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## Chairman's statement



Ahmad Bin Byat  
Chairman

### Our philosophy on sustainability

"The future is for innovators," His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE, and Ruler of Dubai could not have summarised the country's prospects better as he launched the National Innovation Strategy. But what does this have to do with sustainability? Our philosophy is that sustainability is much more than just minimising our negative social and environmental impact. We believe that sustainability is also about being ambitious and creative to do things differently and raise the standards of life – today and in the future. This is why when our organisation 'adds life to life' we aren't just delivering our brand promise, but also creating value for our customers, our employees, our investors, our community, and our environment. In short, if we – as an organisation – become innovative and provide smarter services, we meet our sustainability goal of being a better corporate citizen.

### Summary of our progress on sustainability this year

In 2014 we worked hard to ensure that all departments were playing their part towards corporate responsibility. We are determined to boost UAE's vision for a smart city, and in 2014

we made progress in a number of initiatives – the most important being our WiFi access in a number of public areas such as public transport, recreational areas and more.

During the year, we reduced our carbon footprint by expanding our network's reliance on hybrid power sources. Increasing our customer base while reducing our carbon emissions is something that we are very proud of; it is also something that helps us become more efficient as the UAE gears up for services that will rely heavily on widespread telecom services. A number of our projects during the year demonstrated values of sustainability that help us become a better business; for example our Mobile Education Academy, the mobile take-back scheme, and our wellness-focused offerings. Our commitment to transparency also remains strong and we hope that this report paints a good picture of our sustainability performance in 2014.

### Our sustainability plans for the future

The country's economic future is looking stronger than ever, and we are determined to strengthen our mission 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'. In the near future, we will enhance customer experience through a range of innovative services including education, health and machine-to-machine. We will continue to nurture our employees by creating workplaces that foster creativity and genuine engagement through initiatives such as our Corporate Volunteering Policy. We have also kept our ears and eyes open to what our stakeholders are saying and will introduce strategies to enhance employment opportunities for the youth, tackle electronic waste, communicate our sustainability performance more effectively and also build better awareness around cyber security. The telecom industry is changing very fast, but we are steadfast in our focus to build an innovative and responsible business and make a vital contribution to the country's prosperity.

## CEO's statement



Osman Sultan  
CEO

### How we see sustainability

Larry Page, a co-founder of Google, and one of our generation's most brilliant thinkers and businessmen, once stated that, 'innovation is nothing without commercialisation'. Inventions need to effectively reach the market to have scale and impact. In the same way, I believe that sustainability has immense potential if we tie it up with business success and innovation.

The importance of viewing innovation through the lens of sustainability, or vice versa, is very critical for the industry that we operate in. The technology and telecoms sector will only make massive improvements to the world we live in if we let go of incremental improvements, and take leaps and bounds towards change; this is why working on the UAE's smart city vision fits perfectly with our company's sustainability vision.

### Steps in the sustainability journey

We are considered one of the region's leading telecom operators for our innovative solutions that addresses customers' needs in many unique ways. Simultaneously, we contribute to various segments of society in ways that truly add life to life. We launched our second multimedia lab for the

students at Zayed University. We believe that our service as a telecom operator extends to many other areas that can be enhanced by technology, and education in the field of media and communication is one such example.

This year we also launched our innovation platform which will revolutionise the services and products we have to offer to our customers. With WiFi UAE already accessible in most places, as well as our wellness services, i.e. the app and the doctor helpline, we are working hard to make sure the organisation improves your lives and businesses. In 2014, we launched our Corporate Volunteering Policy which encouraged more than 200 colleagues to put in around 2,500 hours of volunteering service during the year – our highest contribution to date. I am certain that this policy will lead to greater employee engagement as well as a more meaningful contribution to our society.

### How we see the future of sustainability

All of the progress that we have witnessed in 2014 is the result of initiatives that were implemented over many years – these enable us to work smarter and in more responsible ways. One good example is how we are tracking the impact of our community projects. In Ramadan 2014, we used tools of measuring social return on investment to assess just how good we were at contributing to social change, and I must say that the results were quite interesting. I urge you to read more about this in the report. I mention this because this is one of our sustainability plans for the future, i.e. to enhance understanding of our social impact. It will be difficult, but we feel it is the intelligent way if we are to make any sense of our corporate responsibility efforts.

I hope this report serves as a good reminder to our stakeholders that we are very sincere about our corporate citizenship responsibility.





1

Our  
approach

2

Our  
people

3

Our  
customers

4

Our  
environment

5

Our  
community

# 1. Our approach

## Who we are

We are the Emirates Integrated Telecommunication Company. We opened for business in 2007 and offer mobile and fixed telephony, broadband connectivity and IPTV services to individuals, homes and businesses. We also provide carrier services for businesses and satellite up/downlink services for TV broadcasters.

Our people – 1,820 staff members – come from 65 countries. We mirror the rich cultural diversity of our nation, while being able to serve our customers in a variety of languages.

So far more than 7.5 million mobile customers, 555,000 fixed line subscribers, 180,000 home services subscribers and over 80,000 businesses have chosen to use our services. We are 39.5% owned by Emirates Investment Authority, 20.08% by Mubadala Development Company PJSC, 19.5% by Emirates Communications and Technology LLC. and the remaining stake by public shareholders.

Among many other partnerships and associations, we are a signatory to the United Nations Global Compact principles, a partner of the Global Innovation Index (GII) and a member of Dubai Chamber's Center for Responsible Business.

## 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



We operate exclusively in the UAE, with our headquarters in Al Salam Tower, in Dubai Media City. This office is supported by four other offices in Dubai and Abu Dhabi, as well as a call centre in Fujairah and several warehouses. We also have a countrywide network of over 52 du shops and more than 10,000 authorised dealers. Our customers can also connect with us via our e-shop [shop.du.ae/en](http://shop.du.ae/en)

# 1 Sustainability values and business ethics

Our vision, mission and brand promise embody our commitment to creating value for our business stakeholders, as well as the community and environment we operate in. This commitment is built upon a strong foundation of sustainable thinking and ethical values that help us define and decide how we engineer our products and services, how we treat our colleagues, how we serve our customers, and how we engage with the community. For us, our sustainability ethos helps us become a better business every day.

Our engagement with the community is directed by a strategy that focuses on four main themes, i.e. education, environment, entrepreneurship and UAE heritage, culture and society. In 2014, our CSR projects as well as our corporate communication campaigns have heavily invested efforts in contributing to society under these areas. More details can be found in the section on 'Our Community'.

During the year, our Internal Control and Internal Communications team sent out various informative emails as well as reminders (once every quarter) to staff members educating them on our whistle-blowing and grievance mechanism. Both platforms have been initiated under the direct guidance of our Board of Directors, who want us to be assured that anyone who speaks up will be protected and will not suffer any negative consequences.

As per the whistleblowing policy, only one person in the company has access to the mail sent in by our staff members – the Head of Internal Control Department who reports directly to the Audit Committee of the Board of Directors. The complaint, once validated by him, goes to the concerned person, without any name being mentioned, unless of course, the person issuing the complaint agrees to it.

The complete organisational code of conduct and 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.

## About this report<sup>1</sup>

This is our fourth annual sustainability report since 2011. It covers the fiscal year, 1 January 2014 to 31 December 2014 and follows our most recent sustainability report that covered the fiscal year, 1 January 2013 to 31 December 2013.

This year's report, like the previous one, complies with the G4-Comprehensive reporting framework and its principles of stakeholder inclusiveness and materiality for defining report content as set out by the Global Reporting Initiative<sup>2</sup>.

The report, which covers our sustainability performance in all offices and operations in the UAE that fall directly under our control, as well as any significant changes during the reporting period regarding our size, structure, ownership supply chain and other aspects, is reviewed by our CEO and Chairman<sup>3</sup>.

It has been put up in multiple formats (in English) as a printed version, and on our website as a micro-page ([du.ae/about-us/sustainability-report](http://du.ae/about-us/sustainability-report)), a PDF and an online flip book. Readers are welcome to write to [csr@du.ae](mailto:csr@du.ae) for any questions or comments regarding the report and our sustainability performance.

A number of our performance indicators have been externally assured (as 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. Our technical functions (for example our ISO standards) have also been certified by relevant external bodies.

<sup>1</sup> G4-17 to G4-27

<sup>2</sup> G4-18B

<sup>3</sup> G4-23A





## Our stakeholders

We operate in an industry and market that is extremely dynamic; the telecommunications sector is pushing the world towards greater connectivity. Hence, it makes immense sense for us to understand and stay connected to our entire value chain, i.e. customers, investors, employees, suppliers, regulatory bodies, local NGOs and other key stakeholders<sup>4</sup>. In 2014, what we heard from our stakeholders was a wide range of issues, concerns and expectations, all of which have been documented in this report. The purpose of collecting this feedback is not to commit to addressing all of them, but rather learning what areas of sustainability we should strengthen or explore to become a more responsible and sustainable business.

- Employees
- Investors
- Chairman and BOD
- Customers
- TRA

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

- Community
- International ICT organisations

“ We recognise that no business can be a leader for every aspect of sustainable development. This is why we continually engage with our internal and external stakeholders to address issues that matter the most. This process helps us become a responsive and responsible business.” ”



**Hala Badri,**  
Executive Vice President,  
Brand and Communications

<sup>4</sup> G4-25A

Stakeholder <sup>5</sup>	Key issues raised <sup>6</sup>	Our response <sup>7</sup>
<b>Customers (via face-to-face meetings during the year)</b>		
Customers (Large enterprises and SMEs, individual customers, blue-collar workers)	Quick, quality and informed customer service Better coverage and connectivity Online customer service and recharging Better and cheaper data, and reduced IDD call rates Service to be able to transfer money through SMS Build brand value around sustainability using advertisement space, retail outlets, social media etc. Reduced paper use at retail shops	See sections on Our Customers (pg 28) Our Environment (pg 40)
<b>Educational Institutions (via face-to-face meetings during the year)</b>		
Universities (Zayed University, American University of Sharjah, International Horizon College)	ICT tools and instruction expertise for teachers Increasing student awareness on sustainability issues Educate parents and children on internet safety and media literacy mEducation for higher education to improve learning outcomes and reduce costs Provide scholarships through earnings of mEducation to Emirati students Talk to the community about safety of radio masts Increase interest in the STEM areas, with a focus on telecom	See sections on Our Community (pg 50)
<b>NGOs (via face-to-face meetings during the year)</b>		
NGOs (UNICEF, EWS-WWF, Arabic CSR Network)	Manage emissions for data centres and network infrastructure Set long-term targets for energy and water reduction Green ICT (mobile phone amplifiers using solar power) Hybrid/electric vehicle fleet and charging stations Conduct biodiversity assessment during site selection Community and school education on radio frequencies Encouraging manufacturers to tackle e-waste Eco-friendly offices and retail shops Consider health of people with special needs under the Every Step Counts program Assess business impact on children's rights and proactively address child safety, especially on the internet	See sections on Our Environment (pg 40) Our Community (pg 50)
<b>Investor (via telephone meeting during the year)</b>		
Investor (National Bank of Abu Dhabi)	Product options for customers with different financial segments Link business to the community activity, for e.g. providing training and access to technology especially for the low income segment Investing in scholarships and R&D in the telecom sector Engage stakeholders to discuss the effects of radio masts Responsible disposal of phones and IT equipment	See sections on Our Customers (pg 28) Our Community (pg 50)

