

2013



Emirates Integrated Telecommunication Company, PJSC  
P.O. Box 502666 Dubai, United Arab Emirates  
Tel: +971 (4) 360 0000  
Email: CSR@du.ae

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Sustainability Report

# Listen. Connect. Innovate.

Sustainability Report 2013







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## Chairman's statement



Ahmad Bin Byat  
Chairman

### 'Connecting minds, creating the future'

This was the inspiring slogan for UAE's successful bid for the World Expo in 2020; a bid that resembles our ethos as an enabler of communication and a responsible business. With this in mind, I am happy to present our third sustainability report charting our progress and future aims as we endeavour to support the country's leadership towards a more sustainable UAE.

Ours is a unique country, not only in its vibrant diversity, but also in the strong penetration of telecommunication products and services. More than 85% of the country's population is connected to the internet<sup>1</sup> and there is a mobile-phone penetration of close to 180%<sup>2</sup>. Our own customer network comprises close to 8 million connections. In essence, we help connect minds by facilitating communication; and we strongly feel that we are creating a sustainable future by conducting our business in a responsible manner. Telecommunications is seen as essential for the development of our economy and social well-being and we are proud to be at the heart of creating value for the wider community.

We have come a long way in terms of the execution of our sustainability strategy and the communication of our performance. We are no longer bystanders, but rather valuable partners to the government, regulatory authorities, civil society, businesses and the public to help achieve a world that is in line with our brand values. With a sustainability strategy that crosscuts the entire business, we are certain that we are on a path of positive and innovative evolution.

Take for instance our nationwide wellness campaign, 'Every Step Counts'. Inspired by a speech made by His Highness Sheikh Mohammed bin Rashid Al Maktoum, this initiative was created and launched with the aim of promoting a healthy lifestyle and community. A significant achievement

for this campaign has been the launch of our unique wellness mobile app and our collaboration with the Ministry of Health, Ministry of Education, SEHA and the UNICEF in creating a healthy lifestyle guide for school children across the UAE. For us, this is a true reflection of creatively using our core strengths to proactively promote sustainability, something that goes much beyond philanthropy or regulatory compliance.

There are a range of issues that are critical to the telecom sector and its customers – the foremost being customer safety and data privacy. As a result, you will find in this report various initiatives that we have taken to ensure customer service and satisfaction as well as protection of their data. These initiatives do not only cater to protecting our systems and data from cyber-crimes, but also extend to protection against online abuse and inappropriate content.

Our focus on nurturing an economy based on innovation, education and entrepreneurship continues to strengthen year by year. We have renewed partnerships and formed new ones with some of the best universities in the country. We continue to nurture budding entrepreneurs and locally-owned SMEs by giving them preference in our supply chain. Our long-term aim is to be the organisation of choice from all aspects – employment, investment, partnership and community engagement. This is how we aim to push the boundaries of business and sustainability.

In times like today, it is more important than ever to demonstrate that our governance structure upholds high standards values such as fairness, accountability, disclosure and ethical behaviour. Our Board of Directors and Senior Management are committed to upholding these values and cascading them through the organisation. In 2013, the Board continued its vigilant supervision of our

activities and assessing them for their contribution to the business and overall sustainability. The Board too has evolved and now takes a wider scope to sustainability that incorporate aspects such as supply chain improvement, ICT for social development and technological innovation. I would like to emphasise, however, that it is not just the Board, but also each one of our staff members, that should take the credit for the achievements in the past 12 months.

Our excellence in terms of organisational management continues to set standards for other businesses in the region. In 2013, we welcomed our first female board member; a step that we believe is in line with our Government's vision for better governance and women empowerment. We also feel that there is a very strong business case to this as it helps us benefit from the talents of various segments of our society.

Moving forward, we intend to break new ground through our core competencies – communication and innovation. We are committed to the national objectives of Smart Government and Smart Cities. These objectives directly reflect the growing role of telecommunications in every aspect of our lives, from the way our nation is led to the way we live.

Like our nation, we see ourselves in the midst of exciting developments and will continue to capitalise on opportunities to build a resilient business, through a combination of fair governance and embedded sustainability practices. We are an organisation that has a long-term vision for growth and development, and we don't intend to reach this vision on the basis of profitability alone. We realise that it is to our benefit and that of the country to offer telecom services that create social value and minimise ecological impact.

I hope you enjoy our third Sustainability report.

<sup>1</sup> <http://www.i-policy.org> (2013)

<sup>2</sup> <http://www.emirates247.com> (2013)

## CEO's statement



Osman Sultan  
CEO

### 'All things connect'

A much respected Native American chief once said that "Humankind has not woven the web of life. We are but one thread within it. Whatever we do to the web, we do to ourselves. All things are bound together. All things connect."

Every day, this is the mantra we closely apply in our organisation - that all things are bound together and all things connect. This is the sole reason that we have invested so much of our time and effort in creating a sustainable business model that engages our customers, employees, the government and the larger community for doing good.

We are confident that everything we do is a contributing factor to our bigger goal to make this world, especially the UAE, a connected, and subsequently, a better place to live in for everyone. We see ourselves as an ICT organisation that is destined to make a difference to the major sustainability challenges that the region faces, from climate change to youth unemployment, from depleting natural resources to employee well-being and safety.

The telecom sector is one that faces rapid cycles of change, especially with regards to technology and the consumer mindset. We thrive in this fast-changing environment by being one step ahead in terms of our latest technology and innovative offerings for our customers. Last year, we brought to the market Mobile Number Portability, enhanced our 4G LTE network, launched new consumer and business plans and services, introduced convenient payment facilities and much more.

We believe that our contribution goes beyond telecom and technology. We have always been strongly connected to the needs of the society,

and continued to do so in the previous year. As one of the leading employers of choice in the UAE, we are proud to say that as of December 2013, 81% of our executive management and more than 34% of our staff are Emiratis. Moreover, of our total workforce, close to 30% are women, including a female board member and company secretary. These numbers have not been achieved through chance, but through a range of well-structured and employee-friendly policies and practices that help us attract and retain the best talent out there; for e.g. increasing our unpaid leaves, enhancing our employee performance management system and more.

Since our inception, we have been consistently pursuing a strategy that allows us to serve the UAE and its residents as a responsible corporate citizen. This has been translated into a number of social programmes, and activities that spread throughout the calendar year across a wide range of societal segments. In 2013, we initiated a number of community projects for health, education, heritage and culture. During the year, 520 employees contributed 1,861 service hours of their professional time to issues such as clean-up campaigns, distributing meals to those less fortunate, caring for the orphans and more. In 2014 our plan is to formalise this strategy so that employees will be evaluated on their volunteering efforts, and will be duly recognised for their efforts.

On the environmental front, we have gained much ground by being one of the few businesses in the region that have mapped carbon emissions at all scopes. Our aim is to build upon this and further minimise our emissions and environmental impact. We are certain that businesses will soon be measured through a range of metrics, an important part of which will be environmental footprint and

actions taken to reduce it. We have approached this issue with dedication and dynamism. Last year, 72 of our base transceiver stations – 209 to date – were shifted to hybrid sources of energy including solar. We are certain that this investment will reduce our reliance on fossil fuels as well as strengthen the business to withstand energy-related risks. In the coming years, our renewed focus will be to understand how we can maximise the positive impacts of our value chain – this includes our suppliers as well as our customers. We will also aim to work together to reduce and eliminate the negative impact that our value chain has, especially in terms of labour rights and waste generation.

Looking forward, the road we pave for ourselves in the era of big-data is anticipated to be challenging yet rewarding. We have set the bar extremely high for ourselves and the industry in terms of the quality of our business and the responsibilities of our actions. With the help of our employees, customers, investors, the Telecommunications Regulatory Authority (TRA), our Chairman and Board of Directors, I am certain that we will shine and help UAE and its residents prosper with us.

This year's report is special as it is a pioneering publication that is in accordance with the latest framework of the Global Report Initiative – the G4. This updated framework has allowed us to expand the disclosure of our material issues as well as their areas of impact. Preparing this report has required us to think hard about what are the issues that are really important for us – this will help us use our key strengths in areas where we can really make a difference. I welcome you to read this report and learn more about the exciting things we are doing to be a responsible and sustainable business.





Our  
approach



Our  
people



Our  
customers



Our  
environment



Our  
community

# 1 Our approach

## Who we are

Welcome to our third sustainability report.

Founded in 2006, we brought a vital aspect of choice to telecommunication users in the United Arab Emirates as the second operator in the market.

Today, we are one of the UAE's most loved brands and a reliable provider of mobile and fixed telephony, broadband connectivity and IPTV services to millions of individuals and homes, as well as thousands of small, medium and large-sized businesses.

We work closely and creatively with our various business partners, customers, suppliers and other stakeholders to solve tough business challenges. Our innovation is driven by a responsible, long-sighted approach to provide equitable access to technology for all, while also upholding social values of community well-being, transparency and minimising our environmental impact.

In the past 7 years, we have grown in both size and strength. We employ a talented workforce of 1,890 people that is a critical part of our success. Our recruitment philosophy is built on a foundation of local empowerment with an emphasis on diversity. 34% of our employees are Emirati; the remaining includes people from more than 65 countries.

In 2013, we continued to be a signatory to the United Nations Global Compact principles. We also partnered with the Global Innovation Index (GII) and served as a member of Dubai Chamber's Center for Responsible Business. These charters and memberships guide us towards continually improving our sustainability performance.

We hope this report is a good representation of our sustainability achievements in 2013, as well as of our adaptability to thrive as a business amidst future challenges.

# 1 Our Approach

## Our vision

To enhance your life;  
anytime, anywhere.

## Our mission

We want to delight our customers,  
be the employer of choice for  
the best talent, create best value  
for our shareholders through  
business excellence and innovation,  
and proudly contribute to the  
transformation of our community.  
We do this by using our talent, skills  
and energies to connect, inspire and  
reward all we touch, every day.

## Our brand promise

Add life to life.

## Our brand values

**Confident:** We take responsibility  
and have the courage to trust our  
judgement.

**Friendly:** We relate to everyone in a  
human way, by being approachable,  
respectful and compassionate.

**Honest:** The basis of any successful  
relationship is trust, and that starts  
with the simple and straightforward  
truth.

**Surprising:** We find new, different  
and better ways of doing things,  
no matter how small.

## Where we are

We operate exclusively in the UAE, with our  
headquarters in Al Salam Tower, in Dubai Media City.  
This office - which houses over 500 staff members -  
is supported by four other offices in Dubai and Abu  
Dhabi, as well as a call centre in Fujairah and several  
warehouses across the entire country.

We also reach out to our 7.24 million mobile  
customers through a network of over 52 du shops,  
more than 10,000 authorised dealers and  
our e-shop.



Our headquarters in Dubai.

### Our offices

- Al Salam Tower, Dubai
- Academic City, Dubai
- Lotus Plaza, Dubai
- Hamdan Street, Abu Dhabi
- Fujairah Call Centre/Back office

## Ethical values

Our brand promise, vision and mission statements  
embody our commitment to empowering our  
value chain in a responsible way. Our drive to  
create value for our business, our built and natural  
environment, and the community we live in is  
based on a strong foundation of ethical values.  
These range from how we resolve conflicts of  
interest to how we protect confidential information;  
from how we combat corruption and money  
laundering, to how our staff treat their colleagues  
and customers with consideration, fairness and  
dignity. In fact, our Pay-by-the-Second billing  
system for all, which we were the first in the UAE  
to implement, is something that rests on ethical  
values of fairness and impartiality.

We continually strive to raise the bar for  
businesses in the region, especially in terms of  
compliance with all of the laws and regulations  
that are applicable to us and go beyond the  
bare minimum requirement. Since we are in the  
telecommunications industry, we consider it  
extremely important to safeguard our customers’  
confidential or proprietary information and  
reassure our clients as well as our investors  
that we take strong measures to do so.

The scope of our ethical values, all of which  
contribute to our position as a valued corporate  
citizen, also covers important aspects of  
transparency, fair competition, and interaction  
with media and shareholders.

In 2013, our legal department was awarded  
the ‘Lexcel’ accreditation by the Law Society  
of England and Wales making us the first  
in-house legal department of a locally owned  
company in the entire MENA region to have  
achieved this! Lexcel is the Law Society’s  
international practice management standard  
for law firms and in-house legal departments  
that meet the highest management and  
customer care standards.

As a public company listed and trading on the  
Dubai Financial Market (DFM), we fully comply  
with the listing and disclosure rules issued  
by the Emirates Securities and Commodities  
Authority (ESCA) and DFM. In addition to this  
report, our annual report and our corporate  
governance report fully reflect our transactions  
and achievements in an accurate and transparent  
manner. We value our relationship with the media  
as a stakeholder and partner and will endeavour  
to provide full and timely disclosure of all business  
developments. Media relations is the responsibility  
of our Executive Vice President – Brand and  
Communication and her dedicated teams, through  
whom all statements or responses to enquiries  
from the media are directed.

Our Corporate Governance Manual includes a  
whistleblowing policy, which sets clear and reliable  
procedures for employees to disclose any wrong-  
doing or malpractice of which they become aware.  
Compliance with this policy is supervised by the  
Internal Control Department, which is also implicitly  
responsible for responding to any employee  
seeking advice on ethical and lawful behaviour.  
During the year we sent a number of reminders  
via email to our staff that the whistleblowing  
policy is in place for their benefit. Moving forward,  
we intend to outsource this facility to a third-  
party, thus enhancing its objectivity, fairness and  
anonymity for the whistle-blower.

On a subject that garners much attention –  
business competition – we are firm believers that  
long-term success is only achievable through  
excellence in performance and through ethical and  
legal business practices. As such, we work closely  
with the Telecommunications Regulatory Authority  
(TRA) to ensure fair practices and compliance with  
their set of codes of conduct. The full code of  
ethics that we adhere to, along with the internal  
and external mechanisms for seeking advice on  
ethical and lawful behaviour, and for reporting  
concerns about unethical or unlawful behaviour  
can be found on our website.



Revision of our corporate sustainability strategy

We learnt early on that creating value for our customers, society and the environment strengthened us as a business. As an organisation, we were founded on a principle that sought to add value to all our stakeholders. Today, this founding value has blossomed into a number of projects and processes – all of which are part of our continually evolving sustainability strategy. This strategy serves as a useful reminder that we do not operate in isolation, untouched by how the society and environment changes around us.

Our ambition is to continue delivering value through a sustainable business model, within the growing and dynamic market that we operate in. To do this effectively, we need to be prepared for any eventuality that can impact the sustenance of our business. We foresee the following emerging areas of consideration, based on global trends and regional developments:

- Higher cost of scarce natural resources with a resultant impact on our financial bottom-line;
- Perceived impact in promoting a wasteful society, through the rapid turnover of mobile phone devices;
- Increasing Government emphasis on furthering UAE Nationals’ prosperity, particularly social well-being and economic empowerment;
- Growing awareness of the need for sustainability and increasing demands for transparency.

Our sustainability strategy focuses on the areas where we can and should have the greatest impact:

1. Cultivate a culture of learning

We believe that learning is a continuous process and thus, we encourage and support opportunities in this area for our employees and the community we are part of. Our employees are the backbone of our organisation, and so we invest in stimulating their minds through our in-house development framework and external executive learning programmes. We also nurture tomorrow’s leaders through a range of programmes and University associations. A key focus is the provision of high-speed internet access to allow for a seamless online learning experience.

“We are proud to say that we have become much more responsible and intelligent in the way we manage our business; this is why we are committed to integrating sustainability within all areas of the organisation.”



Hala Badri  
Executive Vice President  
Brand and Communications

2. Foster entrepreneurial spirit in the UAE

The UAE is a great place to start a business, and we do our bit to promote this thinking through our support of entrepreneurs and SMEs. Be it through tailored mobile solutions, engagement programmes, funding or franchising, we operate with a 360 degree approach to promoting business. We also created the nation’s first reality TV show, which provided seed funding and mentorship to a new genre of driven and creative entrepreneurs.

3. Responsible environmental behaviour

As a young business with ambitions to grow, we are conscious of our impact on the environment and the business risks posed by the changing environment. In a world with finite natural resources, we are working to minimise our impact on the environment through various initiatives, guided by our Health, Safety and Environment and Responsible Procurement policies. The first step in this journey is to understand our consumption patterns, to which effect we have started collecting baseline data. In parallel, we have started to increase our use of renewable and alternative sources of energy, and have taken proactive steps to recycle more.

4. Promote UAE heritage, culture and society

We are proud of our heritage. As a UAE company we feel our responsibility is to benefit our community. Moving beyond charitable giving, we work to identify and address the root causes of issues and make a real difference with long-term significance. National skills development is at the heart of this commitment, which we are delivering through a focus on recruiting, developing and retaining Emirati employees. We interact with the community on a regular basis, and our Ramadan and National Day programmes are part of our annual business calendar.

Guided by our sustainability vision, we will continue to evaluate and revise our overall approach, material issues and priorities from the perspective of our business, our stakeholders, and broader trends and developments. Alongside this, we believe in regular communication and transparency with our stakeholders, including an annual report as per Global Reporting Initiative (GRI) and United Nations Global Compact (UNGC) principles.

About this report<sup>3</sup>

This report, our third Sustainability report since 2011, covers our fiscal year from 1 January 2013 to 31 December 2013. This follows our previous annual Sustainability report which was published in 2013 (covering 15 months from October 2011 to December 2012) and covers the significant changes during the reporting period regarding our size, structure, ownership supply chain and other aspects<sup>4</sup>. The report also covers all offices and operations in the UAE that fall directly under our control.

We believe that external assurance significantly enhances the credibility of any report. Therefore, for this report we have evidence of external assurance of a wide range of indicators listed in the GRI index at the end of this report. The assurance statements can be found on our website attached to the relevant report. For instance, our financial performance is audited by KPMG and their audit statement is a part of our Annual Report. Similarly, our regulator SCA has verified that we are fully compliant with Ministerial Resolution No. (518) of 2009 concerning governance and corporate discipline covers all our governance policies and process; this is part of the Annual Corporate Governance report.

Most of our technical functions are also certified by relevant bodies, for e.g. our Managed Security Services are ISO27001 certified through annual external audit. All our external assurance providers are assisted by our internal control processes that report to our Chief Corporate Affairs Officer as well as our Board of Directors.

We are also annually audited by the State Audit Institution (SAI), UAE’s supreme audit institution. SAI covers the financial and compliance audit, performance audit and the IT audit. Therefore, almost all our business units and their respective systems are checked by a public corporate entity that is financially and administratively independent to us. SAI’s audit report is kept confidential by UAE’s government and observations are only shared with the audited entity in case of any violations or non-compliance.

The report, which is reviewed and approved by our Chairman and CEO, can be found in multiple formats for our range of stakeholders. It is available in English as a PDF, an online flip book, a printed version and also on our interactive micro website ([www.du.ae/en/about/sustainability](http://www.du.ae/en/about/sustainability)).

Our sustainability report is a testimony to our commitment for transparency and disclosure on non-financial aspects. We have used the G4-Comprehensive reporting framework and its principles for defining report content as set out by the Global Reporting Initiative (GRI); we believe we are one of the very few organisations in the region to have done so<sup>5</sup>.

<sup>3</sup> G4-17 to G4-27  
<sup>4</sup> G4-23a  
<sup>5</sup> G4-18b



### Our stakeholders

We believe we can best serve as a successful and responsible company if we proactively identify and address areas that are important to us, as well as our external stakeholders.

When operating in a world that is so interconnected and interdependent, there is no other way but to listen, respect and respond to what others are saying. As such, we make a strong effort to assess our value chain and identify stakeholders that are critical for the organisation’s long term success<sup>6</sup>.

This is a process that has been in place since 2011, and has resulted in a list of stakeholder groups that we stay in touch with through various methods such as face-to-face meetings, focus group discussions, surveys, interviews and more.

This engagement approach has not only helped us understand our stakeholders’ needs but also become a better organisation and widen our positive impact – for example, we are working closely with a number of our suppliers to improve their health, safety and environment (HSE) performance.

- Employees
- Investors
- Chairman and BOD

- Customers
- TRA

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

- Community
- International ICT organisations

We are also aware of the fact that our value chain involves stakeholders beyond our suppliers and customers, such as the wider community, media agencies, civil society organisations, the environment and more. We will continue to expand the breadth of our stakeholder engagement on a continual basis.

Our 2013 Sustainability Report does not just describe our performance against economic, environmental and social measures; it also reflects our response to our valued stakeholders and their important concerns and suggestions for us to become a better organisation in all aspects. This report reflects our commitment to the hope and trust our stakeholders have placed in us.

The table below provides information on our interaction for the report<sup>7</sup> with our identified stakeholders and key concerns raised by them between 2011 and 2013.

