-4 Reduction of energy consumption	Environmental footprint (Pg 28-30)
	302-5 Reductions in energy requirements of products and services	GHG emissions (Pg 30)
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	GHG emissions (Pg 30)
	305-2 Energy indirect (Scope 2) GHG emissions	GHG emissions (Pg 30)
	305-5 Reduction of GHG emissions	GHG emissions (Pg 30)
	305-6 Emissions of ozone-depleting substances (ODS)	GHG emissions (Pg 30)
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	GHG emissions (Pg 30)
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste management (Pg 31-32)
	306-2 Management of significant waste-related impacts	Waste management (Pg 31-32)
	306-3 Waste generated	Waste management (Pg 31-32)
	306-4 Waste diverted from disposal	Waste management (Pg 31-32)
	306-5 Waste directed to disposal	Waste management (Pg 31-32)
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Responsible procurement (Pg 33)
	308-2 Negative environmental impacts in the supply chain and actions taken	Responsible procurement (Pg 33)
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Diversity (Pg 18-23)
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee benefits (Pg 16)
	401-3 Parental leave	Diversity (Pg 18-23)
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Health and safety (Pg 33)
	403-2 Hazard identification, risk assessment, and incident investigation	Health and safety (Pg 33)
	403-3 Occupational health services	Health and safety (Pg 33)
	403-4 Worker participation, consultation, and communication on occupational health and safety	Health and safety (Pg 33)
	403-5 Worker training on occupational health and safety	Health and safety (Pg 33)
	403-6 Promotion of worker health	Health and safety (Pg 33)
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and safety (Pg 33)
	403-8 Workers covered by an occupational health and safety management system	Health and safety (Pg 33)
	403-9 Work-related injuries	Health and safety (Pg 33)
	403-10 Work-related ill health	Health and safety (Pg 33)
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Learning and growth (Pg 15-16)
	404-2 Programs for upgrading employee skills and transition assistance programs	Learning and growth (Pg 15-16)
	404-3 Percentage of employees receiving regular performance and career development reviews	Learning and growth (Pg 15-16)
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Corporate Governance report Diversity (Pg 18-23)
	405-2 Ratio of basic salary and remuneration of women to men	We endeavour to be an equal opportunity employer and display no discrimination regarding age, gender, colour or religion.
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Grievance mechanism (Pg 33)
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Responsible procurement (Pg 33)
	414-2 Negative social impacts in the supply chain and actions taken	Responsible procurement (Pg 33)
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Radio frequency fields (Pg 33)
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Responsible marketing (Pg 33)
	417-2 Incidents of non-compliance concerning product and service information and labeling	Responsible marketing (Pg 33)
	417-3 Incidents of non-compliance concerning marketing communications	Responsible marketing (Pg 33)
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Confidential