<sup>5</sup> G4-24A and G4-26A

<sup>6</sup> G4-27A

<sup>7</sup> G4-27A

Stakeholder <sup>5</sup>	Key issues raised <sup>6</sup>	Our response <sup>7</sup>
<b>Government (via face-to-face meetings during the year)</b>		
Telecommunications Regulatory Authority and Dubai Chamber – Center for Responsible Business	Tackle e-waste Use telco for health and education Proper usage of internet and technology for children and teenagers Measure the carbon impact of the supply chain Provide suitable access to special needs customers at your retail outlets Technology for personal identity protection Content standards and mobile spam	See sections on Our Customers (pg 28) Our Environment (pg 40) Our Community (pg 50)
<b>Business Partners and Suppliers (via face-to-face and telephone meetings during the year)</b>		
Ericsson, Heliocentris and Gemalto	Encourage suppliers and build their capacity to be compliant with UNGC principles Reduce CO <sub>2</sub> footprint from an operations and employee perspective Reduce impact of diesel generators for data centres and telecom sites Community initiatives related to core business, i.e. mHealth, mEducation, eCommerce Increase number of hybrid generators across the network Consider fuel cell technology and invest in technology to increase battery life Mobile take-back (with manufacturers and customers) Sustainable packaging	See sections on Our Environment (pg 40) Our Customers (pg 28)
<b>Employees (via online survey during the year)</b>		
Employees	Establish a family-friendly workplace Lateral and vertical opportunities for growth Increasing awareness on sustainability issues & practices amongst staff Building sustainability into business processes and KPI's Emiritisation Occupational health & safety	See section on: Our People (pg 16)
<b>Media (via online survey and telephone meetings during the year)</b>		
Media (The National and CPI Industry)	Energy-efficiency Consumption of materials and waste management Greenhouse gas emissions and climate change Supplier assessment (for their economic, social and environmental practices) Water-resources management Renewable energy Indoor environmental quality	See section on Our Environment (pg 40)

<sup>5</sup> G4-24A and G4-26A

<sup>6</sup> G4-27A

<sup>7</sup> G4-27A



# 1 Our priority topics

Covering a wide range of stakeholders made it inevitable to receive a wide range of expectations and concerns from our stakeholders. However, it was fairly obvious that some issues were deemed important as they were raised by a large number of our stakeholders. For example, the issue of responsibly disposing and recycling phones and IT equipment has been raised by many stakeholders, thus indicating an environmental issue that a significant percentage of our stakeholders found important for us to address.

All of these issues were mapped under a few umbrella themes and mapped (in the Materiality Matrix below) against issues that have been raised by internal stakeholders as important for the business<sup>8</sup>. Based on an internal analyses of our operations, we have also mentioned key sub-topics and boundaries of impact for each of these mapped topics<sup>9</sup>. As compared to the matrix in 2013's Sustainability Report, the issue of 'Environmental Impact' has been raised in the level of concern to stakeholders<sup>10</sup>.

Materiality Matrix

Level of concern to stakeholders	Very High	1. Emiratisation	2. Economic performance	3. Customer satisfaction 4. Privacy and data protection 5. Business ethics 6. Corporate governance	
	High	7. Radio frequencies 8. Environmental protection	9. Employee satisfaction 10. Supply chain 11. Innovative offerings	12. Sustainable business model	
	Medium	13. Commitment to the community	14. Diversity and equal opportunity 15. Responsible marketing		
	Low				
		Low	Medium	High	Very High
Current potential impact on our business					

<sup>8</sup> G4-19A

<sup>9</sup> G4-18A

<sup>10</sup> G4-23A

Material aspect (including key topics)	Aspect boundary (internal and external) <sup>11</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. 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
9. 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 Occupational Health &amp; Safety)</li> </ul>	du (as a whole), Suppliers, Retailers
10. Supply chain <ul style="list-style-type: none"> <li>Supply chain impact on the environment</li> </ul>	du (procurement), Suppliers
11. Innovative offerings <ul style="list-style-type: none"> <li>Commercial propositions</li> <li>Technological innovations</li> </ul>	du (as a whole), Shareholders
12. 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
13. Commitment to the community <ul style="list-style-type: none"> <li>Entrepreneurism</li> <li>Education</li> <li>Heritage and culture</li> <li>Developing our society</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

This report sheds light on our performance in addressing the issues listed in the table above wherever we have been able to monitor and collect meaningful data.

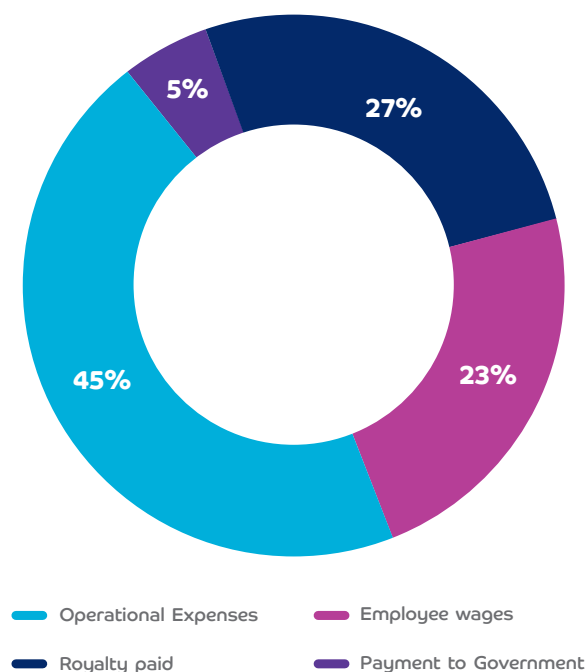
<sup>11</sup> G4-20A and G4-21A

## Our financial performance

2014 was a very good year for us as we continued to deliver robust growth across all financial indicators. Our structured focus on the delivery and value of growth allowed us to deliver improved financial and operational efficiency and growth in a profitable way to our shareholders.

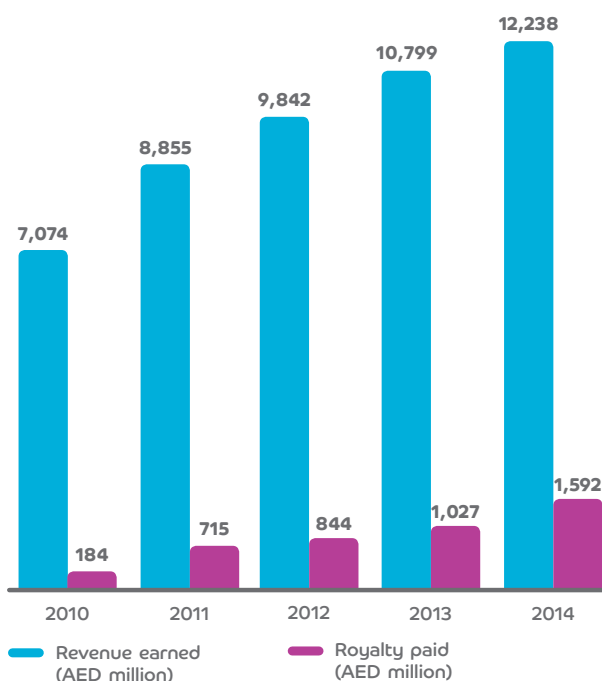
Revenues increased 13.3% year on year to AED 12.2 billion. Our mobile data revenues continued to increase and rose by 18% compared to AED 2.79 billion in 2013. By significantly enhancing end-to-end customer experience and creating a dedicated 'digital experience' team to implement and integrate digital strategy, we were able to push the mobile customer base to 7.34 million by the end of 2014.

Percentage of economic value distributed  
(AED 5.99 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)



## 2014 year in review

- Revenues grew to AED 12.2 billion, a 13.3% increase compared to 2013 (AED 10.80 billion).
- Mobile data revenues increased by 18% year on year, from AED 2.36 billion in 2013 to AED 2.79 billion, with data now representing 29.7% of mobile service revenues.
- Fixed line revenue grew to AED 2.25 billion, up 31.3% over the course of 2013.
- EBITDA increased 16.8% to AED 5.03 billion versus AED 4.31 billion in 2013.
- Net profit before royalty grew 22.8% year on year to AED 3.70 billion versus 2013 (AED 3.01 billion).
- Net profit after royalty stood at AED 2.11 billion up from AED 1.99 billion in 2013 despite an increase in royalty of 55% year on year.
- Free cash flow reached AED 2.19 billion down from AED 2.33 billion in 2013.
- Proposed final dividend payment of AED 0.20 bringing the total annual dividend payment to AED 0.32.

The consolidated financial statements of the Company for the year ended 31 December 2014 comprises the Company – Emirates Integrated Telecommunications Company PJSC and its wholly owned subsidiaries EITC Investment Holdings Limited and Telco Operations FZ-LLC<sup>12</sup>. Our consolidated financial statements are audited by PwC and the published financial results are available on our official website.

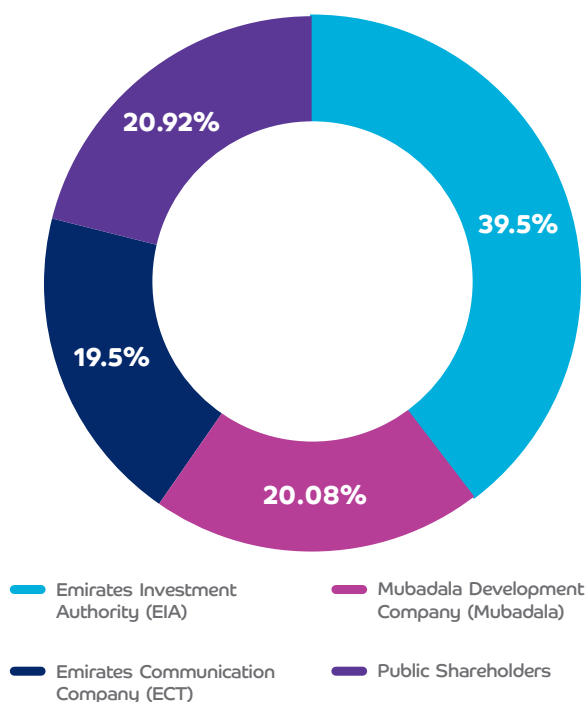
<sup>12</sup> G4-17A and G4-17B



## 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 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



## Economic contribution

All telecom operators operating within the UAE, as per a resolution issued by The Supreme Committee for the Supervision of the Telecommunications Sector, are obliged to pay 1% of its total revenue towards the Telecommunication Regulatory Authority's Information and Communication Technology (ICT) Fund. The ICT Fund uses these financial resources by funding a range of projects, individuals and organisations to develop the innovation and knowledge capital of the country's ICT sector in areas of research, education and entrepreneurship.

## Risk management and business continuity

As a fast growing company in the telecoms and technology industry, we are required to be quite dynamic in the way we address our key risks. 2014 was globally a prominent year with regards to cyber-attacks and online threats to privacy and security. And while we were relatively immune to any such incidents, we continue to strengthen our risk management and business continuity processes.

As part of our process of risk identification and analysis, we report our Top Corporate Risks (strategic, operational, financial and compliance) to our Audit Committee and Board on a quarterly basis; and while these are confidential to the business, most of them are typical to telecoms companies, i.e. risks to privacy and security, as well as failure to innovate and meet our customers' growing needs. The evaluation and eventual treatment of these risks play a big role in key organisational decisions.

The Business Continuity, Technology Recovery and Emergency Response is our flagship programme to ensure business continuity in any and all emergencies. The Technical Security and Risk Management (TSRM) division that runs this programme plays a very big role in protecting our customers, vendors, regulators, offshore partners and contractors. In 2014, we announced Disaster Recovery as a Service (DRaaS); this fully secure and fully automated self-service solution allows failover from a web-based portal and gets critical systems up and running. Designed to scale based on customer needs, it caters to both large enterprises and SMEs.

We identify and manage threats to our business by adhering to national security obligations set by Telecommunications Regulatory Authority (TRA) and compliance with international standards. We also ensure business resilience and guarantee proper functioning of our telecommunication services during times of crises by working with the National Crisis and Emergency Management Authority (NCEMA) and Etisalat.

Last year, we significantly broadened the coverage of the ISO27001 Information Security Management. We also transitioned successfully this year from the British BS25999 to the international ISO22301 Business Continuity Standard which will significantly improve our business resilience.



## Corporate governance

We have positioned ourselves at the forefront of best practice in the region by combining a corporate governance regime that is in line with relevant UAE legislation, the Companies Law and international best practice. Our governance standards adhere to the guidelines set by SCA, and where possible the company strives to meet and surpass these expectations.