Stakeholder group <sup>8</sup>	How we engage <sup>9</sup>	Key sustainability issues raised <sup>10</sup>	Our response <sup>11</sup>
Regulator (TRA)	Meetings and interviews throughout the year	Privacy and security Electro-magnetic radiation Green ICT	See sections on: Our customers (Pg 38) Our environment (Pg 52)
Chairman and Board of Directors	Meetings and interviews throughout the year	Economic sustainability Customer satisfaction Business integrity Employee well-being	See sections on: Our people (Pg 22) Our customers (Pg 38)
Investor (National Bank of Abu Dhabi)	Meeting every two years	Aligning sustainability and commercial strategies Skills shortages in UAE Innovation in ICT for sustainability	See sections on: Our customers (Pg 38) Our environment (Pg 52) Our community (Pg 64)
Enterprise customer	Online survey and meeting every two years	Customer satisfaction Privacy and security Online service quality	See section on: Our customers (Pg 38)
Business partner (Dubai Electricity and Water Authority)	Meeting every two years	Innovation and R&D Connect to UAE vision 2020/2030 Alternate energy sources	See sections on: Our customers (Pg 38) Our environment (Pg 52)
Business partner (Nokia Solutions and Networks)	Meeting every two years	Future proofing network capacity Customer experience Green ICT Health and Safety compliance	See sections on: Our customers (Pg 38) Our environment (Pg 52)
Employees	Online survey and meetings throughout the year	Employee satisfaction and empowerment Health, safety and well-being Communication and visibility of CSR efforts	See sections on: Our people (Pg 22) Our environment (Pg 52)
NGO (Emirates Environmental Group)	Meeting every two years	Radio frequency fields UAE National Development Health and telephony	See sections on: Our customers (Pg 38) Our environment (Pg 52) Our community (Pg 64)
Media	Meeting every two years	Transparency and openness Customer service reports	See section on: Our customers (Pg 38)

<sup>6</sup> G4-25

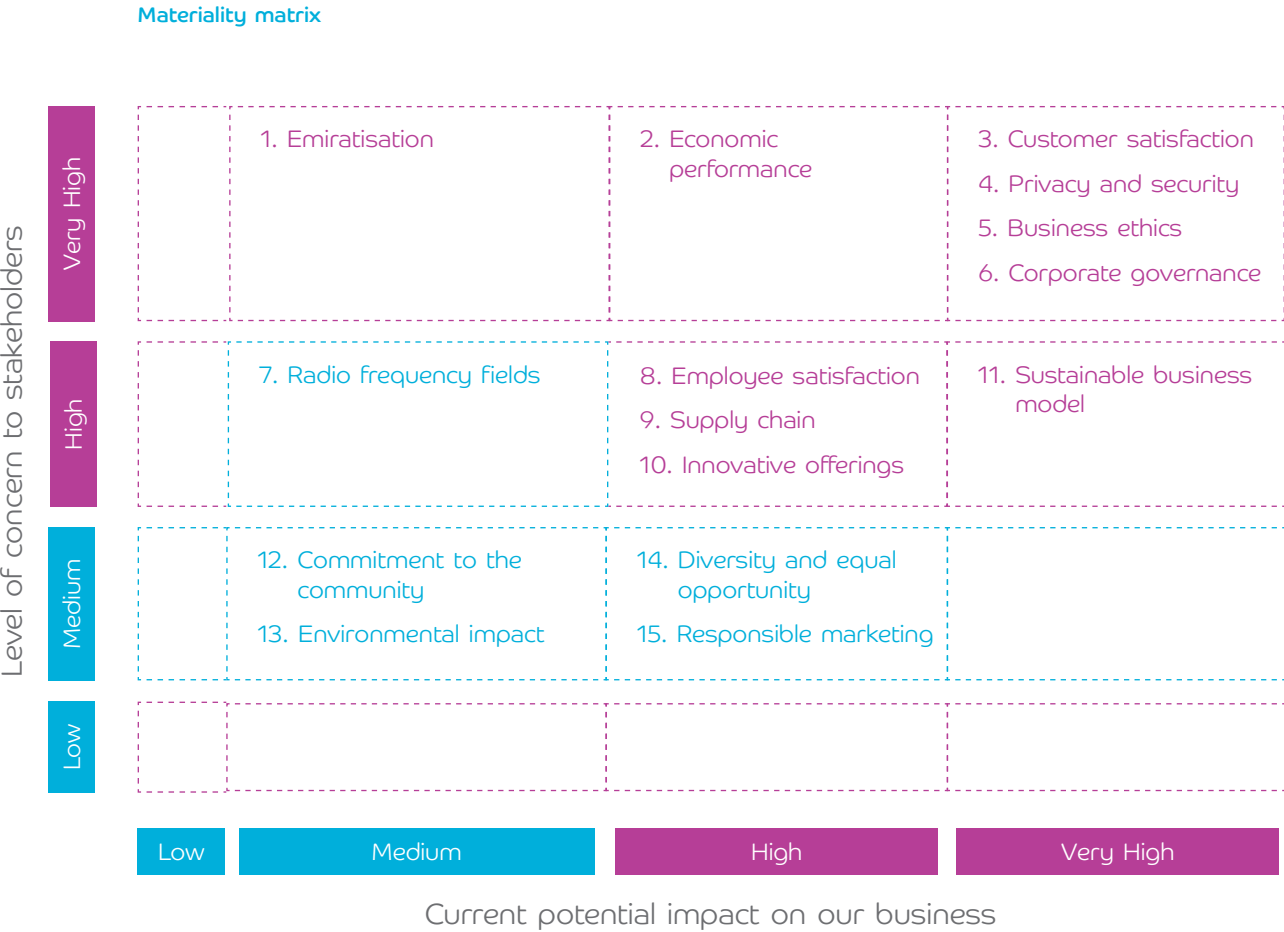
<sup>7 9</sup> G4-26a  
<sup>8</sup> G4-24a  
<sup>10 11</sup> G4-27a



1 Our priority topics

The input from our various stakeholders – both internal and external - helps us closely align our business and sustainability strategy with the larger sustainability context of the country and the region. Topics that internal and external stakeholder’s opinions have deemed important for us to address are represented in the form of a materiality matrix, which guides our strategy and prioritises our resulting actions. The issues that we map through this process signify our key impacts, opportunities on sustainability and its effects on our various stakeholders.

This year, the matrix (shown below) has a total of 15 issues that were assessed based on the impact to the society and the environment as well as to the business as whole<sup>12</sup>.



For each of these material topics, we have also mentioned their boundaries of impact and the key topics on the following page. This is the outcome of our internal analyses of the impacts of our operations<sup>13</sup>.

While the scope of the aspects is similar to those mentioned in our previous report, their respective boundaries have been expanded to include entities beyond our own commercial and technical sites<sup>14</sup>.

Material aspect (including sub topics)	Aspect boundary (internal and external) <sup>15</sup>
1. Emiratisation	du (as a whole), Suppliers, Community
2. Economic performance <ul style="list-style-type: none"><li>Financial performance</li><li>Economic contribution</li></ul>	du (as a whole), Suppliers, Shareholders
3. Customer satisfaction <ul style="list-style-type: none"><li>Quality of services</li><li>Customer well-being</li><li>Customer engagement and loyalty</li></ul>	du (as a whole), Retailers, Customers
4. Privacy and security (data protection)	du (customer operations), Customers, Retailers
5. Business ethics	du (as a whole), Shareholders
6. Corporate governance	du (as a whole), Shareholders
7. Radio frequencies	du (technical sites), Community
8. Employee satisfaction <ul style="list-style-type: none"><li>Training and development</li><li>Employee engagement</li><li>Recruitment and retention</li><li>Employee well-being (including Health and Safety)</li></ul>	du (as a whole)
9. Supply chain <ul style="list-style-type: none"><li>Supply chain impact on the environment</li><li>Supply chain performance with regards to labor and human rights</li></ul>	du (procurement), Suppliers
10. Innovative offerings <ul style="list-style-type: none"><li>Commercial propositions</li><li>Technological innovations</li></ul>	du (as a whole), Customers, Community
11. Sustainable business model <ul style="list-style-type: none"><li>Business risk management</li><li>Diversification of opportunities and areas of expansion</li></ul>	du (as a whole), Shareholders
12. Commitment to the community <ul style="list-style-type: none"><li>Entrepreneurism</li><li>Education</li><li>Heritage and culture</li></ul>	du (as a whole), Suppliers, Community
13. Environmental impact <ul style="list-style-type: none"><li>Waste management</li><li>Energy efficiency</li><li>Conservation of natural resources</li><li>Environmental impact of communication technology</li></ul>	du (as a whole), Suppliers, Retailers, Community
14. Diversity and equal opportunity	du (as a whole), Suppliers, Retailers, Community
15. Responsible marketing	du (commercial communication), Customers, Community

Upcoming sections within this report will explain our performance and progress in addressing these critical issues during the reporting period wherever sufficient data is available. We encourage feedback from stakeholders and we use this report to respond to those with whom we have engaged throughout the year.

<sup>12</sup> G4-19a  
<sup>13</sup> G4-18a  
<sup>14</sup> G4-23a

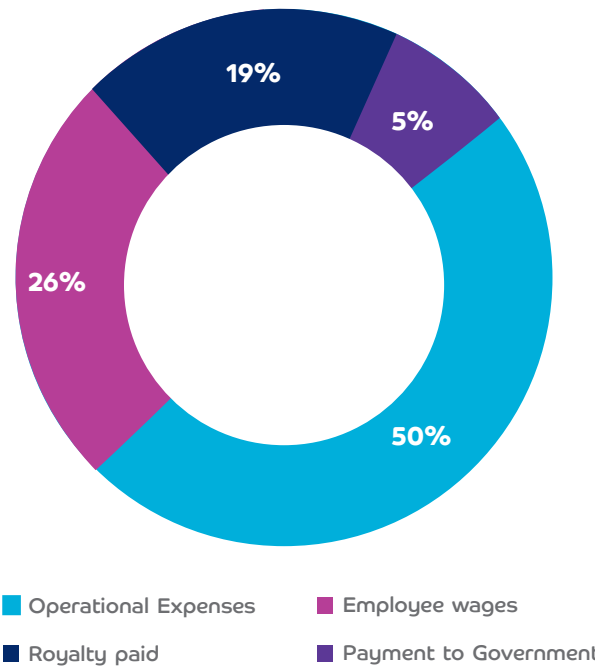
<sup>15</sup> G4-20a and G4-21a

# Our financial performance

Our financial results for the year 2013 showed a seventh year of strong performance across all areas of the business, a strong indication of our effective strategy and execution. Revenues increased 9.7% year on year to AED 10.80 billion; continued strong growth in mobile subscriber base led to healthy growth in mobile revenue and data revenues increased from 22.6% to 27.7% of total revenues.

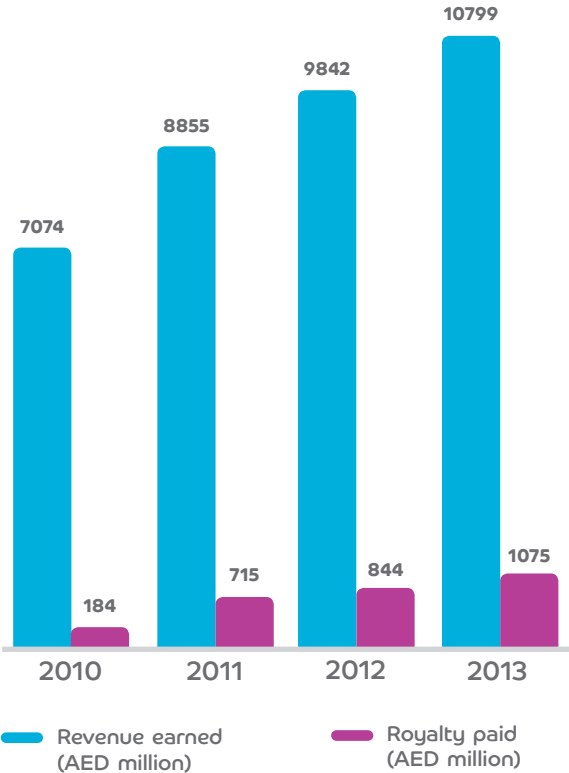
Enhancing the customer experience remained at the heart of our business in 2013, which enabled us to deliver another strong year of growth. Data continued to be a key market driver during 2013 as our customers’ demand for connectivity remained strong. Over the full year we achieved good revenue growth and healthy levels of profitability driven by our strategic focus on higher value segments of the market and greater operational efficiency.

Percentage of economic value distributed (AED 5.24 billion)



Since 2010, we have been paying royalties to the Government as per an official directive from the Ministry of Finance. The following chart shows a year on year comparative analysis of revenues earned and royalty paid to the Government.

Comparative revenue and royalty paid (AED million)



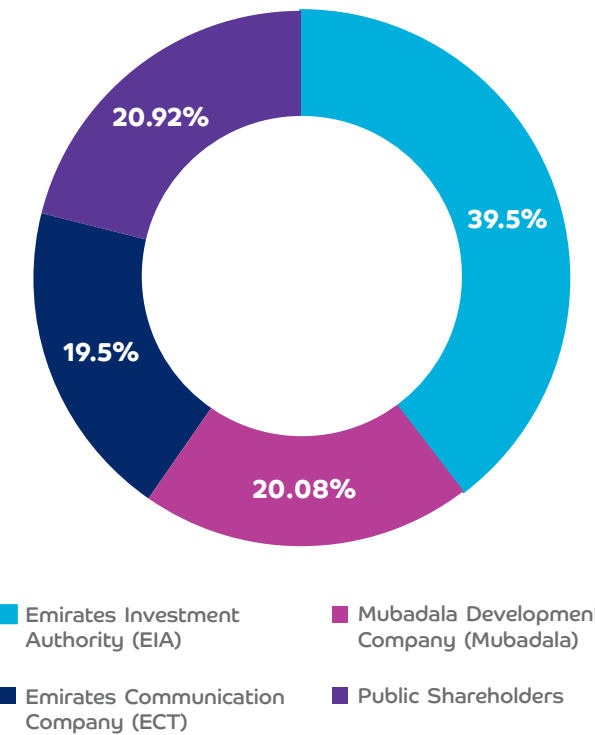
## 2013 year in review

- Revenues grew to AED 10.80 billion; a 9.7% increase against 2012 (AED 9.84 billion).
- Mobile revenue reached AED 8.37 billion, a 9.6% increase year-on-year.
- Mobile data revenues increased by 33.8%, from AED 1.77 billion in 2012 to AED 2.36 billion, with Data now representing 27.7% of mobile service revenues, up from 22.6% in 2012.
- Fixed line revenue grew to AED 1.71 billion, up 6.8% over the course of 2013.
- EBITDA increased 7.3% to AED 4.29 billion versus 2012 (AED 4.00 billion).
- Free cash flow reached AED 2.33 billion up from AED 1.75 billion in 2012.
- Net profit before royalty grew 6.7% year-on-year to AED 3.01 billion versus 2012 (AED 2.82 billion).
- Net profit after royalty stood at AED 1.99 billion up from AED 1.98 billion in 2012 despite an increase in year-on-year royalty of AED 183.5 million year-on-year.
- Proposed final dividend payment of AED 0.19. This follows the AED 0.12 interim dividend issued in August bringing the total annual dividend payment to AED 0.31 per share, in addition to the special dividend of AED 0.10 per share declared and paid during the year.

## Shareholder’s structure

- The UAE Government, through its ownership of the Emirates Investment Authority (EIA), indirectly owns 39.5%.
- The Abu Dhabi Government, through its ownership of Mubadala Development Company (Mubadala), indirectly owns 20.08%.
- Dubai Holding, through its ownership of Emirates Communications and Technology Company (ECT), indirectly owns 19.5%.
- The remainder of the shares are held by Public Shareholders comprising individuals who are UAE and non-UAE nationals and companies established in the UAE.

Shareholder’s structure



The consolidated financial statements of the Company for the year ended 31 December 2013 comprises the Company – Emirates Integrated Telecommunications Company PJSC and its wholly owned subsidiary EITC Investment Holdings Limited. Our consolidated financial statements are audited by KPMG and the published financial results are available on our official website<sup>16</sup>.

## Economic contribution

One of the resolutions issued by The Supreme Committee for the Supervision of the Telecommunications Sector obliges us to pay 1% of our total revenue towards the TRA’s ICT Fund as a fee to be paid by all telecom operators operating within the country. The ICT Fund then intelligently uses these financial resources by providing targeted funding to projects, individuals and organisations to develop the innovation and knowledge capital of the UAE ICT sector in areas of research, education and entrepreneurship.

In 2013, the Fund was utilised in 3 main projects:

### 1. Betha scholarship programme

This project aims to attract and develop national talents by providing 1000 scholarships over the next few years in order to support scientifically distinguished national talents in areas related to the telecommunications and information technology sector in the UAE. In 2013, the ICT Fund invested more than AED 100 million; this has resulted in the graduation of two batches (62 students) of Betha programme students.

### 2. Smart learning programme

This programme, launched by an initiative of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, aims to improve educational outcomes in the UAE by providing students with laptops, smart tablet devices and provide wireless electronic networks. The ICT Fund piloted this programme in up to 100 schools and provided smart educational equipment in the beginning of September 2013.

### 3. Ankabut project

The Ankabut Project is a sophisticated wide area network (WAN) dedicated to connecting universities, colleges and schools within the UAE and also link them to similar education and research networks in other countries. The Ankabut Network currently connects 59 universities through a major network with speed of 10 Gigabit and access links with speed of 1 Gigabit. It also enables a closed society network that allows the transfer of services time such as audio and visual communication, cloud computing, e-learning, disaster recovery offsite and more.

<sup>16</sup> G4-17a and G4-17b



1 Our governance

Our commitment to responsible business and governance practices forms the basis our identity as a company and is an essential part of our sustained performance. We are committed to maintaining the highest standards of corporate governance, as per the UAE legislation on corporate governance and the Law of Companies.

We were recognised for our governance practices by the Dubai Chamber’s Centre for Responsible Business when they renewed our CSR Label showing an improvement in our performance score from 66% (in 2012) to 75.6% (in 2013) – a clear indicator that we are on the right track.

Our corporate governance initiatives extend beyond legal requirements. In 2010, we launched a governance page on our website, on which we post applicable governance policies, an annual governance report, the Board structure, and details of our founding shareholders. We also ensure transparency by communicating with our Board and shareholders (in the UAE and internationally) via a dedicated corporate governance team. Moreover, our Corporate Governance Manual contains policies and rules that govern corporate activities to ensure the highest standards of business integrity.

All members of our Board are non-executive. The re-appointment and re-election of all members of the Board was approved on 28 March 2012 for a term of three years. The Board consists of eight non-executive and independent members and two non-executive members. Under the Memorandum of Association, the UAE Government, Emirates Communication and Technologies Company LLC and Mubadala Development Company have the right to jointly appoint eight members of the Board, with three members to be elected from public shareholders.

Each Board Member discloses to the Securities and Commodities Authority (SCA) details of the shares they own in our company and the positions they have occupied since the start of the calendar year. The Board maintains three committees to assist in discharging their oversight responsibilities:

- a. An Audit Committee;
- b. An Investment Committee; and
- c. A Nomination and Remuneration Committee

“ Good governance is the backbone for a resilient and sustainable business. This is why we place immense emphasis on transparency, accountability and inclusiveness. ”



Ahmad Bin Byat  
Chairman

The CEO submits a monthly report to the Board which sums up our overall impacts, risks, and opportunities. The Board, on a quarterly basis, reviews this risk summary. It is specifically the Audit Committee that is responsible for reviewing our company’s impact, risk and opportunity management processes as well as its financial and control systems, and internal control procedures.

During the fiscal year ending 31 December 2013, our Board of Directors held ten meetings; the Audit Committee held five meetings; the Nomination and Remuneration Committee held seven meetings; and the Investment Committee held eight meetings. The Board, with a collective responsibility towards sustainable development meets once a year with the Corporate Sustainability team to assess our environmental and social performance. During this meeting the Board formally reviews and approves the organisation’s sustainability report and ensures that all material aspects are duly covered. During the year any concerns of extremely critical nature are cascaded to the Board via the risk management team.

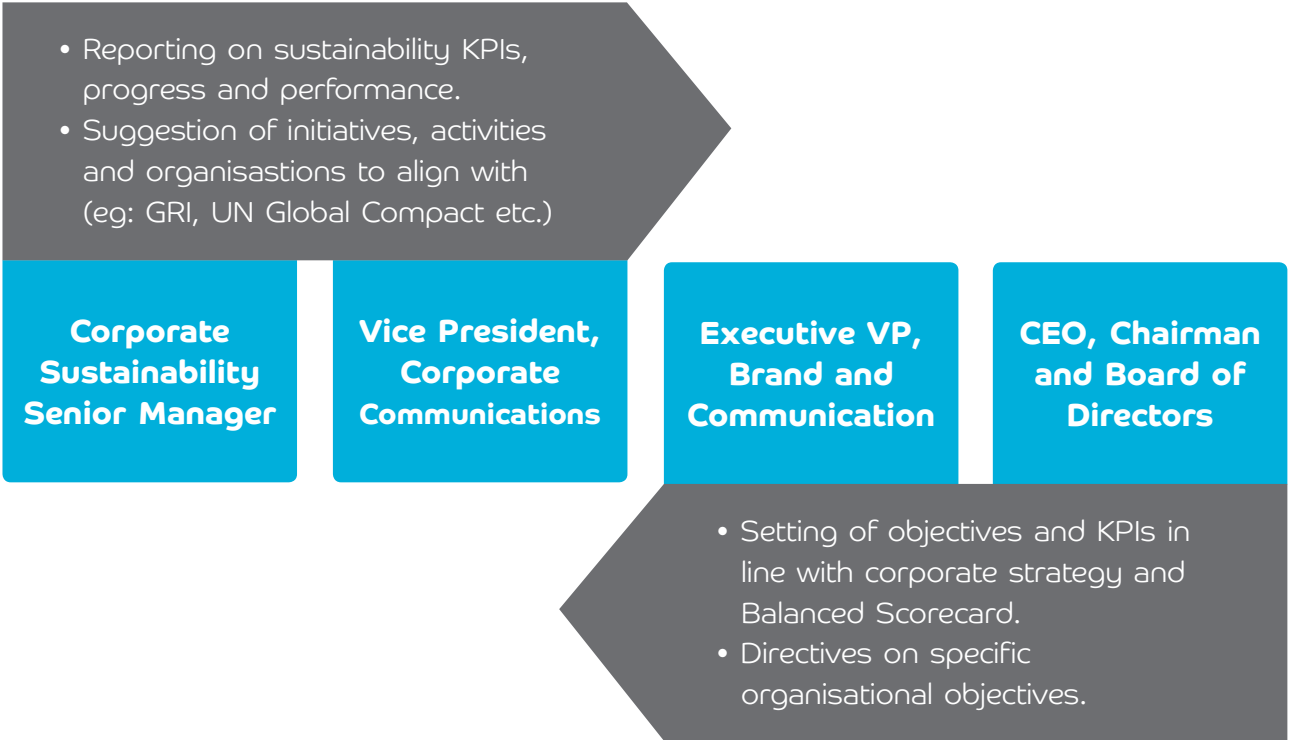
Our Board Members are remunerated based on a structured framework in line with international and regional best practices and recommended by Mercer Consultants. Our Board Members are compensated with an annual retainer, Committee Chairman/membership fee and meeting attendance fees. Shareholder’s views are sought on our Board’s remuneration during the Annual General Meeting that takes place at the start of every year.