Our Board of Directors acts as the overall supervisory and monitoring body for the Company, approving all important new business proposals presented to it, including an increase in the Company's share capital, major capital projects and the acquisition or disposal of significant assets.

The CEO, Chairman and Board of Directors - with the support of the Executive VP, Brand and Communication - are responsible for setting objectives and delegating authority on sustainability topics to the senior management.

Our Board of Directors currently consists of ten non-executive members. Each member of the Board is appointed for a term of three years; and meetings of the Board are held at least six times a year.

Under the Memorandum of Association, the UAE Federal Government, Emirates Communication and Technologies Company LLC and Mubadala Development Company have the right to jointly appoint eight members of the Board, with two members to be elected from public shareholders. 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 maintains three committees to assist in discharging their oversight responsibilities:

- Audit Committee;
- Investment Committee; and
- Nomination and Remuneration Committee.

During the fiscal year ending 31 December 2014, the Board held eight meetings, the Audit Committee eight meetings, the Investment Committee nine meetings, and the Nomination and Remuneration Committee four meetings.

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. The Audit Committee is specifically responsible for reviewing our company's impact, risk and opportunity management processes as well as its financial and control systems, and internal control procedures. The Board, with a collective responsibility towards the Company's sustainability, meets once a year with the VP, Corporate Communications and the Corporate Sustainability team to assess our social and environmental performance and also review the company's sustainability report and material topics.

Each Board Member, including the Chairman, discloses to the SCA details of the shares they own in our company and the positions they have occupied since the start of the calendar year. To ensure there is absolutely no conflict of interest, Board Members are also required to openly disclose details such as acknowledging their independence, memberships on other boards, number of shares owned by family members and any other relevant details.

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 and approvals are sought on our Board's remuneration during the Annual General Meeting (AGM) that takes place in the first quarter of every year.

Our Board of Directors, as part of its commitment to improving performance (including that related to sustainability performance and impact), are required to go through a structure of assessments and evaluations of its own performance during the year.

The assessment of the Board of Directors involves consideration of efficiency and effectiveness in management, accountability, knowledge/skill base, avoidance of conflicts of interest and so on. Similarly to 2012 and 2013, the annual evaluation for 2014 was facilitated by an external governance advisory firm, providing an independent and unbiased questionnaire design and analysis. The Board has actively incorporated the results and feedback from the evaluations into their development programme and the corporate objectives for 2015.

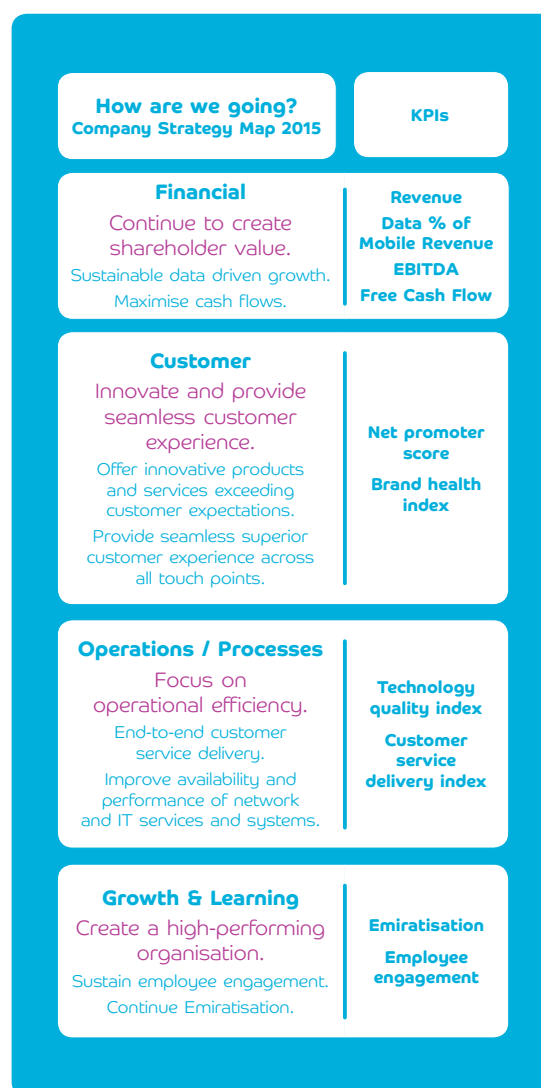
Our Corporate Governance Manual (available on our website) contains policies and rules that govern corporate activities to ensure the highest standards of business integrity. Complete details on our Corporate Governance policies and performance can be found in our most updated annual Governance report on

[du.ae/en/about/corporate-governance](http://du.ae/en/about/corporate-governance)

## Balanced Scorecard

Over the years the Balanced Scorecard has encouraged our staff and management to think and act strategically and link productivity and profitability with our corporate strategy. In 2014 we continued to focus on value creation for our shareholders, exceeding customer expectations through innovative services and seamless customer experience. To achieve this we leveraged on our operating model, which is based on increasing efficiency and reducing complexity to unleash growth.

### 2014 Strategy map and Balanced Scorecard







وتحيا بها الحياة  
add life to life



نحن لا نقدم لك مجرد وظيفة، نحن نقدم لك مسيرة مهنية.  
We don't just offer a job, we also offer a career.





Our  
approach



Our  
people



Our  
customers



Our  
environment



Our  
community

## 2. Our people

We are a family of 1,820 people representing over 60 communities. We offer competitive salaries and attractive benefits that include flexible working hours, annual leave tickets, discounted mobile rate plans, medical escort leave for UAE Nationals and examination leave.

For our full-time employees we also offer education allowance for an unlimited number of children, job-based allowances such as travel and commission, and health insurance. And because we genuinely care about the welfare of our colleagues, our in-house clinic, library, on-site gym, personal trainers, swimming pool and subsidised restaurant are available to all our employees.

### Key aspects:

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

## At a glance

● Achieved    ① In progress / Partially achieved    ○ Not achieved

## We said we would...

## How we did...

## What next?

## Emiratization

Achieve 38% Emiratization by 2015

● 35.3% of our full-time employees are Emirati

Achieve 38% Emiratization by 2015

## Training, learning and growing

Publication of online and classroom-based course catalogue in 2014

● Development of du University and integrating various online resources within it

Launch of du University in 2015

## Employee engagement

Achieve Gallup employee engagement score of 4.22

● Gallup score of 4.29 (65<sup>th</sup> percentile in the Gallup Global database)

Continue to build employee engagement across all departments

Staff volunteering 2014: targeted 2,000 hours

● 2,546 hours by 418 volunteers

Engage more than 500 volunteers for at least 2,700 hours

Introduce a corporate Volunteering Programme

● Launched programme which encourages all staff members to volunteer for at least eight hours for the entire year towards social/environmental activities

Engage with schools and charitable organisations to focus volunteering activities on our four pillars of community engagement

## Employee well-being

Ensure all HSE incidents are captured on our Enterprise Asset Management System

● All incidents can be easily reported via our Enterprise Asset Management system

To evaluate and drive preventative actions on repetitive incidents

Conduct health and safety assessment at our sites

● Conducted H&S assessment for seven offices, two warehouses and 41 retail shops and kiosks

To conduct HSE inspections at all data centres (12) and Point of Presence sites (12)

Increase participation in wellness activities, at both the executive and management level

● In 2014, there was an average increase of 20% in participation at both levels compared to 2013

A further 10% increase in participation compared to 2014



## Emiratization

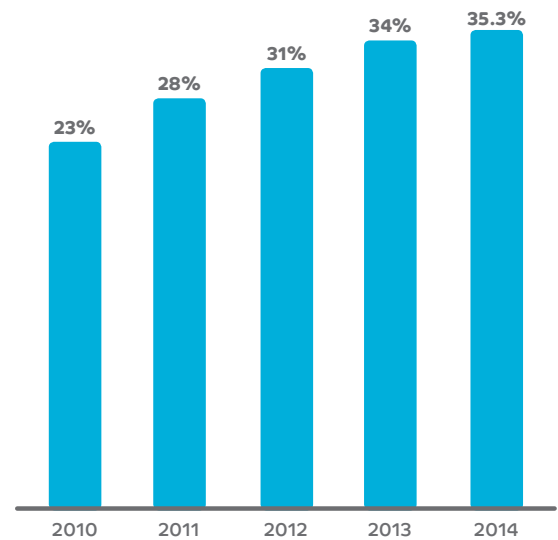
One of our primary responsibilities towards UAE's local population is to offer first-rate career opportunities that are centered around leadership training and development. In 2013 the Emiratization percentage jumped by 3% to 34%. The Emiratization percentage achieved for 2014 is 35.3% in comparison to its previous year. Amongst our colleagues that are in Vice President positions and above, the Emiratization rate is slightly higher at 36.4%.

In 2014, there has been a huge emphasis on fundamental aspects of learning and development for fresh graduate intakes; this has resulted in an increase in the percentage of Graduate Trainees that have joined us in 2014 (as compared to 2013). We have established learning work plans to keep the trainees in line with their departmental requirements and functions, and achieve high levels of retention for all UAE national personnel across all cooperative levels.

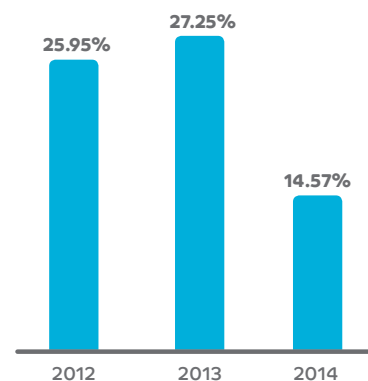
We continued to work on resolving issues that result in our Emirati talent leaving us. Our studies in past years have shown that prominent among these reasons are pursuing other career opportunities (57%) and working hours at du (26%). Our efforts at addressing these issues for all our employees significantly reduced Emirati turnover in 2014.

Our call centre in Fujairah continues to serve as a model for Emirati women empowerment. The centre is run exclusively by Emirati staff, of which 90% are women. The location of the centre serves as an attractive employment opportunity for the residents of Fujairah as well as those of nearby towns.

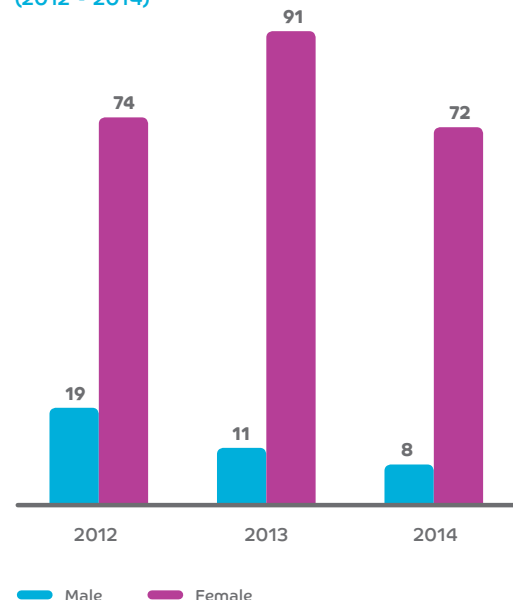
Overall Emiratization rate (2010 - 2014)



Emirati turnover against total number of leavers (2012 - 2014)



Fujairah Call Centre headcount by gender (2012 - 2014)



## 2 Programmes for our UAE Nationals:

### • Graduate Trainee Programme

Our Graduate Trainee Programme is one of the biggest drivers for Emiratis to work for us. During the year a total of 47 Graduates were taken on board.

### • Sponsorship

There are currently 12 sponsor students existing, with first students expected to graduate in 2015.

### • Internship and Summer Training

In total 28 students were offered Internships and nine students were offered summer training opportunities.

### • AUD Scholarship

A new scholarship scheme has recently been introduced whereby 10 Emirati high school graduates have been selected to receive a full time scholarship in pursuing their studies at the American University of Dubai (AUD).