In 2013, we conducted two workshops for our Board Members, one of which was as a full day retreat. These workshops focused on our overall long-term strategy and were the result of our 2012 BOD assessment where the Board felt the need to review the companywide strategy in more depth.

In order for our Board of Directors to improve their performance and efficiency, the Board has put in place a structure of assessments and evaluation of its own performance. At the end of 2013 the Board underwent a performance evaluation. The Board has subsequently put in place a roadmap for 2014 to fill any existing gaps and optimise its efficiency and performance.

Our Related Party Transactions Policy (available on our website) identifies the requirements relating to transactions between our company and its stakeholders. The complete Corporate Governance 2013 report, including the composition of the Board of Directors and its committees, its role in reviewing our economic, environmental and social impacts, remuneration details and other information can be found on our website on <http://www.du.ae/en/about/corporate-governance>.

Hana Al Rostamani, our first female board member, has more than 15 years of experience in the field of Banking and financial services. She is currently the Head of Strategy and Planning at First Gulf Bank, a leading financial institution in the UAE. In her current role at FGB, Hana is responsible for developing and defining the strategic direction of the bank in various areas. She was appointed in 2012 as chairperson of the board of Aseel Finance Company, an associate finance company of FGB.



Process for setting objectives, delegating authority and reporting performance on sustainability topics between the highest governance body to senior management

1 Risk management

We are committed to adopting, embedding and sustaining risk management as a core competency throughout our organisation. In doing so, we aim to enhance the performance of key activities, in an effort to protect our assets and enrich our ability to manage uncertainty, in achieving our key corporate objectives and goals.

We deploy a companywide approach to the management of risks, which may be Strategic, Operational, Financial or Compliance in nature. The risk management framework is aligned to ISO 31000:2009, the global standard for risk management and the benchmark against which the effectiveness of our approach to risk is compared.

A comprehensive process is deployed to identify, analyse, evaluate and treat risks. A systematic, structured and timely Corporate Risk Agenda is undertaken throughout the year with the Executive Management team to determine and evaluate all material exposures facing us. This ensures that risk management is closely aligned with the Company’s strategic themes and objectives, systematically reported and action plans are in place to address the risks identified.

The matrix and evaluation criteria below represents how we plot our identified risks to assess their severity.



R	Risk Score: 16 – 25 = Unacceptable
A	Risk Score: 5 – 15 = Monitor Closely
G	Risk Score: 1 – 4 = Functional Area Monitoring

Corporate risk rating matrix and evaluation criteria

The Corporate Risk Management function is accountable to the Audit Committee and the Board of Directors for developing, maintaining and implementing the Corporate Risk Management framework and communicating the key risks and recommendations for improvement on a quarterly basis. Our identified risks and opportunities on the long-term prospects and financial performance of the organisation are kept confidential due to their sensitive nature.

Appropriate training is provided to our employees on the importance of risk management and the Enterprise Risk Management process deployed across the organisation. This remains a key priority of the programme in promoting risk management as a core competency.

Our priorities going forward are to broaden the coverage of the ISO 31000:2009 framework and strengthen the deployment of the risk management process at all levels, including further development of sustainability risks and opportunities. We also aim to improve the integration of risk management into our organisational processes and make risk management an embedded component across strategic and operational levels.

Our balanced scorecard

Over the years the Balanced Scorecard (BSC) has encouraged our staff and management to think and act strategically and link productivity and profitability with our corporate strategy. The BSC has enabled us to continually measure and evaluate our indicators of performance, thus helping us address challenges more dynamically. The CEO communicates a review of progress on the BSC to all staff annually. Last year we reviewed how to embed sustainable development priorities such as energy management into the overall corporate objectives. This was actively taken up as an objective by relevant departments.

The themes that we focused on in 2013 are:

- 1. Continue to create shareholder value
- 2. Innovate and provide seamless customer experience
- 3. Focus on operational efficiency
- 4. Create a high performing organisation

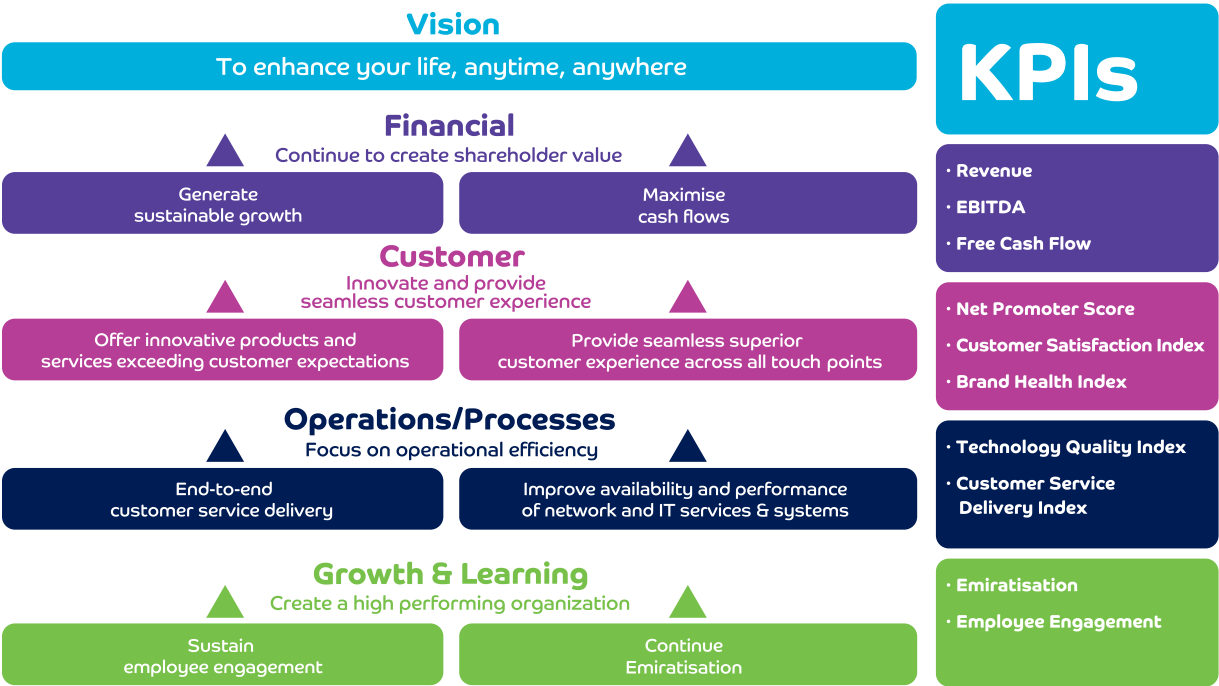
During the reporting year, we defined 8 strategic objectives across the four layers of the BSC (Financial, Customer, Operations/Processes, and Learning and Growth). These were tracked through Key Performance Indicators (KPIs) and associated targets which are reviewed across the organisation on a monthly basis. We also continue to link our Performance Appraisal System (used to assess staff performance) to the BSC and the achievement of the strategic objectives.

Business continuity

The security of our infrastructure and uninterrupted continuity of our services form the basis of the resilience of our business. We recognise the risks of the world and understand that an effective business continuity plan will keep our services running through emergencies of all nature. As a result, we have enhanced our preparedness by integrating our various emergency response and disaster recovery plans. Our Business Continuity, Technology Recovery and Emergency Response programme offers the solid assurance to all our stakeholders that our processes extend beyond emergency management and ensure business continuity. Our Technical Security and Risk Management (TSRM) division runs this programme and assesses the exposure to risks that affect us as well as those that could affect onsite vendors, regulators, offshore partners and contractors. Some of these key risks relate to cyber security, disaster recovery and national crisis.

We adhere to national security obligations set by Telecommunications Regulatory Authority (TRA) and also comply with international standards such as BS25999 Business Continuity Management and ISO27001 Information Security Management. We are currently planning and assessing for the new ISO22301 Business Continuity Management standard which will replace the BS25999. In 2013, we continued to work with the National Crisis and Emergency Management Authority (NCEMA) via the TRA and have maintained our MOU with Etisalat to ensure essential telecommunication services are uninterrupted in the event of a national emergency.

Our balanced scorecard 2013







Our  
approach



Our  
people



Our  
customers



Our  
environment



Our  
community

## 2 Our people

Our success rests on the skills and passion that our people bring to work every day. That is why we strive hard to ensure a workplace that is secure, friendly and fosters creativity.

### Our long term aims are to:

- Provide first-rate working and capacity-building opportunities to UAE's local population.
- Improve our workplace environment and practices and allow for greater loyalty and creativity.
- Maintain a working environment that protects our people and always ensures their health and safety.

### Key aspects:

- Training and development
- Employee engagement
- Employee well-being
- Diversity and equal opportunity

# At a glance

● Achieved
Ⓜ In progress / Partially achieved
○ Not achieved

We said we would...	How we did...	What next?
Emiratisation		
Achieve 38% Emiratisation by 2015	● 34%	Achieve 40% Emiratisation by 2015
Review reasons for increase in Emirati turnover	● In-depth study conducted	Continue analysing areas of improvement and make them part of our Emiratisation strategy
Training, learning, growing		
Automating data collection for Personal Development Plans for all employees	● Customised Oracle ERP to create an automated PDP creation point	All employees will have at least one identified development activity in the EPMS closure at end 2014
Implement collaborative courses for all competencies and functions	● Integrated online and face to face courses with Learning Management System	Integration of behavioural and technical competencies across all job roles by end 2014
Increase the number of students in the Work Skills Training Programme to 150	● 156 students	Focus on university sponsorship programmes in 2014
Improve accessibility to training	Ⓜ Continuous improvement In progress	Publication of online and class-room based course catalog in 2014. Launch of du academy in 2015
Staff volunteering 2013: targeted 1,100 hours	● 1,861 hours by 520 volunteers	Introduce a corporate volunteering programme that encourages all staff members to volunteer
Achieve an employee engagement score in the Global Top Quartile	Ⓜ 4.12 Gallup Score (55 <sup>th</sup> percentile)	Expect to achieve a score of 4.22 Be recognised by the Great
Safety and well-being		
Launch e-learning courses report outcomes	Ⓜ Launched courses on First Aid, Office Health and Safety risks and more	Report outcomes and impact of courses
Complete H&S risk assessment at our premises	Ⓜ Conducted assessment of 6 offices, 5 retail shops and 1 warehouse	Conduct H&S risk assessment of remaining sites
Establish health risk matrix at executive level and increase participation in wellness activities	● 12 executive level members participated in various activities	Increase participation in wellness activities, at both the executive and management level
Maintain safety levels for food and water	● Monitoring done for IAQ, water and food analysis	Continue monitoring practices to ensure a conducive working environment
Security risk assessment in retail and offices	● Installed digital padlocks and IP cameras	Review and update all security protocols
Incident response complete for at least 20% incidents reported	● 40 HSE incidents reported – all responded to	To ensure all HSE incidents are captured on the Maximo systems

# Introduction

Since 2006, our staff members have been making history by providing the freedom of choice to UAE’s mobile, telephone, internet and TV customers. And it is without doubt that our success over the years is due to the amazing people that work for us. Our systematic approach to the way we look after our people includes nurturing talent and diversity, safeguarding health and well-being, providing excellent training and development opportunities and ensuring positive engagement with their work.

We aim to be an employer of choice and in 2013 we continued to bring in amazing talent and enhancing the working experience at our offices. Last year, Dubai Chamber’s Center for Responsible Business highly rated our workplace practices, giving us a high score in the top quartile for our people-friendly policies and processes.

As of 31 December, 2013 we had a total of 1,680 permanent staff members and 210 fixed term contract workers<sup>17</sup>. Of the total, more than 28% were female. Of note, 6.76% of women held senior management roles (at Grade 18 or above). We are also a young workforce, with most of us between 25 and 35 years.

For 2014, our main priorities are to enhance opportunities for Emiratis, while providing greater and more innovative training opportunities to all our staff members. We also aim to further boost our staff’s contribution to local sustainability issues by integrating our formal employee volunteering programme within the staff’s performance appraisal.

# Emiratisation

UAE citizens constitute less than 20% of the country’s population of 8.2 million. Yet their representation in the private sector is only 0.5%. Emiratis also face an unemployment rate of 14%, a number that is likely to increase unless the private sector provides sustainable and meaningful jobs. We consider it our social obligation to provide attractive and growth-oriented career opportunities to the local population.

“ We are proud that Emiratis represent the largest nationality in our workforce. This has only been made possible through a series of focused training and career development programmes, each of which has been designed to cultivate leaders for tomorrow. ”



Ibrahim Nassir  
Chief Human Capital and Administration Officer

In 2010, we established our five-year Emiratisation strategy targeting an annual increase of 3% in the number of our Emirati colleagues. We are proud to have achieved and exceeded our targets, and as of 31 December 2013, 34.23% of our total workforce and 81% of our senior management<sup>18</sup> comprises Emiratis.

Our year on year Emirati targets and achievements are depicted below:



<sup>17</sup> This does not include franchise and outsourced staff members  
<sup>18</sup> Vice Presidents and above



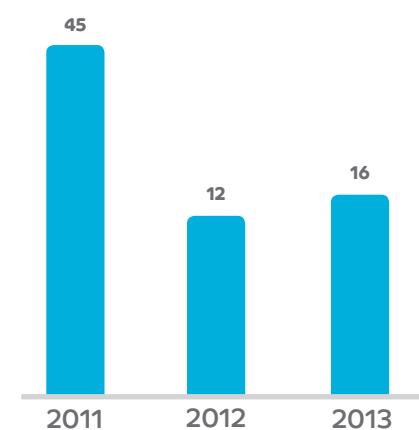
Masar, our landmark Graduate Trainee (GT) Programme, is one of the biggest drivers for Emiratis to work for us. This 18 month programme, which exclusively caters to young Emiratis and making them a part of our team, has been specially designed to nurture potential leaders of tomorrow through a mix of classroom work and on-the-job training with coaching and assignments. In 2013, we recruited 16 Graduate Trainees.

During the year, there were several changes to the Masar programme that have helped us ensure its emphasis on taking in high-quality candidates and providing them with an unmatched professional experience. For example, we have raised the minimum eligibility for a Masar candidate from having a diploma to a Bachelor's degree.

Moreover, Masar candidates will now enter our workforce at a higher grade. Most importantly, the roundtable meetings of Masar candidates will also now include our CxOs – a change that we feel will enhance the worth and experience of the programme.

Our two training divisions – Badaya and Tamayaz (both part of Masar) – were also amended in 2013 based on feedback from trainees. As part of these programmes, we signed an agreement with Hamdan Bin Mohammed e-University to develop and deliver 6 month training programmes to the participants.

Graduate trainees recruited (2011 – 2013)



Under Masar, we also conduct a Multaqa Seminar Series which aims to connect our current GTs and alumni with pioneering Emiratis across various sectors in the UAE. In 2013, three such sessions were held with a cumulative total of 248 attendees. Our other learning opportunities for Emiratis include our internship and summer training programmes; both of which had 24 and 9 students respectively.

For our Emiratis employees that left us, we conducted an in-depth study to review the underlying reasons. Prominent among these were pursuing other career opportunities (57%) and the working hours (26%). We have taken up these issues and will work on them to further improve our Emiratisation strategy.

### Emirati empowerment at our Fujairah Call Centre

In 2011, we opened a call centre in Fujairah that is entirely managed and operated by Emirati's – a first for us and UAE's private sector.

The call centre is also pioneering as it encourages the Emiratis to focus on their ingrained hospitable natures to deliver excellent customer services. The call centre is located in such a way that it offers job opportunities not only to Fujairah but the surrounding Emirates as well.

The staff strength at the Fujairah call centre continues to grow (102 in 2013 as compared to 93 in 2012). Of these, more than 89% are female, which we feel sets a very good example for other organisations in the region.



### Employee engagement

We regularly measure and closely monitor our employee engagement to maximise our organisational performance. In 2013, we reached a score of 4.12 with improvements across all parameters as per our annual Gallup survey placing us in the 55th percentile in Gallup's global benchmark. The survey itself recorded the highest participation rate in the last 4 years (92%).

Based on the feedback we receive from our staff members, we have been able to improve several HR processes and policies. The onboarding process has been revamped and the Employee Performance Management System process improvements are taking place. As a result of the findings of Employee Engagement survey, improvements are also being made to the Talent Management System and the Promotion policy.

Our employee engagement target for 2014 is 4.22 and to apply for the Great Place to Work Award by Gallup. We also aim to integrate employee engagement with all HR processes and introduce a corporate volunteering programme at our offices.

### Our innovative ideas

As part of our journey to develop a culture of continuous improvement at the workplace, we've created the Innovative Ideas Scheme, a platform where employees can contribute any ideas that could benefit our people or our operations.

As a result of employee engagement survey feedback, we significantly improved our Innovative Ideas Scheme. Last year, we were able to generate **4700+ ideas** – 2.5 ideas per employee! We also won the Ideas UK Gold Award and have observed significant improvements in our employee engagement level as a result of this initiative.



## Our people team up for some action and impact

Over the years, we have observed that employee volunteering is an important factor for meaningful engagement. When our staff members voluntarily put in their time and efforts towards an issue that they are passionate about, it really shows! And the benefits are not just limited to happier and more productive staff, but also extend to the local community and the environment.

Gandhi once famously stated, "The best way to find yourself, is to lose yourself in the service of others".

We believe that volunteering opportunities provide our people with the chance to step beyond their professional lives and re-connect with other real issues, such as helping those in need, improving our natural environment, addressing a health based issue or even empowering someone through education.

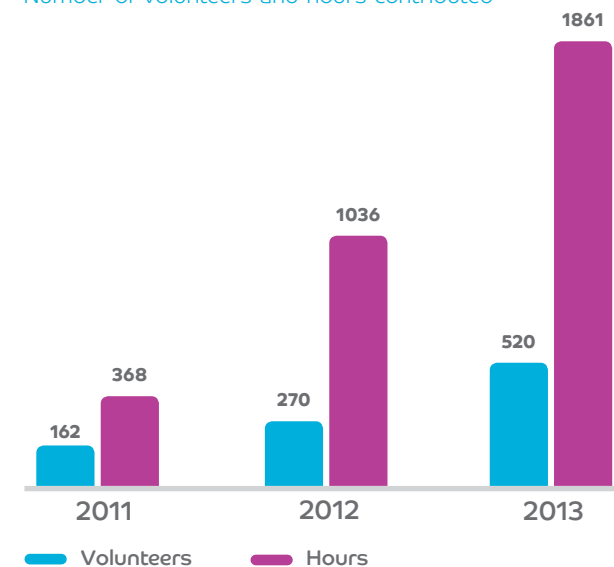
Since 2011 we have been closely monitoring our staff's volunteering achievements. We have tracked hundreds of volunteers who put in thousands of hours towards various programmes such as blood donation, educating children at KidZania, spending the day with orphans planting trees, giving lectures to children on internet safety, spending the day with the elderly and much more. These volunteers also include our Chairman, CEO and other senior management members – each one of us loves to contribute in their own way!

In 2013, 520 of our staff members clocked in 1,861 hours to various social, environmental and disaster relief projects.

The heartfelt response of our people has inspired us to take this one level further and introduce a more formal employee volunteering programme that will oblige all staff members to put in some time during the year towards any cause that is close to their heart and related to their skillsets.

We are certain that this programme will set an example for the private sector to really roll up their sleeves for community development.

Number of volunteers and hours contributed





Last year, some of the prominent activities that our staff members passionately volunteered their time and effort towards included:

#### 'Walk for Education' – 116 volunteers putting in an hour each

In a demonstration of our dedication to supporting the education of young people both in the UAE and around the globe, a number of our staff members participated in the 'Walk for Education' Walkathon. The initiative, organised by UAE-based charity Dubai Cares, took place on Jumeirah Beach Road in Dubai.

#### Clean up the UAE – 18 volunteers contributing a total of 54 hours

We supported efforts to encourage environmental stewardship by working together with the Emirates Environmental Group (EEG) for the 12th Clean UP UAE initiative. Our participation is an affirmation of our pledge towards a cleaner, greener and more sustainable UAE.

#### Mawaed Al Rahman – 282 volunteers putting in 1,295 hours

Our staff generously distributed over 130,000 Iftar meals through the Mawaed Al Rahman community led initiative. We were supported by Think Up GCC - a social media PR agency dedicated to raising awareness of community-led initiatives - including specific causes and events - among GCC youth.

#### Every Step Counts walkathon – AED 18,400 raised

During the month of Ramadan, we donated AED 18,400 to Dubai Cares to be used for its School Health and Nutrition Programmes, on behalf of of 920 of our employees and customers who registered for our 'Every Step Counts' walkathon.

#### National Day celebrations – 13 volunteers putting in 3 hours each

Our staff, led by our CEO and other members of the executive leadership team celebrated National Day by organising a Flag hoisting ceremony at our head office.

We also teamed up with Watani and Thinkup GCC to visit locations around the UAE to distribute flags and celebrate national pride. The National Day celebrations, under the theme of 'Hassantoka Ya Watan' also included our Social Media Awards and a very well-received singing competition - Opérette by the UAE people.

#### Our Ramadan tent gathering – 12 volunteers contributing a total of 51 hours

Every year, our Ramadan Tent - 'Al Majlis' - provides a glimpse of traditional UAE environment for visitors to immerse themselves in. Last year, 12 staff members volunteered their time to welcome up to thousands of guests per night. This also included a wonderful iftar for children with thalassemia.

#### Syria aid campaign – 30 volunteers putting in a total of 58 hours

Winters are a difficult time for refugees, and those that were recently affected by the war in Syria were especially affected by the harsh weather. So our staff members put together winter wear, heaters and blankets to support Red Crescent's 'Our Hearts with the Syrians' campaign. We were also able to raise close to AED 200,000 for this cause.

## Human resource policy amendments

Engaging with our employees has not only helped us improve our business performance, it has also given us some very useful feedback to improve our staff-related policies.

Our new and improved Promotion Policy uses tenure, performance and potential as criteria, giving our people more control over their career and more focus on delivering results. Promotions will now be scheduled annually, thereby removing uncertainty and helping staff and their managers to better plan for development, learning and growth. Our Maternal Leave Policy has also been revised to allow for staff to avail unpaid leave for a maximum period of 100 consecutive or intermittent calendar days.

We have also increased our unpaid leaves from 15 days to 30 and even more if required for medical, compassionate or any other critical reasons.

Our benefits strategy remains the same. There are no retirement plans for expatriates as they are given gratuity at the end of their service. This is based on years of service employed and is a factor of their monthly basic salary.

The pension plan for UAE and GCC Nationals is taken care by the Government; our role is to contribute to the Government for this plan.

### Employee grievances

We work hard to ensure fair and timely resolution of any employee cases within UAE labour law, employee regulations and the legal framework – ensuring 100% compliance and resolving any cases that are raised to us within the framework of law and regulations established in the UAE that binds both an employer and employee.

Last year, we had a total of 21 recorded warnings to employees of which 7 were suspended. We also had a total of 389 leavers and 190 redundancies in 2013. For the latter, we have fully supported alternative placements and have worked to find for redundant staff, sharing their CVs with external agencies and in many cases, placing them back after a period of time back into a different part of the business.

Moving forward, we will continue to remain compliant, create more awareness in the business and among employees to encourage compliance and positive workplace behaviour through business education exercises and communications so that we reduce the incidence of grievances of any nature.

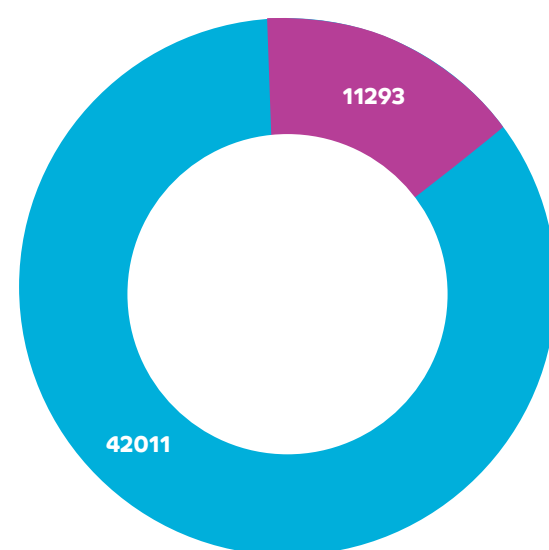


## Training and development

We see immense value in investing time, effort and financial resources into training and developing our greatest asset, i.e. our staff members. Training and developing, we believe, is vital to empowering our people and giving them the confidence to perform.

We offer a number of training programmes for staff at all levels, i.e. for managers, technical staff, new joiners etc. We also use various channels, such as classroom learning, online courses etc. In 2013, we delivered a total of 53,304 developmental learning hours and 140,287 operational training hours, a slight reduction from 206,879 in 2012 due to the effective use of knowledge testing and blended learning methodology.

Development learning hours (Jan 2013 - Dec 2013)



■ Maharaat programme (Classroom courses)  
– 3004 attendees and 180 courses

■ E-learning courses – 1286 attendees  
and 189 courses

Our e-learning courses included the Harvard Management Mentor that was launched for all employees at the management level. We also upgraded the Learning Management System to reach both full time and outsourced staff in 2014 and have integrated our classroom and online courses for the 2014 catalogue.

Our training courses were provided across all grades within the organisation. The average hours of training delivered per employee was 28.20. This has slightly increased from the average hours of training delivered per employee in 2012 (28 hours). Currently, our systems only track average hours of training by gender for the E-learning courses – 2.8 hours for male staff and 2.3 hours for female staff.

With regards to our collaborative training programmes, i.e. the Executive Leadership Programme with INSEAD, our first batch of 27 students graduated from the programme in 2013.

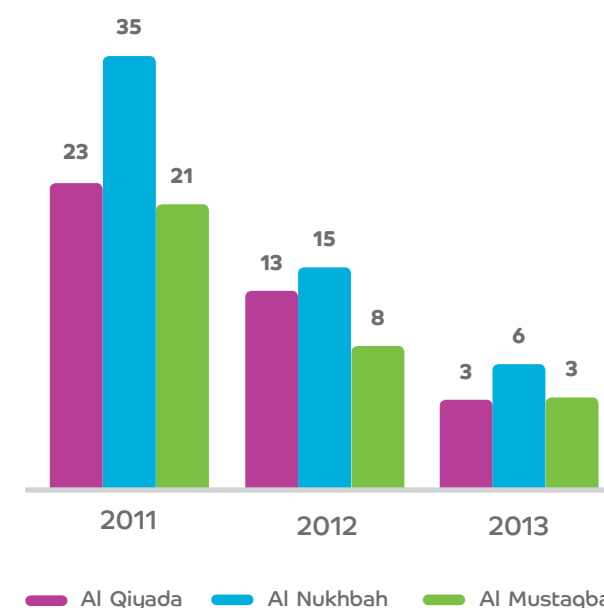
This year, we collaborated with the Hamdan Bin Mohammed e-university programme to launch our Cloud Campus for all employees and their families. We also launched 15 community scholarships in 2013 for a grand total of 40 scholarships now running with the American University of Dubai (AUD).

During the year, we introduced in-house power courses (1 to 2 hours) for job specific trainings such as project management (corporate project management methodology), risk management, legal and regulatory. We also achieved our target of covering 156 students as part of our Work Skills Training programme. We intend to discontinue this programme in 2014 as our focus for National Development will shift to university student internships.

Our biggest development-related achievement for the year, something that facilitates our employees' regular performance and career development reviews, has been the automation of our Personal Development Plan (PDP). This will help us continue to achieve our target of developing personal development plans for 100% of our staff members – an achievement we are extremely proud of. In the coming years, we will continue our efforts to create a culture of conversation around performance management, especially through the launch of a mandatory programme for managers called 'Orchestrating Performance'.

In 2013, we continued to sustain our three talent management programmes – Al Qiyada, Al Nokhbah and Al Mustaqbal - that help us cultivate and identify leadership capability in our staff. We also conducted our first Talent Review held by the Talent Council. Moving forward, we aim to include the aspect of succession planning within these programmes.

Number of entrants to our talent management programmes



### Enhancing our performance management system

We are committed to managing and evaluating our people in a fair and transparent way. This is why we have in place a leading-edge Employee Performance Management System (EPMS) that covers all staff at all levels including executives, managers and associates.

The EPMS evaluates our staff on 2 aspects – competencies (20%) and Objectives (80%). It requires that employees set their objectives from goals set in the company and the department's Balanced Scorecard. This ensures that employee objectives are aligned to department and company aspirations. Amongst other objectives, the EPMS is used to measure achievements, consider eligibility for promotions, career development and inclusion in talent pools as well as evaluate training needs.

“In our competitive market, we realise that it does not just create value for our staff, but also makes clear business sense to invest in employee training and development. The empowerment of our people eventually defines our business performance.”



**Mumtaz Hussain**  
Senior Director  
Learning and Development

In 2013, the EPMS was significantly restructured based on inputs from employee surveys and focus groups. One of the major changes was the realignment of performance rating ranges to make ratings more transparent for employees.

Furthermore, greater accountability has been placed on line managers and unit heads to be responsible for effective performance management of their teams.

Towards the end of the year, our continuous improvement of the EPMS brought in further changes, such as making the Mid-Year Review mandatory to ensure that employees receive feedback regularly and in a fair manner; and making the Personal Development Plans mandatory for all staff to ensure that both employee and line manager focus on development for career and personal growth and development.



## 2 Occupational health and safety

The most valuable commitment that we provide to our people is to ensure a workplace that is secure and maintains the good health of every staff member across all business units. Every year we review our health and safety policies to build on this commitment. To date, none of our workers have been identified to be involved in occupational activities with a high incidence or high risk of specific diseases.

Every floor of our offices across the country has at least one Emergency Coordinator who is trained in emergency evacuation and first-aid. In 2013, a total of 283 staff members underwent HSE trainings covering areas such as first aid, fire prevention and emergency response.

We continue to closely monitor and track work-related health and safety incidents. Last year, 40 such incidents were reported; these were related to false fire alarms as well as other minor first-aid incidents; most were resolved internally and some required ambulance attention.

We had a total of 14 first-aid incidents referred to our in-house clinic (9 men, 5 women); 3 visits of our staff members to the hospital (2 men, 1 woman) and 2 cases of hospitalisation (both men). Our lost time incident last year was 1.16 (0.75 for men and 2.28 for women) and an average of 5.2 average sick days per employee over the year.

Evacuation drills were held at our office locations. The most recent one took place at our headquarters where over 500 staff members evacuated our 45-storey headquarters in Al Salam Tower in 15 minutes in cooperation with Dubai Civil Defence, Dubai Police, Dubai Corporation for Ambulance Services and TECOM.

In 2011 and 2012, we conducted HSE risk assessment studies on a number of technology sites. In 2013, while we planned to continue our assessments for technology sites, we were only able to conduct safety assessments for our commercial sites (6 offices, 5 retail shops and 1 warehouse).

We were also able to actively resolve the risks identified from our assessments of technology sites last year. Throughout our office and warehouse locations we also tested indoor air quality, food and water for safety levels.

In 2013, we also conducted thorough security risk assessments for our offices, warehouses and data centres, as well as the operational control facilities. We installed access control-digital padlocks (430), IP cameras (150) IR sensors with inbuilt cameras (30) in various commercial, retail, warehouse and technology locations.

During the reporting year, we amended our HR Employee policy to place equal emphasis on the Environment while conducting any task. As a result, every line manager shall be responsible for ensuring the full implementation and adherence to the required HSE standards. We maintained our OHSAS 18001 and ISO 14001 certifications and continue to improve our occupational health, safety and environmental systems. For e.g. in 2013 we drafted an Event HSE Guide that will ensure governance over event management. All of these safety and security measures ensure that we can deliver high quality services to our customers without any major hindrances.

### A handy emergency pocket-guide

As part of our continual information and awareness around emergency management our HSE teams have developed an easy step-by-step pocket guide to ensure that the staff is aware of how to deal with an emergency situation. The pocket guide covers a range of emergencies such as fire and evacuation, and medical incidents. It also provides information on what to do in the event of an earthquake, chemical spillages, and driving in severe weather conditions.

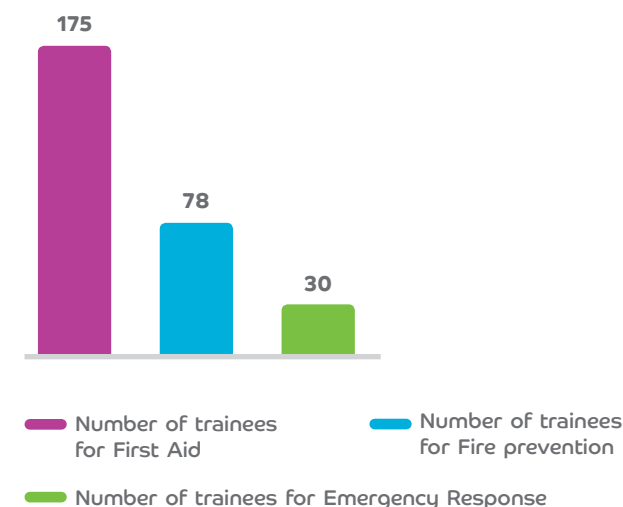
## Employee well-being

We believe that our responsibility to employee well-being goes beyond precautionary organisational health and safety (OHS) measures, which is why we are one of the very few organisations in the UAE with a clinic, gym and pool in our office premises. We also offer a number of programmes and activities that help maintain a culture of proactive health and wellness amongst our people.

In each one of our wellness initiatives, we witnessed wholehearted participation by our people. 69 staff members participated in the Dubai Marathon; 280 in the weeklong health parade at the office; 125 in dental screenings; 64 in clinical workshops; 220 in the flu vaccine campaign and so on. We are very certain that participation will grow with every passing year and directly contribute to productivity and performance – something that we will soon be monitoring. We also internally communicated our campaigns through a wide range of messages around the office and our internal newsletter.

Towards the end of 2013, we were also able to pioneer the inclusion of health and wellness as part of every executive manager's performance appraisal. With a score of 5%, this has ensured that our management takes the lead and can inspire our other colleagues to be active and healthy. KPIs for this include Body Mass Index (BMI), blood sugar and cholesterol levels. To assist them in the process, we have also provided a personal trainer and customised nutrition plan if required.

HSE trainings (Jan 2013 – Dec 2013)



Last year, we also entered into a number of partnerships to enhance the 'wellness' experience of working with us. We collaborated with Talispa fitness to provide state-of-the-art training to our staff. We partnered with Barakat to provide vending machines with fresh fruits and juices across the company. We also had an arrangement with a leading healthy meals provider to offer 15% discount on healthy food for our staff members.

Under the umbrella of our Every Step Counts well-being campaign, we launched an enhanced employee wellness programme under which we organised a number of employee wellness activities, the idea being to encourage a healthier lifestyle. A companywide weight loss challenge 'The Biggest Winner' attracted 225 employees forming a total of 45 competing teams. These team shed a collective 500kgs over 9 weeks.

With regards to maintaining a healthy and productive work-life balance, there are quite a few benefits that we offer to all our people, such as flexible working hours, extended annual leaves, mobile rebates, medical escort leave for UAE nationals and examination leave. Benefits that we exclusively offer to our full-time employees also include annual air ticket, visa and medical insurance for dependents; education and pre-school assistance; and end-of-service benefits.

“ Workplace wellness is a key driver to a healthy, happy, engaged and productive workforce; and we see a strong correlation between our wellness programmes and our employee engagement.”



**Dr. Mansoor Anwar**  
Director - Medical and Occupational Health Services

2 Diversity and equal opportunity

The source of the creativity that we thrive on is the richness and diversity in perspective that our people bring from all parts of the world. Over the past few years, our family has grown stronger because of the culture of inclusion and diversity that we have diligently cultivated. Along with our nondiscriminatory recruitment policies, respect for each member of our multicultural staff is an underlying philosophy. Our retention policies have also been designed to ensure that all our staff members are treated equally and have equal opportunities to succeed.

As of 31 December, 2013, women constituted more than 29% of our permanent staff, and almost 22% of our fixed term contract workforce. This ratio has increased in favor of females over the year as we hired 94 women (as compared to 67 men) and 144 women left us (as compared to 245 men). The overall turnover rate in 2013 was 21.68% (this includes voluntarily and non-voluntarily resignation in addition to redundant staff).

With regards to parental leave, a female employee may combine her maternity leave with annual leave, allowing for a maximum leave period of seventy five (75) calendar days . In 2013, 32 women and 134 applied for maternity leave and paternity leave respectively.

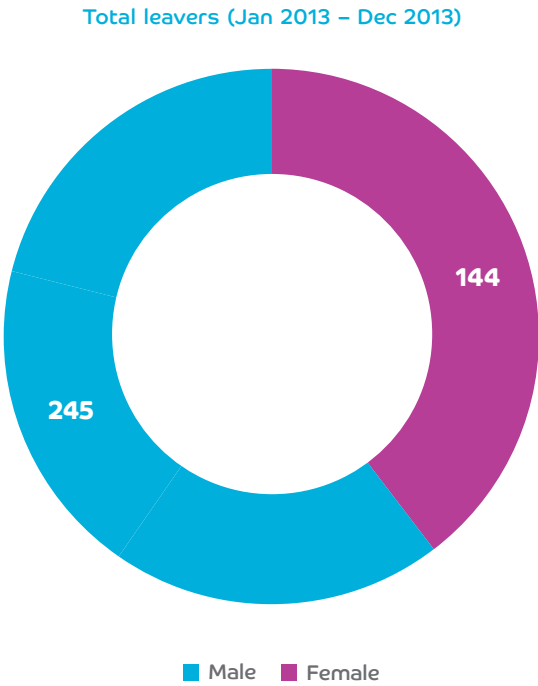
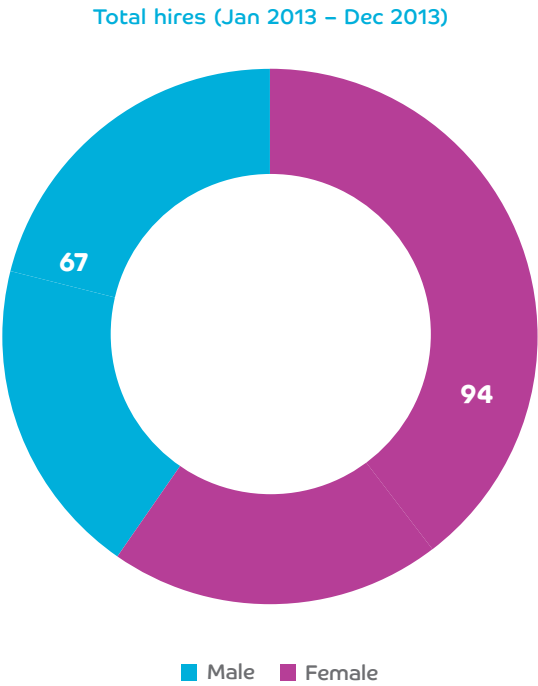
“du endeavours to be an equal opportunity employer and shall display no discrimination regarding age, gender, colour or religion in reaching the selection decision.”

Policy statement incorporated in the employee handbook which is accessible by all our people

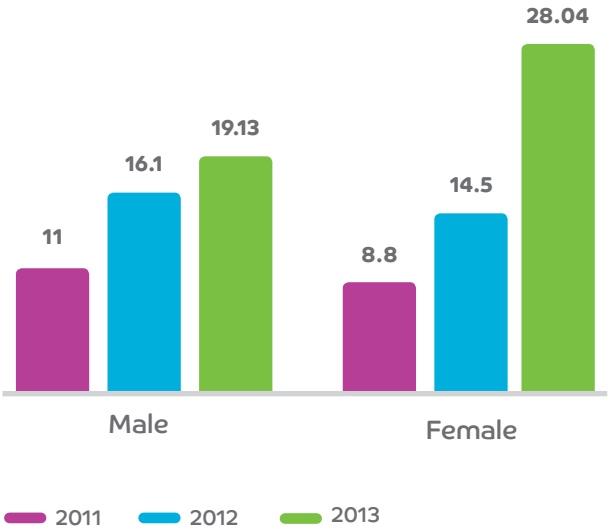
There were five cases where the concerned colleagues opted to resign after their maternity leave.

We are also improving our facilities to make them friendlier for people that may be differently-abled. As of 31 December 2013 we have 5 people working for us that have some form of physical disadvantage. We have catered to their needs by reducing their work hours at the office (for 2), providing visual aid (for 1) while 2 are working normal hours similar to the rest of their colleagues. Our offices also have a number of built-environment features that cater to wheelchair users.

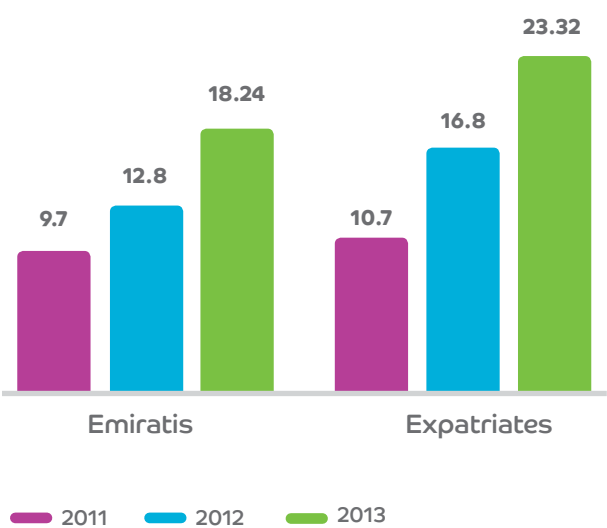
The following graphs represent the comparison between different employee groups – Emirati / Expatriate and Men / Women.