The scholarship provides great opportunities to motivate nationals to continue their higher studies and develop certified skills.

### • AUE Scholarship and Internship

We are currently in the process of including American University of Emirates (AUE) to our partner network of universities and colleges to provide both scholarships and internship training opportunities to students.

### • Career Fairs

We have participated in a total of four career fairs that were conducted throughout the Emirates. We were among one of the leading organisations that were present in the Career Fairs of Dubai, Sharjah, Abu Dhabi and Fujairah.

### • Career Days

We have also been involved in Career Days arranged by a number of prestigious universities across the Emirates. We participate in these events to better communicate to the students about various opportunities and initiatives that we provide to our national audience.

“Through a variety of programmes and initiatives, the UAE is driving positive change in the nation’s private sector by encouraging more gainful employment opportunities covering a wide spectrum of people.

We are committed to not only creating career opportunities for all, but to also providing them with a working environment that allows them to reach their full potential, in terms of both personal and professional development.

Our topmost priority is the well-being, progression and engagement of our colleagues, and we are proud to support the UAE’s vision in this way.”



**Ibrahim Nassir**  
Chief Human Capital  
and Administration Officer

## Employee engagement

We were established in 2006 with a highly visionary, head-hunted Management Team and experts drawn from across the world, spanning 65 nationalities. With a diverse workforce and facing unique challenges, our leadership believed in 'people' being the key value differentiator and had a vision to be 'Employer of Choice for Best Talents'. To fulfill this ambition, we embarked on our employee engagement journey very early on.

We aim to continuously improve our engagement levels by listening to our employees and following global best practices, as we understand the immense benefits that come from an engaged workforce and the positive effect that this has on sustainability levels, both within our company and for the larger UAE community.

Engagement has improved from wave 1 (2008) 3.32 to wave 8 (2014) 4.29, recording one of the highest growths (from 12<sup>th</sup> percentile to 65<sup>th</sup> percentile).

In 2014, we introduced Employee Engagement Department Champions to better drive engagement within the business units, share best practices and provide extra support to low-scoring teams. We also revamped the Employee Performance Management System and Reward System based on the feedback we received from the staff members. Engagement was also driven through our Corporate Volunteering Policy (more details on this can be found in this report's chapter on 'Our Community').

Based on employee feedback, we also introduced a new Promotion Policy, Job Evaluation Process, Pay Review, Career Management and new Internal Vacancy Policy. We also introduced new employee engagement awards i.e. Top 55 Club; Best Turnaround Teams and Top 3 Most Engaged Departments. These, and many more initiatives to better understand and appreciate our staff's needs, helped us win the Gallup Great Workplace Award last year.



# Gallup Great Workplace Award

We are the only telecommunications company amongst 36 winning companies to have been recognised at the Gallup Great Workplace Awards globally.

The Gallup Great Workplace Award recognises exceptional organisations, whose leadership understands that employee engagement drives real business outcomes, and who have mastered how to engage their workforces. Gallup Great Workplace Award winners span the globe and represent all facets of business.

In 2013, 89% of our employees were highly engaged, placing the company in the 57<sup>th</sup> Percentile of Gallup's Middle East Database, and in the 55<sup>th</sup> Percentile of Gallup's Global Database. In 2014, we were also awarded the GCC Best Employer Brand Award by the Asian Confederation of Businesses and the Employer Branding Institute and Stars of the Industry Group. We were also recognised as Employer of the Year by Dubai Women's College, celebrating the company's continued efforts to provide employment opportunities for UAE Nationals, in addition to building a strong corporate culture and a nurturing career environment that encourages employee growth.

## Employee well-being

Our people are very involved when it comes to taking care of their health, and this is because we see wellness as something that is fun, engaging and most importantly, something that adds life to life. In 2014, our dedicated team in charge of employee wellness were on full throttle as they offered a wide range of opportunities for our colleagues to live a healthier life.

### • 2014 Standard Chartered Marathon

152 colleagues participated in this event, compared to 69 in 2013 (an increase of 120% in the participation rate).

### • Executive Wellness Programme

We provided 32 of our Senior Executives (Senior Vice President and above) with a means to increase and sustain optimal health via a structured wellness programme.

### • Corporate Step Challenge

We engaged 15 teams to participate in a 4-month walking competition with a challenge to complete 10,000 steps.

### • Dubai Sports Tournament

This was a 6-week tournament against other companies in sports such as football, basketball and cricket. We received the 'Sport for Life' Award for being the most active organisation.

### • Dubai Holding Vertical Run

We participated in a stair-climbing challenge by Dubai Holding at the Jumeirah Emirates Tower. One of our teams won second place.

We offered our staff yoga classes to help deal with work-related stress. We also administered flu vaccinations and blood donations in which more than 500 staff members actively participated.

In 2014 we measured wellness as part of the Gallup survey and found that staff involved in our wellness activities demonstrate greater engagement as they scored 4.38 on the Gallup index (the company score was 4.29).



## Internal innovation

We have an ongoing Innovative Ideas Award that asks employees to submit their innovative ideas, and those that earn the most votes win a prize. This award also looks at conversion of ideas to product, inclusion of innovation in the Employee Performance Management system and participation in projects with the Innovation Team. The Digital Business Team also has a specific team tasked with finding innovation wherever possible. Internally, the Innovation Lab reaches out to employees via special interest groups, Yammer, internal communications and various activities to identify the proactive innovators within the organisation.

In 2014, we received a total of 3,393 ideas, of which 1,555 came from outsourced staff. While everyone

is welcome to submit ideas directly to their line managers, ideas that are not immediately within the domain of control of the line manager are submitted as part of the Innovative Ideas Awards and as special projects executed in collaboration with the Innovation Team. The process of selecting new ideas and business is formalised around scouting, filtering, selection for pilots and exit from pilots into a commercial product.

Whenever an idea has the potential to become a product, it is transferred to the relevant business team and given priority in line with the roadmap of the company. If the idea does not necessarily lead to a product but an improvement, it is either executed internally or through collaboration with the relevant teams in the company.

## Employee grievances

We ensure that our grievance mechanism works promptly and without discrimination to resolve any employee's case within local Labour Law, employee regulations and the legal framework established in the UAE that binds both an employer and employee.

Last year, we had:

- 12 appraisal-related grievances
- 10 other employee grievances
- Zero cases to Labour Court

In 2014, we worked towards significantly improving communication with staff and developed team-leader skills in managing employee performance. This has led to a reduction in employee grievances and better engagement in the work place.

## Employee Performance Management System

Our outstanding Employee Performance Management System (EPMS) sets us apart as an employer of choice in the region. It evaluates all our full-time staff in a fair and transparent way on two aspects – Competencies (20%) and Objectives (80%).

It is the EPMS that helps measure achievements, consider eligibility for promotions, develop career growth plans and evaluate training needs. In 2014, all employees received performance reviews as part of the system's guidelines.

## Training and development

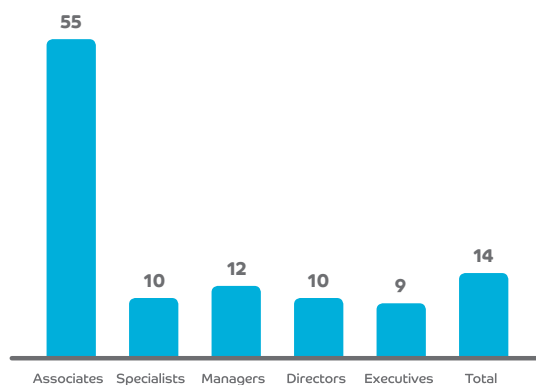
Given the fast-paced technological advancements and ever increasing demands for customer satisfaction, we need to constantly invest in people development and therefore Learning and Development is at the core of our workplace and delivered through a comprehensive 'Master to Develop Framework'. This is a career-planning framework that develops technical, management and leadership skills and competencies for all employees.

Our training calendar, linked to Strategic Core Competencies, provides customised competency training for each level of the organisation and covers a wide range of themes such as Certified Project Management, Presentation Skills, and Business Writing. We differentiate learning and development for various tiers of the organisation and various levels of performance.

In 2014, our flagship Maharaat training programme was replaced with the 'du University', which includes schools of leadership, sales, customer care and account management; and will be launched in early 2015 for all staff members.

To support lifelong learning that ensures continued employability of our colleagues we offer more than 500 learning opportunities for competency and management development across all levels from associate to executive, through our school of leadership trainings, external trainings, online courses and learning videos.

Average hours of training in 2014 per employee category

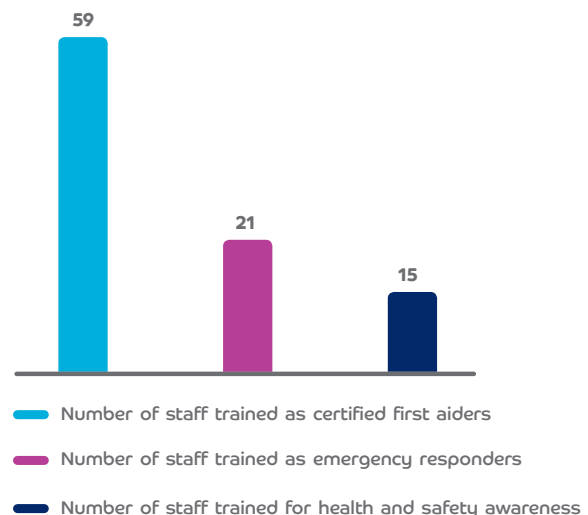


During 2014, 1,381 employees received 19,382 hours of training - the average hours of training per year was nine hours for women and six hours for men.

About 20% of learning courses are provided online and close to 30% of employees are actively involved in online learning. In 2014, we refreshed our online learning catalogue with world class e-learning content (200 courses) aligned to management levels and competencies. We also launched the Cloud Campus to extend online learning opportunities for our employees' family members. Some of our key learning and development initiatives include:

- Strategic Programme Support – which builds and rolls out trainings on strategic product launches.
- Knowledge Centre – a centrally-located facility with a reading area and books on management and development.
- Harvard Manage Mentor – a customised online sharing and training platform to all of our managers (currently 201 graduates).
- Leadership lecture series – regularly invite motivational, internationally renowned through leaders/experts to deliver lectures focusing on a subject of strategic importance.
- Mentoring – a programme to assist our associates in the talent pool in developing their full potential and achieving a successful and rewarding career.

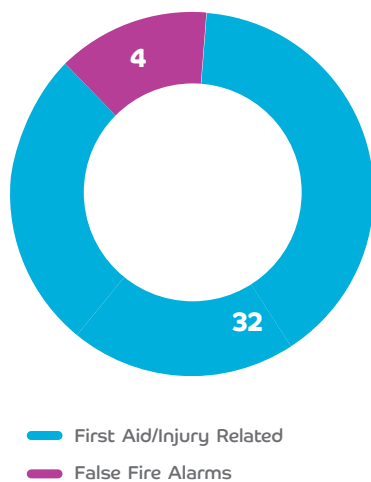
HSE trainings (Jan 2014 – Dec 2014)



## Occupational health and safety

As our business grows and our presence expands across the UAE, we continue to maintain excellent Health, Safety and Environment (HSE) practices. These include all requirements under UAE law and other relevant best practice requirements. Through the implementation of our HSE policy, we manage risk and drive environmental sustainability in line with the vision of our organisation.

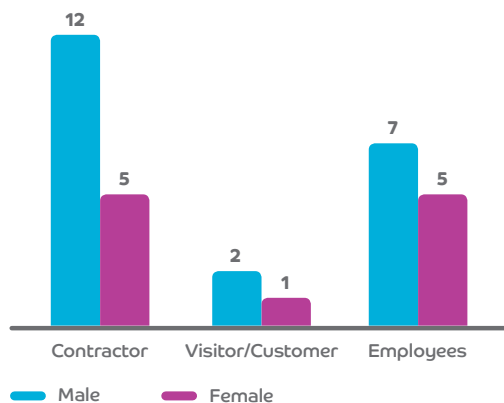
### Incident summary (Jan – Dec 2014)



In 2014 we had 36 reported incidents where 32 were related to first aid and/or a hospital visit and four were fire-related emergencies.