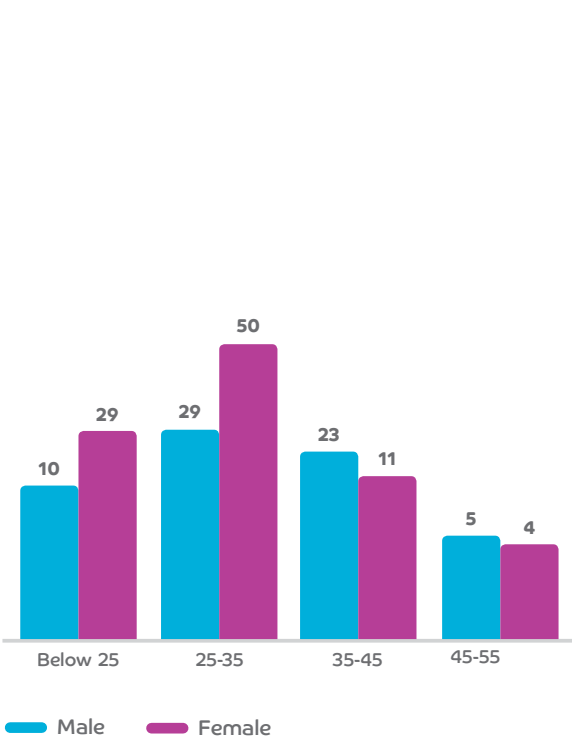
Percentage of attrition rate - Male vs Female



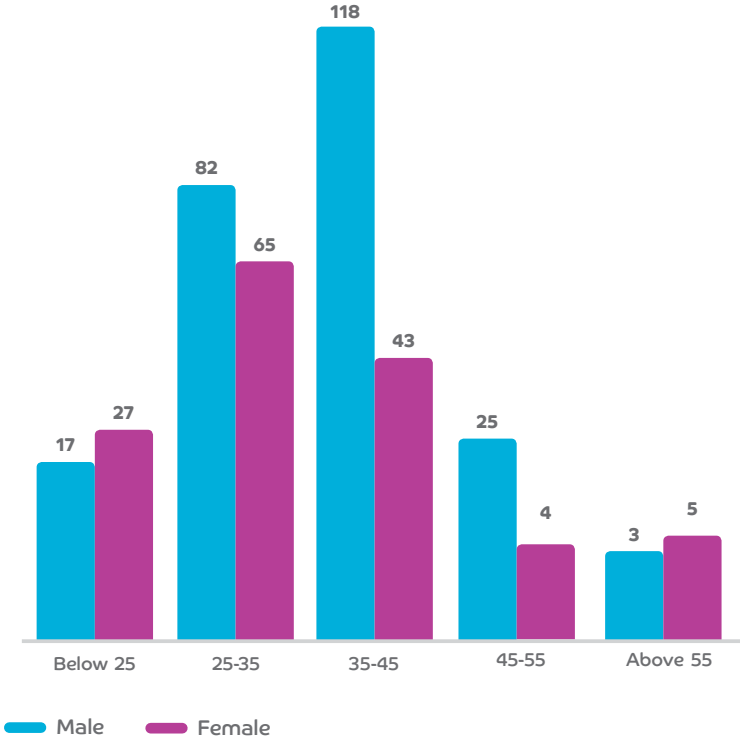
Percentage of attrition rate - Emiratis vs Expatriates



Total hires - by age (Jan 2013 – Dec 2013)



Total leavers - by age (Jan 2013 – Dec 2013)







Our  
approach



Our  
people



Our  
customers



Our  
environment



Our  
community

### 3 Our customers

We are committed to providing ICT products and services that greatly enhance our customers' experience and well-being. Our services reach out to various segments of society – the budding entrepreneur, the tech-savvy student, the growing business, the Emirati professional, the expatriate labourer and many more. We are here for everyone's needs.

#### Our long term aims are to:

- Be recognised as the key provider of responsible and innovative telecom services in the UAE.
- Achieve 100% customer satisfaction through enhanced services and products.
- Continue to ensure zero breaches of data privacy and security standards.
- Mitigate online abuse of vulnerable customers.

#### Key issues:

- Data privacy and security
- Customer satisfaction and well-being
- Innovative offerings
- Responsible marketing

At a glance

● Achieved    ● In progress / Partially achieved    ○ Not achieved

We said we would...	How we did...	What next?
Data privacy and security		
Increase the number of customer registrations for MNMI and eliminate the need for customers to come to our stores to register	● 80% of customers registered	Improve the registrations process and provide self-care enhancements to enable renewal of registrations
Enhance our Be Aware, Be Safe campaign	● Launched our Be Safe website	Launch online security awareness campaign to educate the youth about online safety
Launch the du Cyber Security Conference	● Launched the first du Cyber Security Conference in the UAE	Organise the second du Cyber Security Conference and introduce a security competition for students
Customer satisfaction and well-being		
Maintain contact centre average wait time below 20 seconds	○ 35 seconds	Reduce contact centre average wait time to 20 seconds
Increase percentage of first call resolution from last year	● 76.325%	Continue to increase first call resolution to effectively assist our customers
Innovative offerings		
New mobile plans, especially for enterprises	● 6 new enterprise plans	Continue supporting entrepreneurship through current and new mobile plans
Support and sponsor the Dubai International Holy Quran Awards. Holy Quran Uplink	● Uplinked this programme on 3 different satellites	Launch this facility on multiple satellites
Increase alo subscription	● Promoted using a number of engagement strategies	Improve engagement with the labour community to further promote this plan
Responsible marketing		
Ensure compliance with TRA regulations for marketing campaigns	● All marketing campaigns in line with TRA regulations	Continue to create marketing campaigns and strategies that reflect our brand values and are in line with TRA regulations

Introduction

For almost every person in the UAE, the one device that is closest to them is their mobile phone. These people go home to enjoy watching TV, and use the internet for their entertainment and education. They also rely on a dependable cellular and landline service that they can use to stay in touch with their family, friends, customers etc. We understand that telecommunications is woven into all our lives, and we respect the relationship that we have with our customers.

With everything we do we ensure that our customers are provided first-rate service and are always engaged with our offerings. This is why we continue to innovate and launch new products and packages that enhance our customer’s lives. And this is why we are considered the brand of choice by more than 7 million individual customers and almost 800,000 enterprise customers across the country.

Customer satisfaction

We have a strong legacy of committing to our customers and offering the best choice and best value to the people of UAE. Part of offering the best is to deliver an experience that puts our customers first. This means that we are committed to providing the best products that are relevant, well-priced and innovative, letting people stay in touch with what matters most to them.

We believe in being innovative so that our customers can keep up with the latest developments in communications. We are committed to ensuring customers can contact us in a way that is most convenient to them and that we help them in a fast and effective way. Our average response rate to customers on social media is 95% and average response time is 10 minutes. The following table indicates our other performance scores to enhance customer experience over the year.

Customer Satisfaction	How we did...		
	2011	2012	2013
Customer satisfaction contact centre (mystery caller)	91%	95%	96%
Customer satisfaction retail shops (mystery shopper)	84%	86%	82%
Contact centre average wait time	20 sec	13 sec	35 sec
First call resolution	72.66%	70.79%	76.325%

“ We have always been clear on our value proposition that we provide to our customers – that is offering a comprehensive portfolio of products and services ranging from basic connectivity to the cloud, and we remain thankful to them for their continued endorsement and support. We have delivered several industry firsts in the region and have also delivered over 18 new managed services across multiple domains. ”



Fahad Al Hassawi  
Chief Commercial Officer



## Customer well-being through our smart health services

The growing indispensability of mobile phones means that there is immense potential for these devices to be used as active agents of good health – may it be monitoring your vital signs, or pushing useful information through to you, or even keeping you connected 24/7 to health care providers. Keeping these benefits in mind, we launched our Smart Health services in 2011. Today, this service, with its various components, has become a valuable partner in caring for the health of many of our customers.

**Health Call:** This 24-7 Physician Helpline was piloted as a free service available to all our staff and their dependents. This was followed by a series of 4 clinical workshops in our offices to further promote the Helpline. By mid-2013, this was available to all our customers as a 24/7 Freemium service. In partnership with Mobile Doctors 24-7 International, we also extended the member base for the Physician Helpline to approximately 30,000 people across the UAE. The 24-7 Physician Helpline by Mobile Doctors has also been integrated into our wellness app that is part of the 'Every Step Counts' programme.

In 2014, we plan to re-launch the Health Tips service that sends personalised health-related information and advice right to your mobile phone. This service now includes 6 packages (Live Well, Lose Weight, Quit Smoking, Her Health, Manage Diabetes, Be Calm) available to our existing 17,000 subscribers. Although Health Tips is a consumer offering, the customers within our enterprise clients can also subscribe to it.

**Health Link:** As part of the Smart Health service, we also launched an SMS-based medication and appointment reminder facility to 53 patients at the Rashid Centre for Diabetes Research (RCDR). This project clearly demonstrates how mHealth and remote patient monitoring can increase compliance to diabetes care programmes, reduce hospitalisations and costs for the healthcare sector, especially when it involves chronic disease monitoring and management, and reduce the rate of no-shows for clinical appointments (a huge problem in the UAE).

We also showcased 3 different mHealth solutions at a recent technology expo: an integrated personal health record that shows data from health devices, data from wellness devices that is populated with health information, test results and insurance information; a cloud-based clinic management solution; and a Virtual Clinic demonstrating telemedicine that will be rolled out very soon.

In 2014, we plan to establish 'Virtual Clinics' across select remote locations to show employees how they can benefit from the service virtually visiting a doctor. We also aim to launch this service for our Enterprise clients, targeting at least 50,000 users for the year.

In addition to our Smart Health services, we supported the National Diabetes Survey in partnership with the University of Sharjah and the Ministry of Health by contributing 40 data SIM cards to be used for Samsung tablets in order for researchers to transmit data to the Ministry of Health's server – this was proven to reduce the time of data collection and research by 50%.

## Quality of our customer operations

To deliver excellent customer service, we have established various communication channels for our customers. Our customer service agents and call centre employees speak five languages to accommodate customers from various nationalities, while the company's Fujairah Call Centre is staffed entirely by Emiratis to better serve UAE nationals.

In 2012, we launched 'Direct to the CCO', an escalation channel for customers with technical non-billing complaints that were not fulfilled within specified timelines. Additionally, we use Twitter as a key channel for communicating with customers, with the average response time to queries reduced to under 10 minutes. As a result, we reached the number one ranking on the Middle East Twitter Social Customer Care Leaderboard.

In the last year we have focused on proactively resolving issues before they impact our customers, one example of this is our automated bill quality assurance system that helps identify and resolve billing issues.

## Entertainment with du Live!

Our entertainment platform du Live! offers a wide range of events and music for our consumers and the general public. In 2013, 20 events took place at the du Arena and Forum, including well-attended concerts by Justin Bieber and Jay Z.

We also hosted eight concerts under the umbrella of the du World Music Festival (WMF). du Live! continues to provide the best live entertainment in music, sport and art, not just to our customers, but to everyone in the UAE.

“Our Mobile Device Management service is the ideal managed solution for any company's employee to use their personal mobile devices for work while providing extreme security over email, applications, documents and web services.”



**Farid Faraidooni**  
Chief Operating Officer

Another priority in 2013 has been to empower and inform our customers, and we have deployed a number of solutions that have enabled this, including:

- Providing immediate balance information via our Interactive voice response (IVR).
- Enabling our contact centre agents to send customer information via SMS for over 60 common product and/or process enquiries, while they are on the call with them.

We also launched a capability to improve the service support for 'walk-in' consumers and enterprise customers at a number of our retail shops, through a new video conferencing channel that provides remote access to our service experts for an improved resolution experience. This innovative solution will continue to be expanded across different Emirates.

We also realised that certain issues are easier and more convenient to be resolved in a visual medium and that is why we developed YouTube videos available in both Arabic and English (more languages will be added this year) to support common configuration and troubleshooting enquiries.



## Data privacy and security

### Cyber-security technology

As a telecom operator, one of our biggest responsibilities is to protect our customer's privacy and provide them with all the protection that we can with regards to their data. Over the years, we have definitely strengthened our performance in this area.

#### Recognition for our security services

We were recognised for our efforts towards building trust amongst our customers by being awarded the ISO/IEC 27001:2005 Certification, specifically for our Managed Security Services (MSS), which are offered to the company's Enterprise and Small Business customers. The ISO 27001:2005 Certificate is an international standard and framework for establishing an Information Security Management System (ISMS). The accreditation is endorsed by a globally recognised body, the UKAS Accreditation Institute, which underscores the strength and trust placed in our Managed Security Services (MSS).

In 2012, we successfully launched the first managed security service in the UAE that provided 24/7 protection to our enterprise customers and SMEs from distributed denial of service attacks. This service raised the bar for customer protection and significantly alleviated our service as a trusted partner in the UAE security market.

In 2013, our target was to increase our portfolio of managed security services with more innovative technologies. As such we managed to expand our managed DDoS protect security service to various industry verticals such as the government, aviation, banking and healthcare sectors in the UAE.

We also launched 3 more exciting cloud based managed security services and our first on-customer premises advanced security service.

Moving forward, we believe that mobility, cloud and service based offerings will become more mature and, therefore, increasingly appealing to our customers. Our commitment is to continue to ensure uninterrupted delivery of relevant and cost effective security services.

We pledge to deploy the first Mobile Device Management cloud infrastructure in Middle East and offer innovative mobile device management and mobile application management platforms for the Government and Enterprise entities.

We intend to launch the first secure web hosting service in the UAE including six different layers of defense that work in tandem to ensure online reputation. It brings a unique and holistic approach in protecting our customers' content from malicious hackers.

We also want to share our experience with the community and therefore plan to create the first online security threat intelligence dashboard in the UAE, available to everyone. Finally, we aim to launch of our integrated customer portal which we believe will help us serve our existing customers by significantly enhancing our service level parameters.

#### Be aware, be safe

Our Be Safe campaign promotes anti-fraud and security awareness amongst our customers. Customers can view useful advice on a dedicated webpage and can also get in touch with us via [besafe@du.ae](mailto:besafe@du.ae). In 2013, we enhanced the webpage by adding Public Alerts/Advisories, Interactive Tips, Ads to commercial services and more. We also conducted a number of security awareness sessions at our retail shops as well as some train the trainer workshops for our business partners.

### My Number My Identity (MNMI)

With the large penetration of mobile phones in the UAE, identity protection is an issue of immense priority for our regulator, the Telecommunications Regulatory Authority (TRA).

To ensure greater digital security, TRA rolled out the My Number My Identity campaign encouraging mobile phone users to register their SIM and mobile phone subscription using applicable identification documents. Our own concern for customer safety and support of the TRA meant that we enthusiastically supported this initiative and rolled out our own campaign – My Number My Identity (MNMI) – to inform our customers via SMS to guide them through the process to register and update their details.

As of December 2013, we were able to register 80% of our subscribers under the MNMI campaigns. This was achieved by engaging multiple channels, beyond our retail shops and affiliated network, to improve the convenience of customer registration. Further, we developed a very useful portal to automate registrations allowing for information to be read directly from our customers' identification documents. We offered a number of incentives to encourage prepaid customers to register their mobile lines; including iPhones and free talk time. We also offered automated International Mobile Equipment Identity (IMEI) checks and alerted customers using handsets with duplicate, i.e. illegal, numbers; any duplicates were subsequently blocked.

### Safety net for vulnerable users

We are well aware that with greater connectivity come greater online dangers, especially for vulnerable users such as children. Mindful of this negative aspect of the Internet, we place serious efforts towards ensuring a safer user experience for all our customers.

We educate and encourage parents to control and monitor what their children watch on TV by offering parental lock options on our Internet Protocol television (IPTV) broadcast services. This service also extends to our video-on-demand and on-demand-club platforms.

In accordance to the country's guidelines, we also align our online protection with the National Media Council as well as the Islamic Affairs and Charitable Activities Department for approvals on all applicable services.

We applaud the UAE for the breakthrough law that has been drafted on child rights, which places special emphasis on tackling online exploitation of children and the distribution, uploading or downloading of child pornographic material via the Internet. Therefore, for 2014, we aim to expand our safe surfing services at home and will continue to enhance our family offerings for greater protection against online abuse and identity theft.





## The freedom of choosing the preferred network while keeping your number

When we launched our services in 2006, we became the second operator in the market and our biggest impact was the provision of 'choice'. Customers were given the freedom to choose their service, and this brought out the best in all of us; it reminded us that healthy competition results in healthy economic development.

2013 marked yet another phase of enhancing the power of choice for UAE's mobile users. This phase marked the launch of Mobile Number Portability (MNP), a service that allows people to switch their mobile service provider while keeping their existing numbers.

MNP was first introduced in Singapore in 1997. Today, this service (along with Fixed Number Portability) is available in 75 out of 193 UN member states, plus some 15 different territories in the world! Number Portability discussions are on-going in around 50 countries and territories all over the world, but mainly in Africa, Central America and East Asia.

MNP is based on a set of valuable principles that committedly respect the rights of the customers. We made sure we abided by each one of these principles and requirements laid out for MNP, including porting time to be a maximum of one day, same set of services for port-in and non-port-in customers and limited charges for portability.

Further, to ensure a seamless experience for customers who wish to switch to our services, we intensively trained 2,500 personnel for more than 12,800 hours over 1,973 business manned days across our customer care and retail sales departments to be fully aware of the MNP processes and guide customers.

Our creative strategy for raising awareness on MNP - which starred Emirati superstar Hussain Al Jassmi for the commercials - was very well received. We conducted four 'Telecom knowledge series' sessions with members of the media and influenced social bloggers to educate them about MNP as a global case study. We also used UAE as a benchmark compared to countries that had previously launched this service.

“If you lose your number, you could be losing out on a lot of things in your life, which is why I'm so glad I can keep my number on the network of my choice. I believe in the value that du offers and in the value that the company upholds, which is why I fully support changing to du.”



**Hussain Al Jassmi**  
Our ambassador and Emirati superstar





4G LTE network

On the mobile front, we increased our 4G LTE footprint by more than double and also doubled the original radio capacity to accommodate the significant increase in the Mobile Data Traffic, since the launch of our 4G network in mid-2012. Owing to these, we have been able to increase our 4G LTE traffic by more than double in the past 6 months.

In 2014 and onwards, we will be introducing a number of features in the 4G LTE network to help reduce the battery consumption by handsets when in LTE mode. This will help us monitor the difference in the energy requirements of our 3G and 4G network services.

UAE Exchange payment facility

We innovate to make things easier for our customers! This is why in 2013 we partnered with UAE Exchange - a leading global remittance and foreign exchange brand – to provide our customers with the facility to walk in to any branch to pay their bills easily. UAE Exchange has over 122 branches across the UAE, of which 14 are in Dubai Metro stations. These branches have helped expand our own network to over 10,000 affiliated retailers.

Cloud services

Launched in 2012, our business cloud service forms the backbone of our enterprise service, offering customers a cloud enabled eco-system of solutions ranging from infrastructure, security, collaboration, mobility and vertical applications.

Our business cloud serves our customers by delivering an end-to-end experience, enabling customers to solve critical business problems, scale and optimise their operations with predictable lower costs and improved efficiency, increase reliability of a service, deliver a new service or product in record time or simply deliver an innovative product or service that differentiates customers from their competition. Our revenue growth in this area continues to outperform industry standards while doubling our customer base quarter on quarter.

Data manager app

Data is everything today, especially when you are waiting for an important email, or want to use the map service when you’re lost. To ensure that our customers always know how much data they have left, we launched a nifty Data Manager app for the iOS, BlackBerry and Android platforms for all our post-paid individual and business mobile customers. This app allows our post-paid mobile customers to monitor and track their data in real time, including current usage, available balance, expiry date of the current data bundle, and the customer’s expected usage. It also lets customers see what functions are consuming the most data, and has adjustable alerts to inform users when their data balance reaches specific points of consumption.

Absher plan

One of the key principles of UAE’s Vision 2021 is to provide stable and fulfilling career opportunities to UAE nationals. The Absher Plan, an outcome of this principle, was launched by His Highness Sheikh Khalifa Bin Zayed Al Nahyan, President of the UAE to train graduates in different organisations, help them find jobs in the private sector and pay for 30% of their total salary. Along with our existing commitment to Emiratisation, we further supported this initiative through our unique Absher Plan, a postpaid plan specifically designed to meet the lifestyle requirements of every Emirati working in the private sector. As part of this plan, users receive discounted smartphone vouchers, data benefits, special internal call rates and much more.

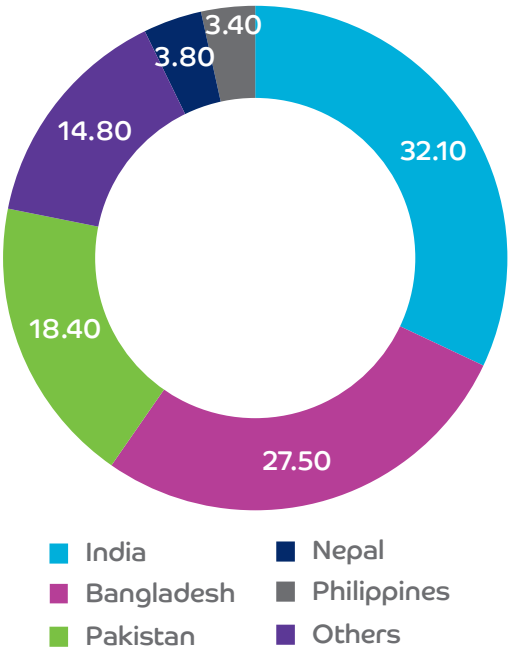
Multi-SIM

With our new Multi-SIM service – a first in the UAE - our customers can now enjoy unprecedented flexibility and the convenience of sharing their data and minutes across multiple devices. With Multi-SIM, all customers need to do is assign one primary SIM to their main device, with up to four secondary SIMs in other devices. All SIMs share the same subscription so they can make and receive voice calls – even simultaneously, make video calls, send SMS, MMS and use data. All SIM combinations are available with Multi-SIM, making all nano-SIM, micro-SIM and regular SIM devices eligible.

alo

Our novel ‘alo’ pre-paid mobile service, specially designed to create value for the large expatriate labour workforce in the country, has grown from strength to strength. This package was customised keeping in mind the unique communication needs of this segment and to enable easier communications between the workers and their families back home. We were able to promote this immensely popular plan using a number of interactive engagement strategies. For e.g. during Ramadan we provided labourers free Iftar meals. We used this opportunity to communicate the benefits of the alo plan. Other engagement with the target audience included cricket competitions, talent contests as well as sales campaigns in camp areas to allow interested users to easily learn about and buy the alo plan.

Our alo customers are from (%)





## Quran uplink

In 2013, we continued our sponsorship of the Dubai International Holy Quran Awards. We also provided an uplink of this programme on 3 different satellites - Nilesat, Arabsat and Intelsat 20 - in cooperation with Dubai Media Incorporated. In 2014, subject to satellite capacity availability, we will launch this facility on multiple satellites.