We have optimised our reporting of HSE incidents through our Enterprise Asset Management System (Maximo) where staff can easily raise an incident themselves or by calling our Call Centre to report any incident.

### Health and Safety incidents by gender



In 2014, our lost time incident was 0.91 (0.94 for men and 0.85 for women) and an average of six sick days per employee over the year. In 2013, the lost time incident 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. The reduction in women's lost time incident could be attributed to a number of reasons, for example our nursing room, and our yoga sessions, both of which cater to our female staff members.

There are currently 74 staff members identified as Emergency Coordinators across our six offices and one warehouse location.

The Emergency Coordinator roles have been identified in the organisation to identify and report on HSE risks and to assist staff during an emergency situation. Such roles report to the HSE Compliance Senior Manager where HSE risks and suggestions are either rectified or reported to Senior Management for approval and further rectifications. Certain HSE-related matters are reported through formal HSE Management Reviews conducted as a minimum once per year or through the special meetings with Executive Management as required.

We continuously strive to ensure employee and visitor safety at our premises. In 2014, we were able to cover seven offices, two warehouses and 41 retail locations to ensure HSE compliance at our premises. Through this we envisage to identify risks throughout the lifecycle of our premises from planning, build and operation to decommissioning of a site.

We were also able to monitor and measure our indoor environmental quality (a first for any telco in the region) as per the UL Indoor Air Quality Building Certification Program. This is the world's first comprehensive IAQ Certification and Preventative Maintenance Programme.

Based on our HSE risk assessments of the sites and type of worker activities, we have not identified any worker activities that would expose our staff to an occupational disease.

## 2 Diversity and equal opportunity

The strength of our success lies in the skill and passion our people bring to work every day. As of 31 December 2014, we had a total of 1,606 permanent staff members (1,131 male and 474 female) and 214 fixed term contract staff members (169 male and 45 female). These numbers only capture our permanent and fixed term contract staff members. The franchise and outsourced staff are not included as this data is not captured by the Human Resources Team.

The employee turnover rate for 2014 was 15.96% (this includes voluntarily and non-voluntarily resignation in addition to redundancy). There were three cases of maternity leave whereby the concerned colleagues, after availing the said leave, had opted to resign from the organisation directly after the last date of their maternity, or maximum of one month later.

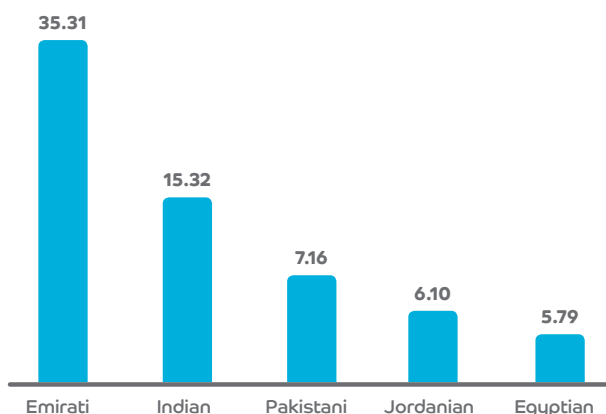
As of 31 December 2014, the total number of colleagues who are physically disadvantaged and recruited by us is four.

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

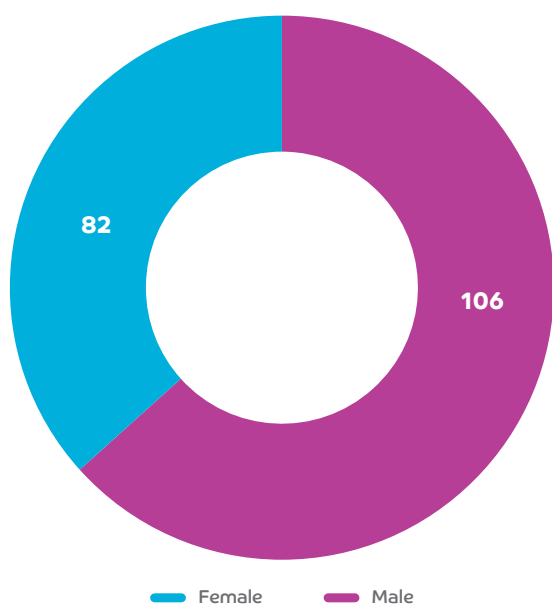
**"du endeavours to be an equal opportunity employer and shall display no discrimination regarding age, gender, colour or religion in reaching the selection decision."**

Policy statement incorporated in the Employee Handbook which is accessible to our staff.

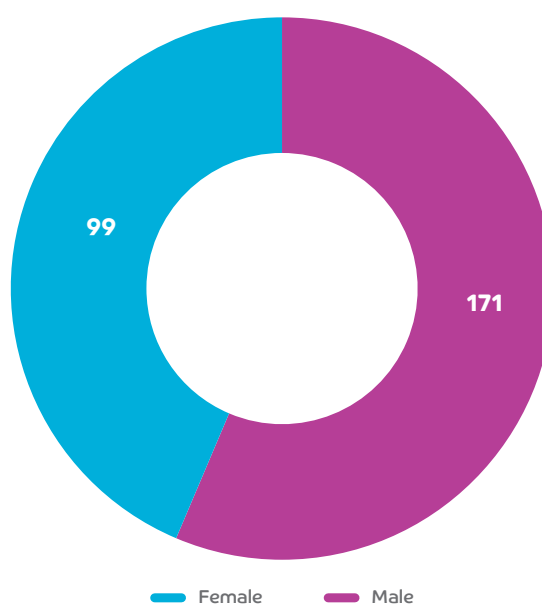
Percentage of top nationalities



Total hires (Jan 2014 - Dec 2014)

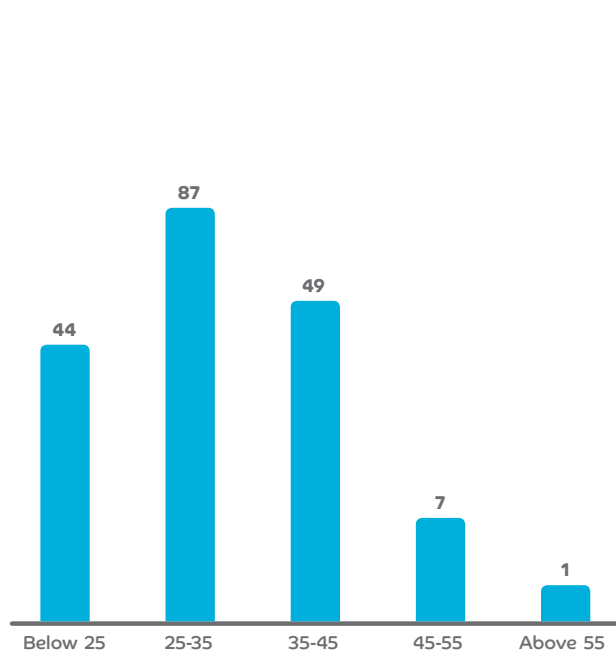


Total leavers (Jan 2014 - Dec 2014)

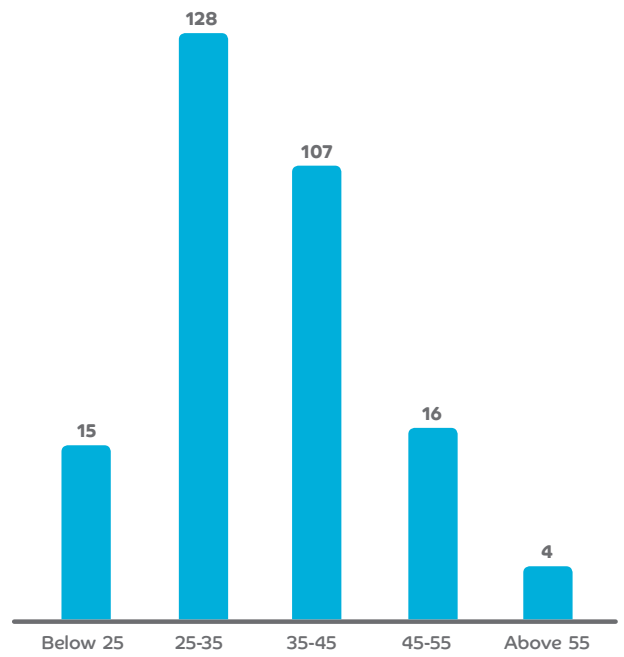




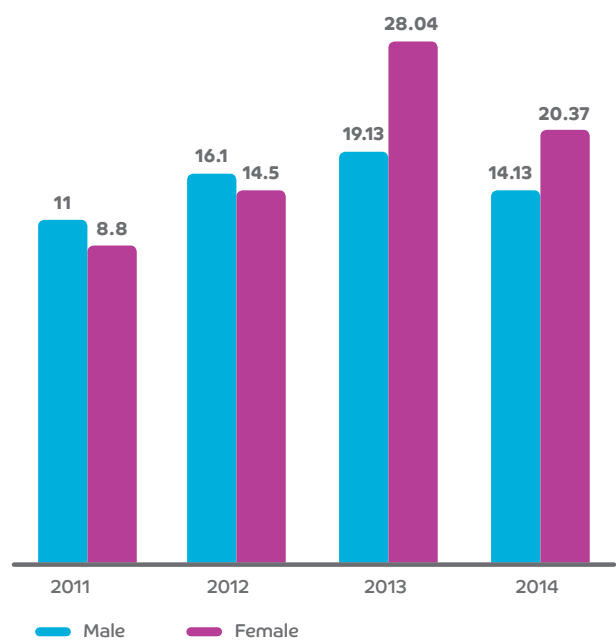
Total hires - by age (Jan 2014 - Dec 2014)



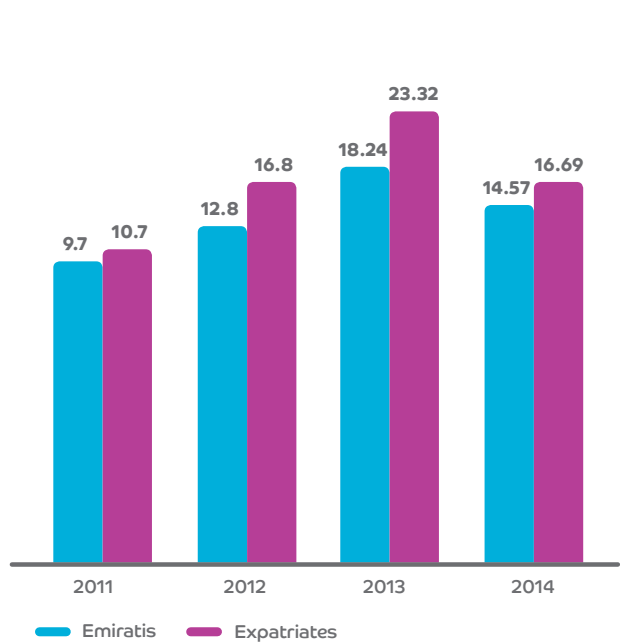
Total leavers - by age (Jan 2014 - Dec 2014)



Percentage of attrition rate - Male vs. Female



Percentage of attrition rate - Emiratis vs. Expatriates







Our  
approach



Our  
people



Our  
customers



Our  
environment



Our  
community

### 3. Our customers

Since our launch we have pioneered the development and deployment of innovative products and services in the UAE. We have successfully introduced a number of products in the market aimed at serving the specific needs of our customers.

Examples include the Emirati Plan, Her Business Super Plan, and the Elite Super Plan range of postpaid propositions; Business Super Plan for SMEs and larger business customers. By offering fixed and mobile telephone services, broadband connectivity and IPTV services to millions of homes and businesses, we are well placed for a successful future.