## Movies on demand

A popular service that we offer our customers is the Video On Demand (VOD) facility which allows home users to enjoy a library of movies, documentaries and educational content via their du TV box. We promote this service throughout the year using promotions and campaigns. We use these entertainment facilities to encourage values of family time and digital education - especially with our Kids Club section that includes popular children's TV series and movies, such as Thomas and Friends, Barney, Pingu, Jimmy Neutron and more. In 2013, over 2000 customers subscribed to our On Demand Club service and the numbers continue to increase in comparison to 2012. Parental control ratings and guides are amongst our key messaging on our barker and promotional channels allowing customers to navigate safely on our service.

“A key priority of our sustainability strategy is to build trust between our brand and our stakeholders. We believe this can only be achieved through marketing that is responsible, honest and informative.”



**Nadim Abou Hamad**  
VP, Commercial Communications

## Responsible marketing

As a brand, we are well recognised for our strong marketing strategies. During the reporting period, we were named 'UAE Superbrand of the Year 2013' by the Superbrands Council.

Each one of our marketing efforts aims to represent our brand values and ensure that our marketing campaigns are always truthful, sensitive to social and cultural norms, relevant to customer needs and not overdone in frequency. Every customer is also given the choice to opt in or opt out from receiving our communication. We understand that responsible and non-intrusive marketing is an issue of growing concern as mobile advertising gradually becomes an important part of marketing strategy.

In 2013, we were not involved in the sale of any banned or disputed products and services. We did receive a few observations by UAE's Telecommunications Regulatory Authority (TRA) concerning our marketing campaigns, especially those related to MNP. However, all of these observations were duly addressed without any of our marketing campaigns resulting in fines or penalties.

## Supporting entrepreneurship through new mobile plans

We invest in entrepreneurship because we strongly believe that creative enterprise is the backbone of any fast-paced economy. We also realise that as a telecom operator we play an extremely important role in the smooth operations of any business - may it be an SME, or a large multinational.

Over the years, our strategy to support entrepreneurship has included business competitions, establishing public spaces for creative thought, supporting creative startups and much more. In 2013, we invested in a number of mobile plans that have been specially designed for the budding and growing entrepreneur. This, we believe, is an excellent application of using ICT for economic empowerment.

Some of our entrepreneur-focused plans include:

**The Entrepreneur Plan:** This office-in-a-box concept offers a new business or an Emirati entrepreneur a quick-start plan with a range of benefits to suit their needs without the high costs of a business plan. This plan was designed to enable new entrepreneurs to have their businesses up and running in no time. The plan was launched in partnership with DED (Dubai Economic Department) and Microsoft and offers a variety of benefits including a smartphone, a data plan, a voice plan, 10 emails ids with 10GB storage, domain name, website builder and much more.

**National Business Plan:** This package enables Emirati SME owners to get the best rates in the market for national calling. We also offer a variety of International business plans and offer the business owners the best rates to various markets so that they can connect to their partners around the world. More than 2000 SME owners took up this subscription in 2013.

**Google Adwords Package for the SME's:** With the intention of making business communications even more effective than ever, we formed a strategic partnership with Google which makes us a Premier Small and Medium Business (SMB) Partner of Google's AdWords advertising programme in the UAE. This will allow our enterprise customers to boost their online presence through the internet's most popular search engine, providing them with an unprecedented advantage over their competition.

**Business Advantage Plan:** This innovative plan offers SMEs in the UAE the option to pay less the longer they stay. Time base loyalty is inbuilt into this Plan giving the business an enhanced value proposition. A first of its kind product in the world, this appeals to SME owners enabling them to get more value, price transparency as well as price predictability. More than 6000 SME customers had moved onto this plan within 3 months of launch.

**The Business Plan:** We understand customers need for data and have responded by creating a package for the SME community that allows them to purchase a plan based on their internet usage.

In 2013, we also created an asset called The Entrepreneur Forum that enabled us to provide local business in the UAE a platform to share their success stories with the growing SME companies. The most recent event had more than 200 SME customers attending the event and benefiting from its knowledge sharing, networking and mentoring opportunities.

Throughout the year, we also actively participated with thought leadership in various events such as the Business Factory, the Customer Experience Technology Summit and others to share with our stakeholder various entrepreneurship best practices and the SME trends in the UAE.







Our approach



Our people



Our customers



Our environment



Our community

## 4 Our environment

We are committed to managing the environmental footprint of all our operations and take full responsibility for seeking continuous improvement in energy efficiency, emissions reductions and resource conservation.

**Our long term aims are to:**

- Integrate environmental responsibility into each of our business units and functions.
- Reduce the energy consumption and greenhouse gas (GHG) emissions of our own operations, as well as the extended operations of our supply chain.
- Continue to capture data on resource consumption and waste output so as to improve the sustainable management of our business.

**Key aspects:**

- Waste management
- Conservation of natural resources
- Environmental impact of communication technology
- Responsible procurement



At a glance

● Achieved    ① In progress / Partially achieved    ○ Not achieved

We said we would...	How we did...	What next?
Natural resource conservation		
Hybrid power and smart energy management controllers at 60 of our base transceiver stations	● 72 sites added in 2013	30 more sites in 2014
Install solar systems in sites where possible	● 1 site in NEWA Island Mobile Site	Continue installing solar systems in sites where possible.
Reduce and report outputs of vehicle tracking monitoring	● Reduced to 155 vehicles with a combined capacity of 329,700cc	Further reduce number of vehicles to less than 130 with a combined capacity of less than 270,000cc
Appoint a specialist to collect data and provide a report on the baseline level of energy consumption for office facilities	● Study conducted by DCCE to assess total energy consumption and emission	Continue in-house monitoring of energy consumption and emissions for office facilities on an annual basis
Waste management recycling		
Establish recycling and reporting procedures to facilitate the recycling of at least 50% of old printer cartridges	① Printer cartridges stored for recycling	Identify a recycling vendor to recycle the brand of cartridges we use
Implement recycling programme for wastes (paper/plastics, cans, bottles etc.)	● Implemented programme for paper, plastic, cardboard, cans and bottles	Increase our efforts regarding recycling programmes for electronic waste
Reduce paper consumption (virgin and recycled)	● Virgin paper reduced by 12%. Recycled paper reduced by more than 77%	Continue to reduce consumption and improve monitoring of paper recycling
Supply chain/ procurement		
Assess suppliers' compliance with our environmental procurement requirements	● Audited 30 of our major suppliers for their HSE compliance levels	Conduct more screenings and enhance the scope of the audit to include labour and human rights
All vendors must confirm their compliance with our HSE regulations and submit any relevant documentation	● All suppliers on contract comply with our HSE policies	Encourage more non-contract suppliers to comply with our HSE policies and submit relevant documentation
All vendors must now register on our online portal to submit tenders, invoices etc.	① 30% of our active major suppliers have registered	Encourage all vendors to register on our online portal

Introduction

Every year, we establish targets and standards to enable us to operate as an environmentally sustainable telecommunications company that does not only minimise its footprint, but enhances its positive impact through the smart use of Information Communications and Technology (ICT). We also consider environmental impact when we select our sites for our data centres, install our base transceiver stations, open new retail outlets and also for our office functions.

In 2013, our precautionary approach continued our drive towards renewable and efficient energy sources for our technological sites. We measured our GHG emissions (a first by any telecom company in the region) and increased our attention towards a more responsible supply chain, one that adheres to our sustainability commitments.

Natural resource management

Energy efficiency is something we take very seriously. To tackle this issue and any consequences on climate change, we have undertaken a parallel approach to reduce our consumption of non-renewable energy, and to increase our renewable energy portfolio. We have expanded our commitment to energy management across technological and commercial functions. We will soon be taking this up at the supplier level.

Our technological sites mainly include fixed and mobile sites, i.e. base transceiver stations (BTS). In 2013, the BTS' that run on our generators (382) consumed a total of 7,653,473 litres of diesel while those that run on generators owned by our vendors (94) consumed 875,763 litres.

One of the most prominent measures to manage our energy consumption has been the installation of the energy monitoring systems to automate and consolidate our energy management initiatives onto one single platform. As part of the initial phase in 2013, online energy meters were installed in our offices and critical technology core sites. The system also provides us a live dashboard with sufficient analytics and reporting functions, providing us with the necessary inputs and indicators to drive sustainability initiatives throughout the organisation.

We also manage a sizeable fleet of vehicles, which we have actively reduced in 2013. At the start of the year, we had a total of 214 vehicles with a combined capacity of 452,600cc. Over the past 12 months, we have been able to reduce 59 vehicles, i.e. a capacity of 122,900cc. Each one of our vehicles is tracked through our Vehicle Tracking Management system to ensure optimisation of fuel consumption. In 2013, our vehicles consumed a total of 740,496 litres of diesel and 4,666 litres of petrol.

Every drop counts!

We realise that our energy consumption is much more significant than our water use. Nonetheless, we have put in place quite a few water conservation strategies across our offices and warehouses.

For example, we installed aerators for the mixers of wash basins, kitchens sink and ablution taps as well as water flow reducers for hand sprays.

During the 4 months of July to October, we measured savings of 191,020 Gallons at Al Salam Tower, equivalent to AED 9,933 in monetary savings. This measures to an average monthly water savings of 22.6%.

In 2014, we aim to implement water conservative strategies at our retail stores and record our water consumption at all our facilities.

## 4 Base transceiver sites

Our flagship initiative in energy efficiency is the conversion of our base transceiver stations to hybrid energy systems. At the end of 2012, we had a total of 137 sites that were previously running on diesel generators but were converted to smart energy hybrid systems.

In 2013, we added 72 more sites to this list, taking the total tally of smart energy hybrid systems to 209. The additional sites led to an increase in the annual saving in diesel consumption by 900,000 litres, equivalent to an annual reduction in carbon emissions by 2250 tonnes. The annual diesel saving in 2013 across all 209 hybrid sites was 2,000,000 litres, resulting in a reduction of 5000 tonnes of CO<sub>2</sub> emissions.

Power efficient outdoor cabinets were introduced to 116 sites of our network instead of indoor shelters. This has led to a power saving of 2000 MWh equivalent to an annual reduction in our carbon footprint by 1000 tonnes. In 2014, we will convert 30 further sites on to this system. Furthermore, an innovative free cooling system will be installed in 100 of these hybrid sites.

### Solar system at NEWA Island

We completed our fifth solar site installation in NEWA Island Mobile Site, thus entirely relying on renewable energy here.

Following the success of our very first solar power project at Sir Bu Nair Island in 2011 we have put in place four sites in the UAE running on 100% solar energy.

Also – as a result of an employee suggestion – new insulation was installed to improve thermal insulation at mobile stations, towers and commercial buildings.

## Building climate resilience through carbon monitoring

To date, the financial impact of climate change, although important, has not been considered as one of our top 10 corporate risks. Nonetheless, we are committed to low-carbon operations to play our part to reduce UAE's carbon footprint and have taken a number of actions in this regard.

In 2013, we contracted Dubai Carbon Centre for Excellence (DCCE) to conduct an assessment of our carbon emissions. This was a proactive approach to measure our environmental impact and is a testament to our commitment towards low-carbon business operations. In fact, this has also made us one of the very few companies in the GCC region to have conducted a carbon study on this scale.

As per the methodology of the assessment, the sources of our emissions were identified and reported within the three scopes as per by the Greenhouse gas (GHG) protocol defined by the Intergovernmental Panel on Climate Change (IPCC):

- **Scope 1:** Direct sources of emission including our vehicle fleet, diesel generators, and refrigerant consumption
- **Scope 2:** Purchased electricity including the electricity we consume at our technical and commercial sites
- **Scope 3:** All other indirect sources including our business and travel related emissions, our paper bills, purchase goods and water consumption.

The Scope 1 emissions, which include internal combustion from our fleet and diesel generators as well as emissions of refrigerants, amount to 27,569 tCO<sub>2</sub>e. This included 41.79 tCO<sub>2</sub>e of methane and 402.54 tCO<sub>2</sub>e of nitrous oxide.

Our total emission baseline for 2012 data (across all 3 scopes) was calculated to be 248,553 tonnes of carbon emissions (tCO<sub>2</sub>e). This represents approximately 0.5% of Dubai's emissions and 0.12% of the UAE's total emissions. DCCE also calculated this to be equivalent to the emissions of approximately 52,000 passenger vehicles driving 18,500 km/year.

The largest portion of our emissions is Scope 2 primarily attributed to the use of electricity in technological sites, amounting to 220,983 tCO<sub>2</sub>e. The largest contributors to the total emissions within Scope 2 are BTS shelters, Main Distribution Frames (MDF) and data centres.

Scope 3 accounts for emissions from business travel and from office supplies and amounts to 2,138 tCO<sub>2</sub>e. As part of the calculations, we estimated the carbon intensity per customer at an average of 0.04 tCO<sub>2</sub>e per customer.

Based on the results, we have already started to be more energy-efficient, particularly at our data centres and have established a comprehensive data management system to understand and monitor energy and KPIs. Data for our emissions in 2013 was not available at the time of printing this report but will be made available later in the year on our website.





4 Waste management

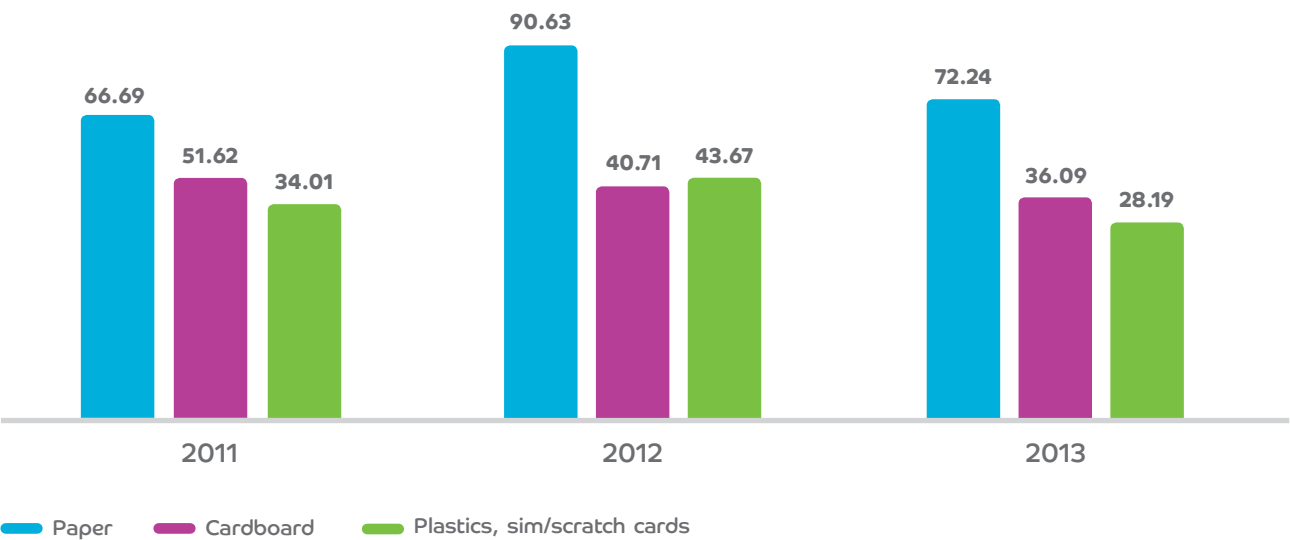
We realise that one of the biggest ways we can contribute to UAE’s Vision 2021 on sustainable development is to minimise our waste output. The UAE has one of the highest per capita generation of waste; according to Dubai Municipality’s Waste Management Department, each resident in Dubai contributes to 1000kgs of waste per year. That’s why we give waste management strategies immense priority within our overall sustainable commitment.

Recycling

We are very active when it comes to managing our various material inputs. We understand that we are still not fully ‘neutral’ in this regard, but we try to do our bit to have a smaller footprint every passing year.

In 2013, we took a commitment to purchase responsible paper which formally came into practice in August. We procured 5.47 tonnes of recycled paper from then till the end of the year. Of note, prior to the switch, we purchased 20 tonnes of virgin pulp paper. In 2013, we have been able to recycle 72.24 tonnes of paper consumed by us, including our marketing collateral.

Tonnes of waste recycled



Our overall recycling performance for key materials that we consume is as follows:

Item	Amount recycled in 2013
Paper	72.24 tonnes
Cardboard	36.09 tonnes
Mix	0.17 tonnes
Plastic, SIM cards, packaging, scratch cards	28.19 tonnes
Access cards	14 kgs
Batteries	133.39 tonnes (15,137 pieces)

Moving forward, we will continue our recycling practices with an increase in efforts regarding recycling programmes on electronic wastes.

Our first step in 2014 will be to start actively looking at reducing our waste impact by redesigning our SIM and scratch card packaging. Watch out for more on this initiative on our website.

Saving by eBilling

Considering that we have more than 7 million individual customers and close to 800,000 enterprise customers, we can imagine how many bills we print and photocopy on a monthly basis. This is why we launched our online billing initiative in 2009. We are proud to say that today, 70% of our customers subscribe to this free and eco-friendly service. It’s also so much more convenient to have your bill delivered as a PDF via email.

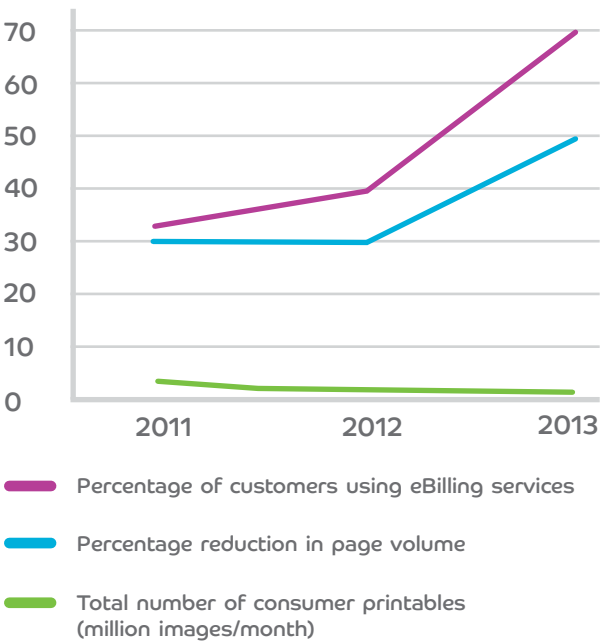
As a result of eBilling, we have reduced the number of pages printed by 50% as of 2011. This is a reduction of 1.5 million pages every month, saving 180 trees<sup>19</sup>, not to mention the monetary savings. eBilling has truly helped create a triple-win situation (our customers, our finances and most importantly our environment). Our target for 2014 is to have at least 80% of customers subscribe to the ebilling service. This will result in a reduction in page volume to 1.2 million pages/month.

Hazardous waste management

In 2012, we introduced our Hazardous Waste Management policy which emphasised our commitment to tackle various forms of our hazardous waste output such as fluorescent lighting tubes, lead acid batteries, fire retardants, diesel, PVC cable insulation, scrap electronic equipment, cleaning agents, switchgear, toner cartridges and paints. As per this policy, we have committed to fully manage all our electronic and hazardous waste and report the data by 2015.

Our Hazardous Waste Management policy also dictated our strategy for ozone depleting substances. For e.g. the use of R22 will be eventually phased out by 2015 through to 2020 due to its ozone depleting effect. As a result, new installations of fan coli units are using alternatives such as R410A. During our GHG emissions assessment by DCCE it was also identified that the only ODS emitted by our operations are from refrigerant usage (R22 and R407). This was equivalent to 3,020 tCO2e.

Customers using eBilling service



In 2014, we will continue to use cleaner options such as R410A in the cooling systems. We will also start recording and capturing data on its usage and replacements. During 2013, we did not identify any significant spills. Much of this can be attributed to our vigilance in ensuring that our diesel contractors use correct procedures during refueling.

Of note, in the absence of an appropriate recycler, we have stored 4006 units of printer cartridges used in 2013. During the year, we did not directly import or export any hazardous material.

<sup>19</sup> Based on 1 tree providing 8333 A4 sheets (<http://www.conservatree.org>)

## Environmental initiatives

### Adopt a turtle

Our employees got involved with some conservation action last year in a campaign to donate to the tracking of the critically endangered Hawksbill turtles residing in the Arabian Gulf under an initiative by the Emirates Wildlife Society in association with WWF (EWS-WWF). These marine turtles are critically endangered and conservation efforts by EWS-WWF go a long way in understanding more about the migratory paths and important feeding grounds that the turtles use in the region.

In return for their support, our employees received a EWS-WWF turtle adoption pack that included a cuddly soft toy turtle called Nadia, a sticker, photo card with turtle facts, a brochure about the three-year programme and an adoption certificate.

### Clean Up UAE

We never miss an opportunity to demonstrate our commitment to a cleaner environment! 11 members of our staff joined hundreds of other UAE residents under the supervision of the Emirates Environmental Group (EEG) to clean up a popular tourist site in Dubai. This activity was part of the annual Clean Up UAE campaign that seeks to clean hundreds of sites in the country with the participation of students, their families and professionals.

### Coastline clean up

As part of their Al Mutaqa module, our employees enrolled in the Bedaya and Tamayaz programmes, as well as our Graduate Trainees from the Masar Development Training Programme, joined representatives from Emirates Marine Environmental Group (EMEG) for a day of beach and mangrove cleaning. Under the theme of 'Preserving UAE's Environment', our staff participated in a beach and mangrove cleanup to ensure a safe environment for the UAE's turtles to lay their eggs in.

## Environmental impact of communication technology

Our sustainability strategy encourages us to think outside the box and use our ICT expertise to address environmental challenges in a smarter way. We truly believe that if technology used in a smart way, it can have a catalytic effect to improve our built and natural environment.

Today, every aspect of the telecommunications industry is moving at an unprecedented speed. And our innovation team works around the clock to come up with state-of-the-art solutions to enhance our lives. In 2013, our machine-to-machine technologies brought cutting-edge services to the market that will definitely have a positive environmental impact in addition to enhancing productivity and reducing costs.

Some of the currently available M2M solutions include:

1. Smart vehicle training with vehicle tracking and telemetry solutions which lets you track fleets in real-time, anywhere in the UAE.
2. Smart job management that allows employees to log and report their activities, and dispatch tasks.
3. Smart waste management to contribute to the creation of a cleaner, resourceful and more sustainable society for the country.
4. Smart industrial energy monitoring for a unified communication platform supporting remote control, remote and condition monitoring applications, data monitoring and two-way communication.
5. Smart metering infrastructure offering an industry standard portfolio of services.
6. Smart school bus solution allowing monitoring the movement of school children while travelling to and from school. The bus can be monitored on-line anytime, anywhere.
7. Smart jet-ski solution - Manage your inventory, time, and security for any kind of jet-ski sport services.

We were also inspired by the vision of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, for a smart government. As a result we signed a Memorandum of Understanding (MoU) with the General Directorate of Residency and Foreigners Affairs – Dubai during GITEX 2013.

Through this partnership we will support the Directorate in the creation of a smart app, among other areas, to support the nation's smart government efforts for better services and a reduced environmental impact.

### Radio frequency fields

Our performance depends on the wide coverage of base transceiver stations, and we ensure that these are effective. At the same time, we also monitor them to ensure that there are no adverse health effects relating to the radio frequency fields that are emitted from the stations.

According to a study by WHO, the levels of RF exposure from base stations and wireless networks are so low that the temperature increases are insignificant and do not affect human health. Nonetheless, it has always been our priority to assess the impact of any of our technology and ensure that no one – neither our staff, nor the public – is exposed to any danger.

This is why we have taken a number of precautionary measures:

1. We strictly comply with national and regional regulations and guidance on design, installation and operation of mobile base stations. Furthermore, our close association with UAE's Telecommunications Regulatory Authority (TRA) keeps our base stations in check to ensure safety for all.
2. Our state-of-the-art technologies and the teams of technical employees and contractors are well equipped to ensure our base stations operate well above the safety guidelines laid out by the International Commission on Non-Ionising Radiation Protection (ICNIRP).

“ We have incorporated sustainability into the very core of our business, and are dedicated to achieving a greener future for our company, community and country. Our path to sustainability is through innovation and adaption, by assessing our operations and addressing those areas in which we can make the most positive environmental impact. ”



**Abdulhadi Alalyak**  
VP Asset Management and  
Corporate Administration

In 2013, TRA conducted its second technical survey to measure mobile radiation levels across the country. As per this survey, TRA measured radiation levels of a chosen sample of 50 base stations for du and Etisalat to ensure that both the regulatory policy and the international ICNIRP standards are met. The results of this survey revealed that UAE's mobile services have emission levels well below the international ICNIRP guidelines for exposure for the general public.



## Responsible procurement

More than 700 active suppliers and service providers provide the extensive list of items and services that our business relies on, including network equipment, handsets and marketing services. In 2013, we sourced products and services worth over AED 4bn from our suppliers.

It goes without saying that the seamless and successful continuity of our business relies on a supply chain that is efficient and responsible. With regards to the latter, one of the issues that is most important to us relates to the health, safety and environmental (HSE) performance of our suppliers.

We work closely with our suppliers to manage HSE issues and actively encourage them to continuously improve their performance and promote corporate responsibility in the way they function. Other smaller suppliers are also encouraged to be transparent about their HSE performance through a Vendor HSE Pre-Assessment form we have prepared. This covers the requirements of both Health and Safety and specifically Environment. Since 2010, at least 60% vendors have completed this form. We also provide an HSE requirements guideline document to facilitate the compliance of our suppliers.

For our major suppliers, comprising of those with average spends exceeding AED 500,000, we undertake a rigorous evaluation of their compliance with our HSE policies. This is further strengthened by our policies on Hazardous Waste Management and Sustainable Environmental Procurement, as well as evaluation of financial practices and business ethics.

In 2013, we audited 30 of our major suppliers for their HSE compliance levels. We selected those that were the top spend vendors providing a service at our premises. Of these 87% scored above average (above 60%). All screened suppliers were found to be compliant with UAE's labour laws; the areas of improvement that were identified included better risk assessment and emergency response and incident reporting.

### A responsible supply chain respects labour and human rights

All our major suppliers have to comply with our HSE policy, which is available online as a document titled 'Health, Safety and Environmental Requirements for Vendors'. This set of requirements also includes within it a number of labour rights and human rights that are to be respected by every potential or current supplier and contractor.

Based on these requirements, suppliers cannot employ anyone below the minimum legal age for employment, nor can they use forced or compulsory labour. All suppliers also have to commit to fight corruption and all manifestations of discrimination, humiliation or unfair treatment of employees must be reported. Moreover, suppliers are also obliged to provide workers with disabilities with reasonable job accommodations required to perform their job function.

To enhance transparency in our procurement practices, and to also facilitate our suppliers, we initiated an e-procurement system that allows us to connect with our suppliers and business partners electronically on a 24/7 basis. This system constitutes components such as I-Sourcing, e-Auctions and I-Supplier. More than 30% of our active suppliers, including all our major contractors, use these online portals. These supplies constitute more than 60% of our monetary spend.

We follow a corporate policy to give the priority to all Emirati Small and Medium Enterprises (SMEs) supplier companies registered with H.H. Sheikh Khalifa Bin Zayed Al Nahayan Foundation and H.H. Mohammed Bin Rashid Establishment for Young Business Leaders. In 2013, we worked with 35 such Emirati SMEs and provided training and support to them on the du Sourcing System.

We also give priority to local suppliers, constituting those based in the UAE alone. In 2013, these constituted more than 65% in number with a monetary spend of more than 35%. Moving forward, we will continue working with the best SME and local business partners and help them thrive along with us.

“There are many gains to be made by ensuring sustainable procurement practices for a cleaner supply chain. This is why we are proactively screening our suppliers and building their capacities to adhere to and respect our sustainability commitments, while developing their own responsibility frameworks.”



**Anis Tabka**

Senior Vice President,  
Sourcing, Contracts and  
Supply Chain Management

### Innovation in procurement

Our e-Procurement system, with its 3 components, has helped us work with our suppliers in a much more efficient manner.

1. I-Sourcing allows us to carry out tendering process of major projects electronically providing a transparent, cost effective tendering process that is in line with our Corporate Governance principles.
2. e-Auctions module is a place where suppliers can create bids in response to auctions raised by us electronically.
3. I-Supplier portal allows registered suppliers to view and receive their purchase orders helping us to provide better visibility, faster processing with minimum dependence on traditional methods of communication bringing drastic reduction in unwanted paper work.





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Our community

## 5 Our community

As a responsible corporate citizen, we work hard to improve lives and inspire better living through our wide-ranging community and social development initiatives. Through these initiatives, we want to contribute to the development of UAE's society by addressing local and regional issues.

### Our long-term aims are to:

- Strengthen the spirit of entrepreneurship in the UAE by supporting youth entrepreneurs and SMEs.
- Nurture tomorrow's leaders by supporting academic institutions in the UAE.
- Promote UAE's heritage and traditions through cultural programmes and activities.
- Ensure the well-being of the UAE's residents by investing in safe technology.

### Key issues:

- Supporting entrepreneurship and innovation
- Developing our society
- Education
- Heritage and culture



At a glance

● Achieved   ● In progress / Partially achieved   ○ Not achieved

We said we would...	How we did...	What next?
Entrepreneurship		
Support entrepreneurs in the UAE	● Supported a micro finance venture through Pi Slice	Continue to support the growth of entrepreneurs  Provide a platform to embark on entrepreneurial ventures
Education		
Support local universities and education development	● Supported AUD through scholarships and internet services  ● Continued support of ZU multi media lab  ● Agreement with BUiD for project management support and research scholarships  ● Cloud based learning facilities for Hamdan bin Mohammed e-University	Build on existing relationships and provide more opportunities for Emirati students  Launch student competitions to promote practical learning on topics such as information security
Heritage and culture		
Plan and organise activities for community engagement and development	● Organised Mawaed Al Rahman, with distribution of 130,000 iftar meals and a special iftar for Thalassemic children  ● Organised UAE wide National Day activities, including 2 <sup>nd</sup> year of 'Social Media Awards'  ● Launched 'Every Step Counts', a national wellness campaign through multiple touch-points	Adopt a unified theme to promote happiness through Ramadan 2014  Innovative and dynamic approaches to foster patriotism and community spirit  Extend our Wellness campaign through collaborative efforts  Enhance bonding among our customers & UAE residents
Provide support in disaster relief efforts	● Assisted with the relief efforts in Syria and Philippines via donations	Continue to respond in times of need

Introduction

We strive to make our community a better place to live and work by investing in a number of projects to create shared value for our business, our stakeholders and most importantly, our community.

Our community projects include combination of financial aid, in-kind contribution and staff volunteerism. This approach has helped us benefit our community more effectively and in a more sustained manner.

Supporting entrepreneurship and innovation

We strongly believe that a sustainable economy is only possible when there is ample space for innovation and entrepreneurship. The UAE is a testimony to this fact – the heart of the country’s thriving economy rests with close to 90% of Small and Medium Enterprises (SMEs), each with their own brand of creativity and business expertise.

We inherently play a big role in ensuring that these businesses prosper through quality telecom services, customised mobile and phone plans and fast internet connectivity packages.

Pi Slice

We strongly support social enterprises for the value they bring in using effective business values to address sustainability challenges. Last year, we stepped in as the first corporate partner of Pi Slice, the first web-based social platform of online funding for Micro-Entrepreneurs in the Middle East and North Africa (MENA). As part of the partnership, we have launched a 'lending page' to encourage the wider community towards micro-lending.

Companies and individuals in the UAE can view a list of unique micro financed projects and choose to provide support to the project of their choice. With our support, Pi Slice has been able to link interested individuals and companies to invest in MENA-based micro-finance institutions (MFIs), which, in turn, use the funds to provide micro-credit to their customers. To find out more, please visit <http://www.pi-slice.com/en>

Global Innovation Index

As a communications provider, we realise the need to innovate progress and evolve to the changing face of competition and market conditions.

The socio-economic momentum created in the UAE in the last few decades makes the country very well positioned to continue to attract a flow of intellectual capital, establishing itself as a hub for innovation in this part of the world. Underpinned by our commitment to innovation, we associated ourselves with the Global Innovation Index (GII) for the years 2013 and 2014.

By associating with the GII, we want to support the creation of an environment that could unleash the potential for innovation for all in a sustainable manner and lay the groundwork for societal change and develop a framework for cohesive synergies through collaboration.

The 2013 topic was 'Local Dynamics of Innovation' and the 2014 topic is 'Human Factor in Innovation', both of which are very relevant to the region and our industry. We will be contributing a chapter in the forthcoming edition of the GII.

Published jointly by INSEAD, the Samuel Curtis Johnson Graduate School of Management at Cornell University, and the World Intellectual Property Organisation (WIPO, a specialised agency of the United Nations) Universities, the Global Innovation Index is considered as a leading reference and benchmark on innovation indices among global economies and the core of this report has a ranking of countries’ innovation capabilities and results.

## Journey towards wellness where 'Every Step Counts'

For us, Every Step Counts is not a project, but a movement! This is a strong part of our identity and reaches out to the entire community to address a critical issue of healthy living. The campaign was endorsed by popular Emirati singer Hussain Al Jassmi, who is a true wellness success story in himself.

Inspired by His Highness Sheikh Mohammed Bin Rashid Al Maktoum's belief linking the UAE's progress with the health and well-being of its residents, we launched Every Step Counts as a nationwide campaign with a very simple aim: to promote the personal health of each and every person in the UAE, so that we can all contribute to the health of our nation. This campaign was launched internally, details of which can be found on page 34; and we have detailed our community engagement below.

We ventured to integrate the Every Step Counts project into our lives in various ways across several touch-points. We gradually expanded this outwards and involved the nation. And for each of these initiatives, we made sure that every step we took counted!

### Walkathon

True to its name, the Every Step Counts project took off in 2013 by way of a walkathon that we organised for our staff and the general public in Dubai. To beat the summer heat and show how fitness can be a part of routine lives, we organised a 1 km walk in Dubai Mall. More than 500 people joined us, including His Highness Sheikh Majid Bin Mohammed Bin Rashid Al Maktoum and Emirati singing sensation and Every Step Counts Ambassador at Large Hussain Al Jassmi. Further, the walkathon aimed to raise money for Dubai Cares' School Health and Nutrition programmes, eventually raising AED 18,400 to the cause.

All the walkers, including our staff and their families, were caught up in the festive spirit of the occasion, and keen to show that they were adopting healthy life habits while supporting a good cause. Overall, it was a fantastic activity to get the ball rolling for this prized programme.

### Dubai Fitness Championship

We partnered with Dubai Sports Council and Fitness First Middle East to sponsor the Dubai Fitness Championship, an event that strongly supports our vision for a healthier and fitter UAE. This Championship was the first tournament of its kind in the UAE, held in collaboration with the Dubai Sports Council and Fitness First Middle East.

Committed to our belief that maintaining fitness is neither a bore nor a burden, we organised a flash mob of 80 dancers to entertain the crowds at this event. After all, dancing is a great way to stay in shape too. Using a combination of dance, aerobics and an energetic vibe, this message was delivered through a riveting and well choreographed performance.

### Partnership with UNICEF

Children represent the future generation and thus, we considered it important to positively influence their lifestyle habits at an early stage. With this in mind, we collaborated with the United Nations Children's Fund (UNICEF) for their School Health Education project. This project addresses the challenges in delivering health education to students. It also promotes the use of active, participatory learning activities for developing knowledge, attitudes and skills for students to make healthy choices. Most importantly, the project aims to affect long term behaviour and attitude shifts in favour of a healthy lifestyle.

Other critical partners for this project include the Ministry of Health, Ministry of Education and SEHA ambulatory health services (SEHA) each of whom will bring together their strengths to pilot the project in 18 government schools in 2014 across the UAE.

One of the biggest outcomes of this collaboration will be the development of a manual for the delivery of health education workshops using a skills-based approach. This will be developed in consultation with school nurses and data collected from the health authorities. Since health education is most effective when delivered in an interactive method, the Project will also train workers in health and education services especially school nurses and coordinators of schools activities for improving the health of students and their families.

### Wellness app

With the prevalence of smartphones in the UAE it was obvious that the best way to reach out to more customers for their health would be through an app. And so, we built and launched our unique Wellness app, a companion that can help you track your health progress, measure your daily activities and more.

The app has been designed so that it syncs across existing fitness bands including Jawbone and Fitbit; a truly unique feature that was unavailable in the regional wellness app market. The app's other features include a pedometer, nutrition database, health tips and innovative 'challenges' specifically designed for the UAE market. The next version of the app will also include features related to sleep tracking and habit monitoring.

Download our Wellness app here



<https://itunes.apple.com/ae/app/du-wellness/id726185510?mt=8#>

We have also pushed the Every Step Counts campaign to Facebook, which seeks to amplify its awareness of healthful information and practices. Designed as a separate Facebook tab this will create awareness of the importance of physical activity in generating positive energy in the UAE.

So far visitors have used the wellness tab on Facebook to share their healthy lifestyle success stories and shared effective nutrition plans. Visitors were also engaged through health related monthly competitions with special prizes through which we gave away gift vouchers for answering. The campaign has also achieved much success on our other social media channels such as our Twitter account, @dutweets (#everystepcounts), and our YouTube channel, theduchannel.

Our Every Step Counts campaign is definitely a winner in terms of the various groups of society that it has been able to engage for a healthier lifestyle; from our staff members, school children, to the wider UAE community. Over the next two years, we will aim higher as we work with more individuals and institutions to create a national culture towards attaining a healthy balanced life.



## Developing our society

Our philosophy is that it is our moral responsibility to support the community we operate in. We try to respond to locally relevant issues and do this with passion and sincerity. Each one of our projects is carefully designed to ensure active participation by the beneficiaries and a close assessment to understand the impact we have on the local communities. In 2014, we plan to introduce an objective assessment of our impact through methods used for analysing our Social Return on Investment (SROI).

### Burj of Giving

In 2013, we supported Dubai Cares' innovative fund-raising drive by purchasing the Burj Khalifa! Last year, Dubai Cares unveiled twenty miniature Burj Khalifa structures painted by prominent Emirati artists. In support of their education programmes, we purchased one of the structures and through further fund-raising, we helped collect more than AED 1 million in support of children's education in developing countries.

### Thank You Campaign

Every year His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai celebrates his birthday by initiating a thoughtful campaign as a catalyst for positive social change. In 2013, the campaign sought to show our appreciation for the low-income workers who work hard under difficult conditions to make UAE a wonderful place to live in and 'build the nation'. Supporting this campaign, we held a ceremony to honour 289 office helpers and facilities support teams and presented them with gifts of appreciation.

We also added life at a labour camp in Sonapur through a special screening of a famous Indian movie, Dabangg. The audience was provided with tea and refreshments throughout the film. We also sent SMS's to over 200,000 labourers, thanking them for their support and contribution to the UAE. We believe that there is lot more we can do to improve the lives of blue-collar workers and we will continue to do so through our telecom services.

“ We want to thank them, celebrate with them and let them know that their services are valued and respected as they make our lives better. ”

His Highness Sheikh  
Mohammed bin Rashid  
Al Maktoum

UAE Vice President, Prime Minister  
and Ruler of Dubai

### Dress 1 million

Another inventive social initiative introduced by HH Sheikh Mohammed bin Rashid Al Maktoum during the year was the 'Dress 1 Million Needy Children Around the World' campaign. The objective was to promote generosity during the holy month of Ramadan and provide UAE citizens and residents the opportunity to contribute towards a distinctive humanitarian initiative.

We played a very helpful role in the project by donating AED 3 million to support the initiative and provided clothes for 75,000 needy children. We also provided a solution allowing people to easily donate funds to the campaign via SMS'.

Working with the UAE Red Crescent Authority, Etisalat and a number of local banks, we also raised awareness of this campaign amongst the community in order to effectively extend a helping hand to those less fortunate.

## Supporting relief efforts

In light of the trying times faced by those in the aftermath of Typhoon Haiyan, we lowered our SMS rates to the Philippines to allow our customers to stay in closer contact with loved ones back home. All SMSs sent from 15 to 22 November 2-13 were charged at just 10 fils per message, instead of the standard 60 fils rate. We also launched an internal fundraising campaign for employees to contribute what they could to assist relief efforts. All money raised (AED 105,106) was donated to the UAE Red Crescent Society, to be used for the purchase of essential supplies to help those in need.

With the political chaos and the harsh winter months affecting the lives of millions in Syria, we felt it important to play our part in helping those in need. It all started with a small spark that was lit by one of our employees, that was immediately implemented on a corporate level initiative for a much bigger impact. Together with Red Crescent, we organised an internal drive for employees to donate warm clothes and blankets alongside money. Over a week, we managed to collect 105 boxes filled with winter wear and raised almost AED 200,000 from employees' donations to offer to Red Crescent.

“ Over the years, the disaster relief projects that our staff members have contributed to have really helped us come together as a family and provide not just support, but also love and empathy to those that require rehabilitation assistance in many parts of the world. ”



Luma Jasim Bourisly  
Vice President Corporate  
Communications

## Education

The cornerstone of any developing society's success is the investment it places in tomorrow's leaders and workers. The UAE provides excellent academic opportunities for its residents and we try to play our part by supporting these institutions in the way we know best.

### Partnership with universities

Last year we initiated a long-term partnership with the American University in Dubai (AUD) to provide the institute with 300MBs internet bandwidth until 2017. We also provide superfast 100MB broadband at AUD's Sheikh Mohammed bin Rashid School for Communications to support new multimedia courses. This assistance is an offshoot of our larger commitment to promoting quality education and capacity development of the Emirati people. In return to our internet services, AUD has provided us with 40 scholarships that we intend to use for our own staff as well as Emirati students.

To improve our overall strategy execution, we also signed an agreement with the British University of Dubai (BUI'd) to provide trainings, workshops, conferences and educational programmes related to project management to our staff. The agreement will also allow us to pursue innovative research opportunities in project management and business intelligence. This partnership complements our Emiratisation programmes and encourages BUI'd's UAE nationals, who are studying post graduate courses in project management, to intern with us.

We signed a multi-year partnership with the Hamdan bin Mohammed e-University and Global Learning during GITEX 2013 to provide our small and medium enterprise (SME) customers with access to Cloud Campus – the first social online learning platform which embodies the Smart Learning approach. This will give access to 180 professional business-boosting content, such as leadership, communications, and entrepreneurship; over 600 English language lessons, and over 1,600 interactive school lessons for children.

Our collaboration with all of these universities is a realisation of our belief that investing in education will eventually create value for us and the society - we will benefit from the skilled graduates that are keen to work for us, while the students and their families will benefit from their career prospects.

## Education Excellence Award

A society is strengthened by its educational institutions. This is why we always take pleasure in supporting the UAE government for its role in strengthening quality and excellence in the country's educational system. Last year, we partnered with the Ministry of Education for the second cycle of the Emirates Award for Educational Excellence – a platform that recognises excellence and innovation in the educational community. The 13 categories for the Awards target all administrative and educational professionals associated with the Ministry of Education, including teachers, mentors, and supervisory, technical and administrative teams.

Our decision to support such an Awards programme is part of our objective to support the government's efforts to strengthen quality and excellence in the UAE's educational system. Since launch we have provided support across all levels of education within the nation, from nurturing curiosity in learning among young children and providing connectivity for schools, to offering scholarships to Emirati students and entrepreneurs with further educational opportunities to increase their awareness and success in their ventures.

## Heritage and culture

### Mawaed Al Rahman

We ran our Mawaed Al Rahman iftar distribution initiative for the sixth year running. It's definitely one of the Ramadan based projects that we are proud of and continue improving every year. In 2013, we collaborated with over 200 volunteers arranged by Think Up GCC to provide over 130,000 meals to needy families across the UAE. This year, the four Mawaed Al Rahman distribution points included a mosque each in Abu Dhabi, Dubai, Sharjah and Ras Al Khaimah.