#### Key aspects:

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

## At a glance

● Achieved    ① In progress / Partially achieved    ○ Not achieved

### We said we would...

### How we did...

### What next?

#### Data privacy and security

Launch an online security awareness campaign to educate the youth about online safety

● Organised a Hackathon for UAE's youth to demonstrate their ethical hacking skills

Build on the cyber security awareness campaign to reach out to more youth

Organise a Cyber Security Conference and introduce a security competition for students

● Organised the Cyber Security Conference titled 'Envisioning Smart City Security Challenges,' focusing on Smart City and mGov

Continue with the Cyber Security Conference and focus on Smart City Cyber Security challenges

#### Customer satisfaction and well-being

Increase First Caller Resolution rate to above 80%

● Achieved 84.2% in 2014

Increase percentage of first caller resolution from last year

Reduce average hold time and average handling time

● Achieved 21 seconds average hold time in 2014 and 225 seconds average handling time in 2014

Continue to reduce average hold time and average handling time

#### Innovative offerings

Innovative mobile plans and offerings

● Offered the Enhanced Smart Plan and Easy Recharge options among others

Enhance our innovation platform to offer a range of new services to our customers

Provide technical innovation via our network

● Introduced WiFi UAE and other network upgrades

Focus on further LTE acceleration and enhanced features targeting better user satisfaction

#### Responsible marketing

Compliance with TRA regulations for marketing campaigns

● All marketing campaigns in line with TRA regulations

Ensure TRA compliance for all our marketing and communication campaigns



## Data privacy and security

Cybercrime has an estimated annual cost of US\$100 billion, and it is expected to grow by more than 10% every year. The UAE, with its high level of GDP, as well as its crucial national, commercial and infrastructure assets, is not immune from global threats to data privacy and security. The country's banking sector is particularly prone to cyber-attacks. The Government's e-services and educational institutions are also potential targets that need to be protected 24/7.

To strengthen privacy and security for its customers, our Security Incident Response Team (SIRT) has joined the Forum of Incident Response and Security Teams (FIRST) and is now part of the global incident response community.

By joining FIRST, we will benefit from the exposure to other incident-response teams worldwide through sharing of knowledge, ideas and experience related to the latest cyber security threats and technologies, and use it to be better prepared against cyber-attacks. A better preparation means a better reaction, and therefore efficiency in responding to cyber security incidents. Find more details here:

**[first.org/members/teams/du\\_sirt](http://first.org/members/teams/du_sirt)**

In the past year, TRA's digital security campaign – My Number My Identity – saw significant success at du as we were able to complete re-registration of all mobile activations prior to mid-2012; this translates to 5.4 million subscribers. We also launched an e-Registration mechanism to ensure all new subscriber registration is performed as per TRA's directive.

We organised the second Cyber Security Conference titled 'Envisioning Smart City Security Challenges.' This was aimed at addressing concerns related to information security in Smart City and mGov initiatives. As part of the conference, we also organised a Hackathon for UAE's youth to demonstrate their ethical hacking skills (see details in the 'Our Community' section of this report). Furthermore, in recognition of how we disseminate security information, we were awarded the best Security Information and Event Management (SIEM) implementation from Gulf Information Security Expo & Conference (GISEC).

To further promote the importance of cyber security, we organised the second Cyber Security Conference titled 'Envisioning Smart City Security Challenges.' This was aimed at addressing concerns related to information security in Smart City and mGov initiatives. As part of the conference, we also organised a Hackathon for UAE's youth to demonstrate their ethical hacking skills (see details in the 'Our Community' section of this report). Furthermore, in recognition of how we disseminate security information, we were awarded the best Security Information and Event Management (SIEM) implementation from Gulf Information Security Expo & Conference (GISEC).

## Customer satisfaction

We are always looking to discover new ways of doing things, to make life easier and better connected for customers. This challenge and this passion for customers is led by our CEO Osman Sultan. His commitment to customers is the leading objective, the common thread and the ongoing challenge to his team at du: "What can we do to improve the experience our customers have with us – how do we make it better, how do we make it unforgettable?" This challenge has helped lead us from a market entrant position to a mature contender for market dominance in the UAE.

A salient KPI that helps us measure the satisfaction of our customers is the Net Promoter Score (NPS), which is a measure of customer loyalty and a leading indicator of future growth. Although our NPS scores are confidential, we regularly monitor and share metrics that measure our customer service, such as the average speed of answer, first caller resolution and more.

Customer satisfaction	How we did...	
	2013	2014
Average speed of answer	35 secs	28 secs
Average handling time	238 secs	225 secs
Average hold time	29 secs	21 secs
First caller resolution	76.325%	84.2%
Average response rate on social media	95%	95%
Average response time on social media	10 mins	10 mins

## Innovative offerings

Our commitment to innovation is guided by UAE and Dubai's vision to be at the forefront of the global economy and technology landscape. Our innovation strategy is founded on the belief that the best and most sustainable companies continually evolve – enabling customers to lead better, easier and happier lives. In today's times, a key enabler in joining these pieces together is telecom technology. Therefore, we benchmark ourselves against the best in the world and are guided by the tenets set forth by the leadership of this country.

An important way that we have been able to stake our claim as one of the most innovative telecom companies in the Middle East region has been to closely listen to our key stakeholder, i.e. our customers.

Our Business Forums regularly invite IT and business leaders from leading organisations, who introduce some of the latest technological innovations, propositions and managed services. At these forums, customers demonstrate a desire to learn more about us and our services to meet their telecommunications needs.

## Some of our innovative offerings in 2014 included:

### • Mobile Academy

We launched the Mobile Academy - a premium all-you-can-learn mobile educational service that offers a wide range of courses from learning languages and business skills, to general interest and self-development. Mobile Academy offers quick and high-quality education on-the-go through animated videos, text, images and multiple choice quizzes. Through this pioneering service, our customers will now have the ability to train and learn new skills directly from their mobile handset. Customers have unlimited access to 50 courses including Mobile Photography, Basic Math, Language Courses, Career Counseling, Fitness, Self-Defense, Nutrition, Parenting, First Aid, Job Hunting, Business Start Up and even Anger Management.

### • Enhanced Smart Plan

In 2014 we further enhanced our Postpaid Smart Plan by adding features such as the Preferred Number which offers free calls to one friend/family member. As part of this plan we also offer discounts on smartphones up to AED 2,750 and provide a generous 10 GB data bundle for subscriptions to Smart Plan 300 or higher.

“We all want products to better meet our needs and provide us with more value than ever before, and that is exactly the thinking that I encourage amongst my colleagues.”



Osman Sultan  
CEO

- **Easy Recharge**

We are always enhancing our services to ensure that customer convenience is at the forefront of our offers. This is why we even take simple things like recharging your phone credit very seriously. We recently introduced Easy Recharge as a new way to top-up your prepaid line. Now customers don't need to purchase a physical voucher and can recharge in denominations as low as AED 2. In addition to convenience, this translates into a big reduction in paper consumption on the part of our customers.

- **Unlimited Social Bundle**

For almost all our customers, staying connected with friends and family via social media is very important. This is why we make sure that we help them stay online without incurring high bills. We created the Unlimited Social Data Pack to relieve our customer's worry of data consumption. This first-ever unlimited data bundle in the UAE, provides unlimited access to the most popular social applications and is built with 'Balance Shock Protection' which helps our customers stay online without having to worry about costs.

- **Dubai International Holy Quran Awards uplink**

We have uplinked Dubai International Holy Quran Awards on two different satellites. We launched Dubai International Holy Quran Awards Channel on Nilesat and Arabsat satellites in cooperation with Dubai Media Incorporated as part of our sponsorship for 2014. In 2015, we aim to launch the channel on multiple satellites (subject to satellite capacity and availability) and stream to all video enabled devices.

“Connectivity, anywhere, any way we want it, is the future of Dubai. Mobility is what will fuel our progression into becoming a truly Smart City. As the Smart City Official WiFi Provider in Dubai, we are empowering our community with the ability to access their world from wherever they want and however they want, quickly and conveniently.”



**Fahad Al Hassawi**  
Chief Commercial Officer



### 3 3G and LTE expansion

To cope with the huge demand on Mobile Broadband (MBB) data, we continued to add more physical sites to provide additional 3G coverage and capacity. Furthermore, we acquired additional 3G spectrum from the UAE TRA to increase the 3G data network capacity and improve customer experience. On the 4G-LTE front, we continued deploying additional 4G-LTE on the existing sites to improve the data network capacity and improve the customer experience.

Our network and rapid deployment teams work hard to make sure visitors to big events are seamlessly connected. Throughout 2014, we continued to provide our customers with the best possible mobile user experience, especially during major events. These events included the Government Summit, Dubai World Cup (horse race), cricket matches, Formula 1, concerts, musical events and many more. We also deployed small cells during the year to cater for high traffic in areas like the Global Village, Jebel Hafeet, and Al Ain Hili Fun City. This solution is effective in hot spots due to its small size, small weight, and ease of implementation. We will accelerate the use of small cells in 2015 to ensure better customer experience. All our 3G and 4G-LTE expansions in 2014 resulted in a capacity increase in the mobile access part of the data network of around 31% compared to the previous year.

#### WiFi UAE

The Higher Committee for Smart Dubai Initiative signed a Memorandum of Understanding (MoU) with us, announcing the UAE's integrated telecommunications company as the Smart City Official WiFi Provider in Dubai. Through the agreement, we will provide WiFi solutions, which will be accessible in public areas such as public transport, malls, recreational and urban areas, and other top destinations.

Building on this agreement, Dubai Municipality already initiated a partnership with us to provide WiFi services in the DM's main building and in key public areas such as the Dubai Tram, Global Village and a number of parks and beaches across the city. Thousands of daily visitors to these key public places will benefit from the free WiFi services in addition to 14,000 Dubai Municipality employees.

To enjoy WiFi UAE, networked by du, customers can connect when the service is available from their WiFi-enabled device and select two usage options: complimentary basic service or premium high speed service, both of which offer free high speed access to government services. Full details of each option will be available through a landing page that is automatically opened upon connection.

#### SEA-ME-WE 5 submarine cable

Considering the anticipated exponential growth in voice and data requirements of the UAE in future, we have joined an international consortium comprising several telecom companies to build South East Asia - Middle East - Western Europe 5 (SEA-ME-WE 5). SEA-ME-WE 5 is an undersea cable system with an approximate length of 20,000 km passing Southeast Asia to Europe.

This mega project will connect 15 countries. With a direct connection of the UAE to the SEA-ME-WE 5 Cable System, the capacity will increase the quality of data service and internet from the UAE to Europe and South East Asia.

“As a UAE National company we feel proud that our collaboration on this global submarine cable project will lead to future growth of the UAE, as envisioned by the UAE leadership's plans such as Vision 2021.”



**Farid Faraidooni**  
Chief Operations Officer



## Customer well-being

We continued to build on our technology to provide all our customers with a range of smart health services such as our 24/7 Physician Helpline and Health Link. These offer a valuable service that helps enhance the quality of lives of millions of our users. Through mHealth we are truly contributing to the well-being of the UAE's society and businesses.

At the Government Summit in 2014, we demonstrated the potential of our company's extensive portfolio of mHealth and Managed Services solutions. This included the du Wellness App - in line with our 'Every Step Counts' National Wellness Campaign which encouraged a healthier lifestyle and disease prevention, as well as the MD24/7 App, which enables customers to speak directly with a qualified doctor in real-time audio and video conversations to facilitate the treatment and management of diseases.

We also gave our users a taste of how our MD24/7 service works by taking people through a virtual clinic where they would undergo basic health checks and their results would be virtually communicated to doctors in the MD24/7 call centre in Dubai Healthcare City. The doctors were then able to provide a diagnosis and delivered advice to the patient on the spot.

## Quality of our customer operations

Our commitment to providing added value for customers, through a range of tailored communications packages and managed services, rests on our ability to provide first-rate customer service.