As part of our continual improvement, in 2013 we introduced special meals and Eid gifts for children. We gifted bags filled with school supplies to more than 510 children. These bags, bought through donations raised by our generous employees, contained a full selection of stationary and a colouring book for children to take with them when they returned to school after Eid Al Fitr.

## Ramadan Cup football tournament

Last year we literally kicked-off another initiative in Ramadan by way of a Football Tournament. The tournament involved a number of participants across our various departments, including our senior management. Teams competing in the Ramadan Cup Tournament consisted of eight players each. A total of 18 teams competed against one another in an attempt to win the coveted Ramadan Cup. We will continue to organise such programmes and activities to bring our employees together and to encourage closer collaboration. After all, a team that plays well together, works hard together!

## National Day

We take National Day seriously – but in an entertaining way. Under the 'Hassantoka Ya Watan' umbrella we organised multiple initiatives to celebrate the UAE's 42<sup>nd</sup> National Day. We kept the tradition alive of having a fun-filled competition amongst our staff members on UAE's National Day to see which team would best represent the various eras of the UAE's history, from the formation of the nation in the 70s and going forward into their prediction for the future.

In our Fujairah Call Centre, we celebrated with participation from Ibn Al Nafees Elementary School, Al Ghorfa Kindergarten, and Emirati poet Faisal Al Mouh. At Dubai Academic City we held a competition with the different decorated floors marking a different time-period in the UAE's history. At our head office in Al Salam Tower, Dubai Media City, we were joined by Rashid Al Kharji, also known as Bu Omar, presenter of 'Bath Al Mubasher' on Noor Dubai. Bu Omar judged each decorated floor in du's offices based on creativity, the education angle employed in decorating and performances, and the accuracy in terms of the items used in relation to each period portrayed and the number of participants in each team.

We also organised a Flag hoisting ceremony at our head office in Dubai Media City and teamed up with Watani and Thinkup GCC to organise a UAE Flag Day convoy using 5 branded Mini Cooper cars. The convoy visited various locations around the UAE distributing flags and celebrating national pride across the country.



### Social Media Awards

2013 marked the second year of the Social Media Awards which sought to recognise the UAE's most innovative social media users and their contributions to the community. This year's awards categories included the Social Responsibility Award, the Best Blogger Award, the Best Video Content Award, the Best Social Supporter of Expo 2020 and the People's Choice Award. Each of these categories encouraged UAE's residents to bring out the best of their social media contributions for the progress of the country and its positive reputation.

### du forum

The activities culminated with an event at our 'du forum' in the presence of many dignitaries including His Excellency Lieutenant General Dhahi Khalfan Tamim and His Highness Sheikh Majid Bin Mohammed Bin Rashid Al Maktoum.

### Opérette by the UAE People

If our internal National Day Competition and the Social Media Awards weren't enough, we added to the festivity by launching Opérette by the UAE People – a singing competition organised as part of our 'Hassantoka Ya Watan' initiative. The contest put participants go head-to-head for the chance to win AED 10,000 and the opportunity to perform live alongside renowned Emirati artists Mohammed Al Mazroui, Shamma Hamdan and Faysal Al Jassem in the Forum.

To participate in the competition, contestants recorded a video of themselves singing their favorite verse from the Opérette By the UAE People song and post it on one of our social media channels. The judging panel then chose three talented winners that best covered Opérette by the UAE People – a song that aims to celebrate the talents of the residents of the UAE.



## 6 Awards and associations

In 2013 we received a number of awards in recognition of our contribution to the sector and commitment to the communities we serve.

### Sustainability achievements

- Awarded the Dubai Chamber CSR Label for the second year in recognition of our continuing commitment to CSR best practice
- Abdulhadi Alalyak won the UK's 'People and Environment Achievement Awards'
- Honoured with the Small Energy Award – Golden Category at Emirates Energy Award for our LEED platinum-certified Fujairah retail shop won
- LEED platinum Fujairah shop honoured with The International Green Apple Award for 'build environment and architectural heritage'
- Awarded The Green Award at Asia Communication Awards in recognition of our extensive green initiatives particularly hybrid solutions for our base transceiver stations

### Business excellence awards

- Named Independent Teleport Operator of the Year 2013 by the World Teleport Association
- Datamena won Best Cloud Provider at Telecom Review Industry Awards
- Premier Plan adjudged Best Business Service in commsMEA awards 2013
- Honorary Customer Delight Award by The Secretariat of the Middle East and North Africa Customer Delight Award
- 'Lexcel' accreditation by the Law Society of England and Wales
- Chosen as the UAE Superbrand of the year 2013 by the Superbrands Council

### Honour

- Recognition by the Private Office of HH Sheikh Majid bin Mohammed bin Rashid Al Maktoum for our support of the Majid bin Mohammed UAE Nationals Training initiative
- Honoured with the Hamdan Bin Zayed Humanitarian Aid Award by His Highness Sheikh Hamdan bin Zayed Al Nahyan, Ruler's Representative in the Western Region, in recognition of our philanthropic and humanitarian efforts
- Felicitated by HH Sheikh Majid bin Mohammed bin Rashid Al Maktoum, Chairman of Dubai Culture and Arts Authority for our continued support of Youth Media Awards
- Honoured by HH Sheikh Sultan bin Mohammed bin Sultan Al Qasimi, Crown Prince and Deputy Ruler of Sharjah, for our support of Maraya Art Centre
- Hala Badri appointed to The Festival of Media Global 2013 judging panel, which took place in Switzerland in April 2013
- Hala Badri receives a Brand Leadership Award during the Global Brand Excellence Awards

### Certification

- Managed Security Services awarded ISO-27001:2005 certification, an international standard and framework for establishing an Information Security Management System (ISMS)



### Notable associations and charters

- Signatory to the United Nations Global Compact principles
- Member of the Dubai Chamber Centre for Responsible Business
- Sponsor to the Global Innovation Index 2013
- Associate member of the Global Certification Forum (GCF), an independent certification scheme for mobile phones and wireless devices
- Member of Wireless Broadband Alliance (WBA), an industry association that helps make the wifi experience easier, more secure and available to more people

### Other accomplishments

- Launched our 'Wellness' app, the region's first bilingual fitness companion to promote a healthier lifestyle
- Associated with the Global Innovation Index as a Knowledge Partner along with WIPO, University of Cornell and INSEAD
- Launched our Data Manager app allowing customers to monitor and track their data usage in real time

7 GRI index and check

GRI Content Index for 'In accordance' – Comprehensive General Standard Disclosures

General Standard Disclosure	Definition	UNGC Principle	Page reference (or direct response in case of omission)	External assurance reference
Strategy and Analysis				
G4-1	Statement from the CEO or Chairman	Statement of continuing support	<div></div> 1-4	–
G4-2	Key impacts, risks, and opportunities		<div></div> 19	Risk Management (ISO 31000: 2009) (19)
Organisational Profile				
G4-3	Organisation's name	No specific COP requirement	<div></div> 16, Back cover	About this report (KPMG audit report (10)
G4-4	Primary brands, products, and services		<div></div> 6	
G4-5	Location of the organisation's headquarters		<div></div> 7	
G4-6	Countries of major operation		<div></div> 7	
G4-7	Nature of ownership and legal form		<div></div> 15, 16	
G4-8	Markets served		<div></div> 6	
G4-9	Scale of the organisation		<div></div> 6	
G4-10	Total number of employees		<div></div> 6	About this report (SAI audit) (10)
G4-11	Percentage of total employees covered by collective bargaining agreements		<div></div> Trade unions are prohibited in the UAE	–
G4-12	Organisation's supply chain		<div></div> 61, 62	About this report (SAI audit) (10)
G4-13	Significant changes during the reporting period		<div></div> 10	
G4-14	Implementation of the precautionary approach		<div></div> 19, 54	
G4-15	Endorsement of external economic, environmental and social charters and initiatives		<div></div> 6	
G4-16	Memberships in national/international associations		<div></div> 6	
Identified Material Aspects and Boundaries				
G4-17	Entities included in the organisation's consolidated financial statements	No specific COP requirement	<div></div> 16, All entities in our Financial Report are covered by our Sustainability Report.	About this report (KPMG audit report) (10)
G4-18	Process for defining the report content and the aspect boundaries		<div></div> 13	–
G4-19	Material aspects identified in the process for defining report content		<div></div> 13	–
G4-20	Aspect boundary within the organisation		<div></div> 14	–
G4-21	Aspect boundary outside the organisation		<div></div> 14	–
G4-22	Effect and reasons of any restatements of information provided in previous reports		<div></div> No restatements of information	–
G4-23	Significant changes from previous reporting periods in the scope and aspect boundaries		<div></div> 10, 13	–

Table key ● Reported ○ Partially reported ○ Not reported

General Standard Disclosure	Definition	UNGC Principle	Page reference (or direct response in case of omission)	External assurance reference
Stakeholder Engagement				
G4-24	Organisation's stakeholder groups	No specific COP requirement	12	–
G4-25	Identification and selection of stakeholders		11	–
G4-26	Approach to stakeholder engagement, including frequency		12	–
G4-27	Key topics/concerns raised through stakeholder engagement, and organisational response		12	–
Report Profile				
G4-28	Reporting period	Sphere of influence	10	–
G4-29	Date of most recent previous report		10	–
G4-30	Reporting cycle		10	–
G4-31	Contact point for questions regarding the report		Back cover	–
G4-32	Chosen 'in accordance' option including reference to the GRI Content Index and the External Assurance Report		10, 81	–
G4-33	Organisation's policy and practice with regard to seeking external assurance		10	–
Governance				
G4-34	Organisation's governance structure	Principles 1-10	17-18	About this report (SAI audit and Corporate Governance report) (10)
G4-35	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees		17-18	
G4-36	Executive-level position with responsibility for economic, environmental and social topics		17-18	
G4-37	Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics		Corporate Governance Report (on our website)	
G4-38	Composition of the highest governance body and its committees		17-18	
G4-39	Independence of the Supervisory Board Chairman		17-18	
G4-40	Nomination and selection processes for the highest governance body and its committees		17-18	
G4-41	Processes for the highest governance body to ensure conflicts of interest are avoided		Corporate Governance Report (on our website)	
G4-42	Highest governance body's and senior executives' roles in the development, approval, and updating of the organisation's value or mission statements, strategies, policies, and goals		Corporate Governance Report (on our website)	
G4-43	Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.		17-18	
G4-44	Processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics		17-18	
G4-45	Highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities		17-18	



GRI index and check

GRI Content Index for 'In accordance' – Comprehensive General Standard Disclosures

General Standard Disclosure	Definition	UNGC Principle	Page reference (or direct response in case of omission)	External assurance reference
Governance				
G4-46	Highest governance body's role in reviewing the effectiveness of the organisation's risk management processes for economic, environmental and social topics	Principles 1-10	<div><div></div> 17-18</div>	About this report (SAI audit and Corporate Governance report) (10)
G4-47	Frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities		<div><div></div> 17-18</div>	
G4-48	Highest committee or position that formally reviews and approves the organisation's sustainability report and ensures that all material Aspects are covered		<div><div></div> 10</div>	
G4-49	Process for communicating critical concerns to the highest governance body		<div><div></div> 19</div>	
G4-50	Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them		<div><div></div> Corporate Governance Report (on our website)</div>	
G4-51	Remuneration policies for the highest governance body and senior executives		<div><div></div> Corporate Governance Report (on our website)</div>	
G4-52	Process for determining remuneration		<div><div></div> Corporate Governance Report (on our website)</div>	
G4-53	Seeking stakeholders' views regarding remuneration		<div><div></div> Corporate Governance Report (on our website)</div>	
G4-54	Ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees		<div><div></div> Confidentiality constraints</div>	-
G4-55	Ratio of percentage increase in annual total compensation for the organisation's highest-paid individual to the median percentage increase in annual total compensation for all employees	<div><div></div> Confidentiality constraints</div>	-	
Ethics and Integrity				
G4-56	Organisation's codes of conduct and codes of ethics	Principles 1-10	<div><div></div> 8</div>	About this report (SAI audit) (10)
G4-57	Internal and external mechanisms for seeking advice on ethical and lawful behaviour		<div><div></div> 8</div>	
G4-58	Internal and external mechanisms for reporting concerns about unethical or unlawful behaviour		<div><div></div> 8</div>	

GRI Content Index for 'In accordance' – Comprehensive Specific Standard Disclosures

Table key ● Reported ○ Partially reported ○ Not reported

Material Aspects	DMA and Indicators definition	UNGC Principle	Page reference (or direct response in case of omission)	External assurance reference
Economic				
Economic Performance	G4-DMA: Generic Disclosures on Management Approach	Principle 7	● 15	About this report (KPMG audit report) (10)
	G4-EC1: Direct economic value generated and distributed	-	● 15	
	G4-EC2: Financial and other implications of climate change	Principle 7	● 56	Carbon footprint measurement (DCE report) (56)
	G4-EC3: Coverage of the organisation's benefit plan obligations	-	● 30	About this report (SAI audit) (10)
	G4-EC4: Financial assistance received from government	-	● 15	About this report (KPMG audit report) (10)
Market Presence	G4-DMA: Generic Disclosures on Management Approach	Principles 1 & 6	● 24-25	About this report (SAI audit) (10)
	G4-EC5: Ratios of standard entry level wage by gender compared to local minimum wage	Principle 1	○ Confidentiality constraints	-
	G4-EC6: Proportion of senior management hired from the local community	Principle 6	● 24-25	About this report (SAI audit) (10)
Procurement Practices	G4-DMA: Generic Disclosures on Management Approach	-	● 61-62	
	G4-EC9: Proportion of spending on local suppliers	-	● 61-62	
Environmental				
Materials	G4-DMA: Generic Disclosures on Management Approach	Principles 8 & 9	● 57-58	About this report (SAI audit) (10)
	G4-EN1: Materials used by weight or volume	Principle 8	● 57-58	
	G4-EN2: Percentage of materials used that are recycled input materials	Principles 8 & 9	● 57-58	
Energy	G4-DMA: Generic Disclosures on Management Approach	Principles 8 & 9	● 54-55	
	G4-EN3: Energy consumption within the organisation	Principle 8	● 54-55	
	G4-EN4: Energy consumption outside of the organisation	-	● 54-55	
	G4-EN5: Energy intensity	-	● 54-55	
	G4-EN6: Reduction of energy consumption	Principles 8 & 9	● 54-55	
	G4-EN7: Reductions in energy requirements of products and services	Principles 8 & 9	● 47	

GRI Content Index for 'In accordance' – Comprehensive Specific Standard Disclosures

Material Aspects	Definition	UNGC Principle	Page reference (or direct response in case of omission)	External assurance reference
Environmental				
Emissions	G4-DMA: Generic Disclosures on Management Approach	Principles 7, 8 & 9	● 54-56	Carbon footprint measurement (DCCE report) (56)
	G4-EN15: Direct greenhouse gas (GHG) emissions (Scope 1)	Principle 8	● 56	
	G-4EN16: Energy indirect greenhouse gas (GHG) emissions (Scope 2)	Principle 8	● 56	
	G-4EN17: Other indirect greenhouse gas (GHG) emissions (Scope 3)	Principle 8	● 56	
	G-4EN18: Greenhouse gas (GHG) emissions intensity	-	● 56	
	G-4EN19: Reduction of greenhouse gas (GHG) emissions	Principles 7, 8 & 9	● 54-56	
	G-4EN20: Emissions of ozone-depleting substances (ODS)	Principle 8	● 56	
	G-4EN21: NOx, SOx, and other significant air emissions	Principle 8	● 56	
Effluents and Waste	G4-DMA: Generic Disclosures on Management Approach	Principle 8	● 57-58	About this report (SAI audit) (10)
	G-4EN22: Total water discharge by quality and destination	Principle 8	● 54	
	G-4EN23: Total weight of waste by type and disposal method	Principle 8	● 57-58	
	G-4EN24: Total number and volume of significant spills	Principle 8	● 58	
	G-4EN25: Weight of transported, imported, exported, or treated hazardous waste	Principle 8	● 58, 61-62	
	G-4EN26: Water bodies and related habitats significantly affected by the organisation's water discharge	Principle 8	○ N/A - Managed by local water authorities	-
Supplier Environmental Assessment	G-4DMA: Generic Disclosures on Management Approach	-	● 61-62	About this report (SAI audit) (10)
	G-4EN32: Percentage of new suppliers screened using environmental criteria	-	● 61-62	
	G-4EN33: Significant negative environmental impacts in the supply chain and actions taken	-	● 61-62	

Table key ● Reported ○ Partially reported ○ Not reported

Material Aspects	DMA and Indicators definition	UNGC Principle	Page reference (or direct response in case of omission)	External assurance reference
Social - Labour Practices and Decent Work				
Employment	G4-DMA: Generic Disclosures on Management Approach	Principle 6	● 35	About this report (SAI audit) (10)
	G4-LA1: Total number and rates of new employee hires and employee turnover	Principle 6	● 35-36	
	G4-LA2: Benefits provided to full-time employees that are not provided to temporary employees	-	● 34	
	G4-LA3: Return to work and retention rates after parental leave, by gender	-	● 35-36	
Occupational Health and Safety	G4-DMA: Generic Disclosures on Management Approach	Principle 1	● 33	-
	G4-LA5: Percentage of workforce represented in joint management-worker health and safety committees	Principle 1	○ We do not have any joint manager-worker committees	
	G4-LA6: Injuries, occupational diseases, lost days, absenteeism, and work-related fatalities	Principle 1	● 33	About this report (SAI audit) (10)
	G4-LA7: Workers with high incidence or high risk of diseases related to their occupation	Principle 1	● 33	-
	G4-LA8: Health and safety topics covered in formal agreements with trade unions	Principle 1	○ Trade unions are prohibited in the UAE	
Training and Education	G4-DMA: Generic Disclosures on Management Approach	-	● 31-32	About this report (SAI audit) (10)
	G4-LA9: Average hours of training per year per employee by gender, and by employee category	-	● 31-32	
	G4-LA10: Skills management and lifelong learning programmes to support employees	-	● 31-32	
	G4-LA11: Percentage of employees receiving regular performance and career development reviews	-	● 31-32	
Diversity and Equal Opportunity	G4-DMA: Generic Disclosures on Management Approach	Principle 1 & 6	● 35	About this report (SAI audit) (10)
	G4-LA12: Composition of governance bodies and breakdown of employees per category	Principle 1 & 6	● 35-36	
Supplier Assessment for Labour Practices	G4-DMA: Generic Disclosures on Management Approach	-	○ 61-62	
	G4-LA14: Percentage of new suppliers screened using labour practices criteria	-	○ 61-62	-
	G4-LA15: Significant negative impacts for labour practices in the supply chain and actions taken	-	○ 61-62	
Labour Practices Grievance Mechanisms	G-4DMA: Generic Disclosures on Management Approach	-	● 30	About this report (SAI audit) (10)
	G-4LA16: Labour practices grievances filed, addressed, and resolved through formal grievance mechanisms	-	● 30	



GRI Content Index for 'In accordance' – Comprehensive Specific Standard Disclosures

Table key <div><div></div> Reported <div><div></div> Partially reported <div><div></div> Not reported</div></div></div>				
Material Aspects	Definition	UNGC Principle	Page reference (or direct response in case of omission)	External assurance reference
Social - Human Rights				
Supplier Human Rights Assessment	G4-DMA: Generic Disclosures on Management Approach	Principles 1 - 6	<div><div></div> 61-62</div>	About this report (SAI audit) (10)
	G4-HR10: Percentage of new suppliers that were screened using human rights criteria	Principles 1 - 6	<div><div></div> 61-62</div>	
	G4HR11: Significant negative human rights impacts in the supply chain and actions taken	-	<div><div></div> 61-62</div>	
Social - Society				
Local Communities	G-4DMA: Generic Disclosures on Management Approach	-	<div><div></div> 64-72</div>	About this report (SAI audit) (10)
	G-4SO1: Operations with local community engagement, impact assessments, and development programmes	-	<div><div></div> 64-72</div>	
	G-4SO2: Operations with significant negative impacts on local communities	-	<div><div></div> 60</div>	
Supplier Assessment for Impacts on Society	G-4DMA: Generic Disclosures on Management Approach	-	<div><div></div> 61-62</div>	About this report (SAI audit) (10)
	G-4SO9: Percentage of new suppliers screened using criteria for impacts on society	-	<div><div></div> 61-62</div>	
	G-4SO10: Significant negative impacts on society in the supply chain and actions taken	-	<div><div></div> 61-62</div>	
Social - Product Responsibility				
Customer Health and Safety	G4-DMA: Generic Disclosures on Management Approach	Principle 1	<div><div></div> 41-44, 60</div>	About this report (SAI audit and ISO 27001:2005) (10)
	G-4PR1: Percentage of products and services for which health and safety impacts are assessed	Principle 1	<div><div></div> 41-44, 60</div>	
	G-4PR2: Incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services	Principle 1	<div><div></div> 60</div>	
Marketing Communications	G-4DMA: Generic Disclosures on Management Approach	Principle 1	<div><div></div> 49</div>	
	G-4PR6: Sale of banned or disputed products	-	<div><div></div> 49</div>	
	G-4PR7: Incidents of non-compliance with regulations and voluntary codes concerning marketing communications	-	<div><div></div> 49</div>	
Customer Privacy	G-4DMA: Generic Disclosures on Management Approach	Principle 1	<div><div></div> 43-44</div>	
	G-4PR8: Substantiated complaints regarding breaches of customer privacy and losses of customer data	Principle 1	<div><div></div> Confidentiality constraints</div>	

This report has been prepared in accordance with the Comprehensive level requirements in the G4's reporting standards as defined by the Global Reporting Initiative (GRI). This report has also received the Materiality Matters check by GRI as of 13 March 2014.