In 2014, we saw more customers and more work orders, but less Trouble Tickets. We also targeted the reduction of the use of the hold function (as it was mentioned in media as a key driver of customer dissatisfaction for the telco's in UAE). If we compare average hold time in 2014 (21 secs) to 2013 (29 secs) we can see a 28% reduction.

In 2014, we also revamped our prepaid Interactive Voice Response (IVR) with new capabilities such as the ability to customise welcome messages to provide unique and special greetings relevant to the local events and occasions. Furthermore, we introduced an automated SMS functionality within the IVR (allowing customers to request further information to be sent directly to their phones, to minimise customer effort in memorising or writing down the information). We also expanded Self Service functionalities across an additional three languages (now available in Arabic, English, Hindi, Bengali and Malayalam).



Our work on customer operations over the year has earned us four new accolades from leading industry awards: Best Enterprise Service for its Business Advantage Plan, the Best Managed Service Provider Award from the Telecoms World Awards Middle East 2014, the Best CEM Brand Award, and Customer Experience Champion of the Year at the 3<sup>rd</sup> Annual CEM in Telecoms Middle East Summit.

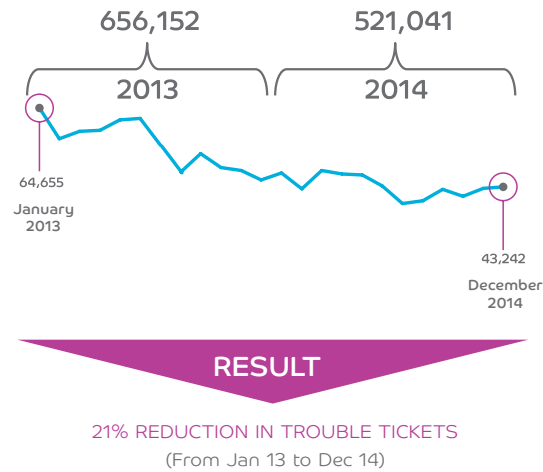
“In today’s digitised world, we are playing a critical role in the development of the UAE as a global hub in terms of fostering innovation, entrepreneurship and driving economic activity.

Our dynamic approach to building a state-of-the-art fixed and mobile broadband framework has played a key role in building the interoperable, secure, infrastructural backbone of the country. These key elements will ultimately contribute to a connected future. ”



**Saleem Alblooshi**  
Executive Vice President,  
Network Development and  
Operations

#### Monthly trouble ticket volumes (2013 - 2014)



## Experience entertainment with us

### du Live!

Since 2011, du Live! has transformed the entertainment experience, not just for our customers, but for everyone in the UAE. With a focus on supporting epic events – including music, sport and art – and delivering it in exciting and impactful ways, we’ve been able to deliver a truly powerful brand experience. In 2014, du Live! organised more than 20 events in the UAE, bringing in stars such as The Rolling Stones, Justin Timberlake, Amr Diab, Hussain Al Jasmi and many more. The biggest stars brought the best of entertainment to the UAE for over 200,000 guests.

### du Tuesday

2014 saw the launch of one of our most exciting entertainment campaigns - du Tuesday. Every Tuesday our prepaid and postpaid mobile customers can enjoy two movie tickets for the price of one to watch any movie at VOX Cinemas across the UAE.

Since we weren’t the only ones giving away movie tickets, we had to come up with a unique and insightful communication based on the shared experience of going to the movies. Our final campaign encouraged consumers to take someone along on du Tuesday through a set of appealing communications, including the premiere screenings of a number of blockbuster movies in the UAE.

Premiere screenings included The Hobbit, Penguins of Madagascar, The Amazing Spiderman 2 and more. Our du Tuesday campaign was heavily awarded across international and regional creative and marketing award shows, winning MENA's first Gold for film at the Cannes Lion Festival, a Gold at the London International Awards, eight honours at the Dubai Lynx Awards, the Grand Prix at the Cristal Festival and a Bronze in the marketing effectiveness awards; amongst many others.

## Our smartest technological advance: Happiness

At GITEX Technology Week 2014, we took our visitors on a journey into the Smart Cities Future in the UAE. Demonstrations at our stand illuminated how connectivity will facilitate the realisation of the UAE's 2021 Vision.

We demonstrated how innovative Information Communications Technology (ICT) solutions can be used to create a Smart environment, in which convenience and reliable connectivity foster happiness and productivity within the community. By working closely with the UAE's governmental departments, SMEs and the community itself, we are enabling the creation of customised applications and connectivity solutions that will empower people in the Smart future.

“ The future is all about a hyper-connected society in which Smart technologies make everyone's lives simpler, convenient and happier – by enabling everyone access to unprecedented e-services. I invite everyone to visit us and get a first-hand experience of these never-before seen technologies which have the potential to dramatically change the way we live, work and play. ”



**Fahad Al Hassawi**  
Chief Commercial Officer





# Connecting through Business Omnipresence

The telecom industry continues to evolve rapidly with new hardware and software tools, as well as managed services options now available in the UAE. Progressive companies are looking at how best to exploit these for business benefit. Video conferencing is set to become a pervasive business enabler, as this now provides an excellent customer experience and can be successfully applied to many different business scenarios – and generate cost savings in the process.

International Horizons College provides an American curriculum college education to students in the Middle East, North Africa and South Asian regions. As one of our clients, they make excellent use of our video conferencing facilities, recognised in the market as 'Business Omnipresence'.

International Horizons College, through the use of our video conferencing services, is able to establish the Global Classroom and 'Anytime Anywhere Learning' to facilitate teaching, learning and interaction for students across a wide region. At their Dubai campus, students log in through the system to connect to university classes being taught in colleges in California, USA. This essentially allows students from across the continents to sit in the same class and share the same resources.

Through our video conferencing facilities, International Horizons College is able to offer a true global classroom to its students, and also allow students in the US to attend its Middle Eastern courses being taught in Dubai. Moreover, by providing a video-based platform, International Horizons College actively encourages all its students and faculty to utilise online media as much as possible, thus ensuring a better and more environment-friendly learning experience.

## New communication platform promotes MNP

In early 2014, we launched a new integrated communication platform called 'Let's Talk'.

'Let's Talk' sparks an interactive, engaging conversation between everyone in the UAE and the members of our senior management and communication experts. The initiative will broadcast a series of integrated live sessions and aim to address and tackle issues that people may want to raise.

The inaugural session of Let's Talk was hosted by Osman Sultan, CEO, du to discuss the issue of Mobile Number Portability (MNP). UAE's residents were invited to participate in the session by submitting a question or comment using #letstalk, or by watching the live broadcast.

The sessions are also recorded and available on our YouTube channel and du TV after broadcast, for viewing convenience.

Drivers for business investment in audio, web and video conferencing:

- Cost savings, especially through reduction in travel
- Productivity and efficiency benefits
- Quality of conferencing hardware and software continues to increase
- Prices are falling making return on investment quicker to achieve

## Responsible marketing

In 2014, we were recognised by a number of awarding bodies for our creative marketing and corporate communication. Some of these included the Gold Lion Award at Cannes Lions International Festival of Creativity, the Dubai Lynx Award and more. Our National Day video was also added to AdWeek's list of top 10 branded videos.

In addition to being innovative, we think it is extremely important to be responsible in our marketing, which is why we work hard to ensure that our marketing and communication campaigns are honest and friendly – two values we take seriously when it comes to marketing our products and services.

We give all our customers the choice to opt in or out from receiving our communication, and are not involved in the sale of any banned or disputed products and services.

“The Golden Lion Award is a phenomenal achievement, for the UAE, for du, and for our partners Leo Burnett Dubai.

To receive such a recognition at an event as prestigious as the Cannes is a clear sign of our nation's ability to compete and win on a global scale.

We are proud to have brought home the UAE and MENA's first Gold Lion for creative advertising.”



Osman Sultan  
CEO







Our  
approach



Our  
people



Our  
customers



Our  
environment



Our  
community

## 4. Our environment

We have long been a proud supporter of the UAE's vision to achieve sustainability, which is incorporated into our company philosophy as a key pillar.

We have implemented initiatives across the business to achieve our sustainable goals. These include the installation of hybrid energy solutions in our base transceiver stations to cut back on fossil fuel consumption and carbon emissions; eBilling to reduce paper consumption; recycling office waste to reduce our eco-footprint and more.

### Key aspects:

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

## At a glance

● Achieved    ⓘ In progress / Partially achieved    ○ Not achieved

### We said we would...

### How we did...

### What next?

#### Natural resource conservation

Hybrid power generation in 30 of our base transceiver sites

● 41 sites added in 2014

Implement further solar panels in eligible off-grid mobile sites

Reduce number of vehicles to less than 130 with a combined capacity of less than 270,000cc

● 118 vehicles with a combined engine capacity of 258,900

Further reduction in the quantity and capacity of vehicles

#### Waste management and recycling

Increase our efforts to recycle electronic waste

● Recycled and resold more than 150,000 kgs of electronic waste and launched a mobile take-back scheme

Increase reduction and recycling of all our waste streams

Continue to reduce consumption and improve monitoring of paper recycling

● Using recycled paper for more than 97% of office consumption  
30% reduced printing at the office  
71% of our post-paid customers using the eBilling service

Increase ratio of recycled paper for office consumption

Encourage larger percentage of post-paid customers to use eBilling service

#### Supply chain / procurement

Conduct more screenings and enhance the scope of the audit to include labour and human rights

● No audits conducted in 2014. However, of the 175 vendors registered, 88 completed our HSE questionnaire (50% compliance)

Ensure that 80% of our vendors registered in 2015 complete the HSE vendor form

Encourage all vendors to register on our online portal

ⓘ Up to 80% of our invoices are now processed online – these represent 65% of our spend

Encourage 100% of our invoices to be processed online

## Natural resource conservation

The biggest consumption of energy for most telecom companies are their base transceiver stations – these form the backbone of our technology that helps you wirelessly connect via phones, laptops, tablets etc. At the moment, we have a total of 4,878 BTS' – of these, 415 are running on our generators.

In 2014, 41 sites running on diesel generators were changed to the Smart Energy Hybrid System, increasing the total number of sites running on this system in our network to 250 sites. The innovative free cooling system was also installed in 150 sites to further reduce the power consumption in the base transceivers and achieve more savings in diesel and carbon emissions. In the region's telecom industry we are the leaders in adopting these energy-efficient technologies for our network.

The hybrid generators, the free cooling systems and our five solar powered sites have, to date, helped us save 6.2M liters of diesel which is equivalent to reducing our carbon emissions by 15,500 tonnes. Although no additional solar sites were introduced in 2014, there are some planned in 2015 for eligible off-grid mobile sites. A trial will also be initiated in 2015 for adding solar panels to the smart energy hybrid systems.

In 2014, our aim was to reduce the number of vehicles and engine capacity with a target set at 270,000 cc of vehicles on average through the year. We achieved our target by reducing nine vehicles (combined capacity of 16,100cc) within our fleet management. This has brought us to a total of 118 vehicles with a combined engine capacity of 258,900 at the end of 2014. During the year, electricity consumption by third party usage (franchised shop locations) was recorded at 605,655 KWH.

Fuel type	Quantity (litres)
Diesel usage (generators)	7,187,498.56
Diesel usage (vehicles usage)	3578.98
Petrol usage (vehicles usage)	406,100.98

“ By 2014 we converted more than 60% of our mobile sites running on diesel generators to Smart Hybrid power systems. In recognition of our green initiative, we are proud to have received the 'Idea of the Year 2014 - Sustainability Award' from ideasUK. ”



**Jasem Al Marzouqi**  
Vice President - Infrastructure Development and Permits

## Water consumption

A number of water conservation strategies – aerators, water flow reducers, fixing leaks etc – have resulted in big savings across our offices and warehouses.

- Al Salam Tower – 443,767 Gallons (AED 23,076) – 23% reduction compared to 2013
- Fujairah Call Centre – 112,400 Gallons (AED 5,845) – 74% reduction compared to 2013
- DIP Warehouse – 24,392 Gallon (AED 1,268) – 8% reduction compared to 2013

## Our greenhouse gas footprint

Targeting energy efficiency and reduction, across all aspects of our business (i.e. the network, our shops, and our offices) helps us minimise our carbon footprint in a very big way. It also helps strengthen our business by cutting costs and reducing our reliance on conventional energy sources.

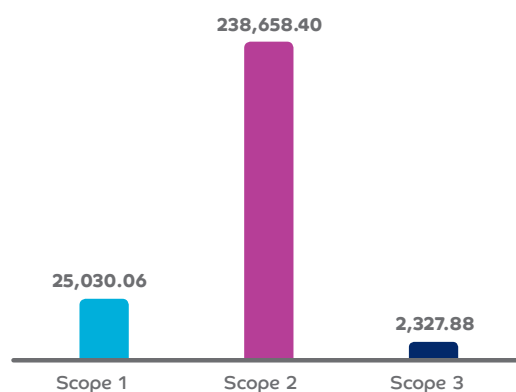
While we have not yet specifically identified climate change as a major financial risk to our business, in 2014, as part of our continual improvements, we updated our existing HSE policy by adding a dedicated Climate Change Commitment section. Climate change has become a challenge that requires a comprehensive and global response from all sectors of society to tackle, and this policy update was put in place to streamline our carbon reduction efforts and maximise the impact of these efforts.

In 2014, we made good progress and achieved significant reductions compared to previous years<sup>13</sup>. Our GHG emission intensity reduced from 0.04 tCO<sub>2</sub>e per customer (2012) to 0.033 tCO<sub>2</sub>e per customer (2014). As we expand our business, we will have to work with our suppliers to further reduce our carbon emissions.

Regarding Scope 1, most of the GHG emissions were from our diesel generators (95%) and fleet vehicles (5%). Scope 1 also includes emissions of refrigerants such as R22, R410A and R141B amounting to 4556.77 TCO<sub>2</sub>e. During the year, we did not record our emissions of ozone depleting substances or NOX, SOX, and other significant air emissions.

Our Scope 2 emissions, from the electricity consumption of our grid-connected BTS towers, main distribution frames, data centres, offices and shops, make the bulk of our GHG emissions. Our Scope 3 emissions, which are fairly negligible, are from our office waste, business consumables (i.e. paper, SIM cards, and scratch cards), third party electricity (Franchisee), water and business travel.

#### Carbon emissions 2014 (in TCO<sub>2</sub>e)



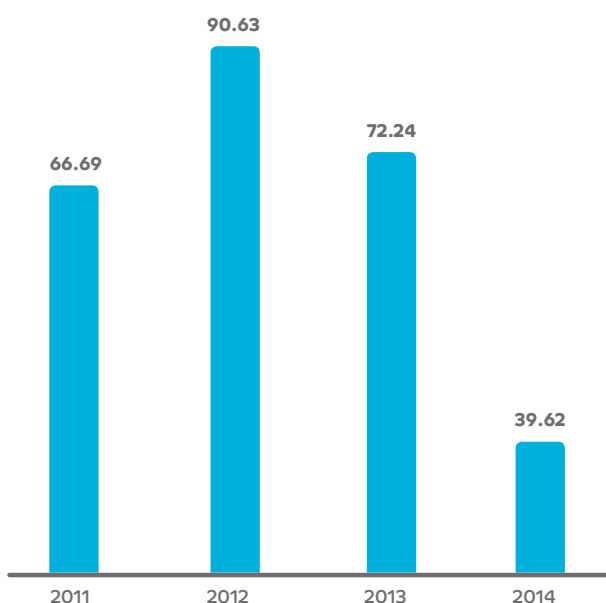
<sup>13</sup>Carbon Emission data for 2013 and 2014 was captured and recorded by our in-house teams using the greenhouse gas protocol methodologies. This data has not been verified by a third party. The standard methodology used was in reference to the Green House Gas protocols. Assumptions were only made on Scope 2 data which related to indirect Electricity consumption and Scope 3 in reference to the Franchise Electricity data.

## Waste management

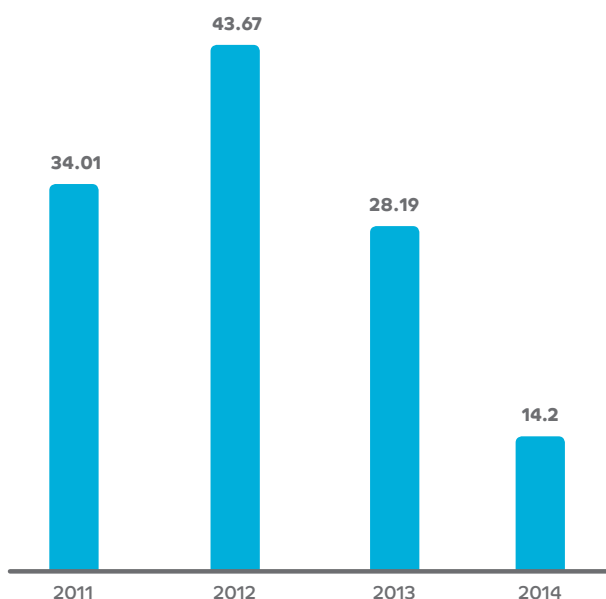
We continuously strive to minimise our impact on the environment by diverting our waste streams through our reduction and recycling practices. This is further supported by our policies on green purchasing practices that aim to reduce the strain on our natural resources.

Our overall recycling performance for key materials that we consume can be found below. What is obvious is that because we have started to reduce our consumption, our recycling has also reduced. During the year, we also purchased 3,832 printer cartridges of which 159 were recycled.

#### Tonnes of paper recycled



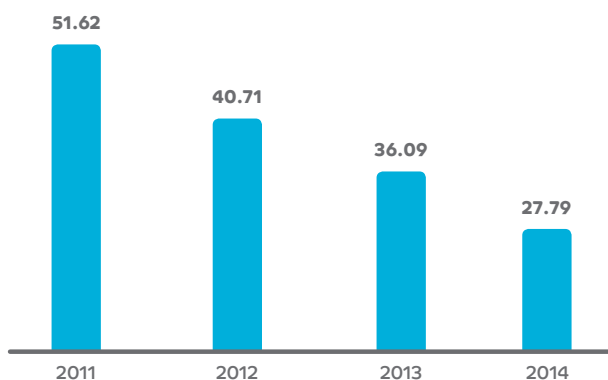
#### Tonnes of plastic recycled





Substance/ Description of Item	Quantity disposed	Type of Disposal Method	Total Quantity/ tonnes
Batteries	1,578	Recycled	38.5 Mt
SIM cards/SCC cards	156 pallets	Recycled	62 tons
Printer cartridges (enviroserve- MPS)	159	Recycled	0.21465
Diesel Generators (30KV)	67	Resold in market	48.91
Diesel Generators (40KV)	32	Resold in market	28.8
Diesel Generators (80KV)	1	Resold in market	3.7
Steel fuel tanks (350 & 500 gallons)	414	Resold in market	42.45

#### Tonnes of cardboard recycled



Regarding disposal of our equipment, in 2014, our target was to increase our efforts regarding recycling programs on electronic wastes and start recording the quantities of electronic wastes recycled or re-used (majority sold back into the UAE market). Responsible and environmentally compliant vendors were contacted for this purpose and appropriate methods of disposal were taken into consideration. In 2015, we plan to increase our efforts on the reduction and recycling of our waste streams.

We continue to implement our Hazardous Waste Policy within our business streams. During the year, there were no recorded spills. Moreover, we ensured that all our vendors are vetted to comply with local environmental regulations during the disposal of any of our hazardous waste streams. In 2015, we will continue to track hazardous waste streams and the type of disposal methods.

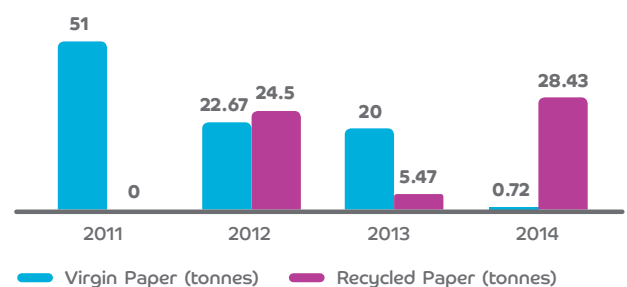
## Saving by eBilling

Part of our go-green mission is our e-bill service - a completely free service through which customers can conveniently receive bills in their email inbox without any delay. 71% of our post-paid customers have opted for this service, reducing paper consumption for printing bills by 30%. All new customers are set by default to e-bill as the bill delivery method.

## Print services efficiency

As part of our commitment to reduce our overall toner and paper consumption, our IT Operations team activated a useful 'Hold Print' feature to ensure that print jobs are printed when released, and actually collected, eliminating waste of paper and ink. Print requests sent by our staff are saved in the hold queue on the printer. To print, they simply have to select their print request on the touch panel display and click the 'Print' button. This option prevents them from forgetting to collect their printouts. Our IT Operations team further contributed to reducing corporate paper printing and photocopy volumes by encouraging the office to commit to no photocopying or printing on Thursdays. Despite the fact that there have been no hard restrictions or penalties, we have witnessed 30% reduced printing. This goes hand in hand with our move to only consume recycled paper for our main office requirements, instead of virgin paper.

#### Paper consumption at our offices



## Our LEED Vision

In 2014, our largest signature shop - located in Mirdif City Centre - was awarded a LEED Platinum Certification, scoring 90 out of a possible 110 points to make it the UAE's greenest telecom retail outlet. This is our second shop to have achieved LEED Platinum Certification, following in the footsteps of company's green shop in Fujairah City Centre.

Leadership in Energy and Environmental Design (LEED) Certification is bestowed upon buildings that employ best-in-class building strategies and practices, which are LEED Gold certified. The Mirdif City Centre signature shop was designed, supervised and managed by Asset Management and Corporate Administrations (AMCA) projects' team. During 2014, we have saved 200,672 KWhrs (worth AED 82,803) from the energy-efficient measures taken at both our LEED-certified stores.

“Our newest du shop sets an example of the possibilities of bringing sustainability into retail, in ways that will add more value by improving customer experience. The launch of our second LEED Platinum Certified shop is in line with our support of the UAE Leaderships' vision of a more sustainable future.”



**Ibrahim Nassir**  
Chief Human Capital  
and Administration Officer

A comparison of a LEED-certified store vs. a non-LEED certified store:

Retail	Energy Index (KWhr/Sqmt/month)	Remarks
Jumeirah Beach Center	22	Non-LEED certified site
Sharjah City Center	25	Non-LEED certified site
Al Salam Store - Dubai Flagship store	21	Non-LEED certified site
Fujairah City Center	16	LEED certified site
Mirdif City Center	15	LEED certified site

Sustainable features in the shop:

- 100% lights controlled by motion sensors
- 100% Energy Star Rated equipment
- 100% of new wood used in the project is FSC certified
- 89% of construction waste was diverted from landfill
- 40.3% furniture and furnishings are re-used
- Lighting power is reduced by 45.6%
- 18.6% recycled materials used in the project
- 30.3% regional materials used in the project
- Store is located in LEED Gold Certified mall
- Store has an indoor air quality monitoring system
- High quality indoor environment is produced by using low-emitting adhesives, paints, flooring and wood
- HVAC equipment are highly efficient with appropriate zoning and controls
- Renewable Energy Certificates (RECs) of 95,536 KWh are provided for green power.



## Responsible procurement

By focusing on health and safety, diversity, compliance with local labour laws and waste management, we work with our suppliers to establish sustainability throughout our value chain. In 2014, we had more than 427 active suppliers and we sourced products and services worth AED 6.1bn from them. 75% of these were local suppliers, i.e. companies with their headquarters in the UAE. We also worked with 15 Emirati SMEs during 2014. These were established with the H.H. Sheikh Khalifa Bin Zayed Al Nahyan Foundation and H.H. Mohammed Bin Rashid Establishment for Young Business Leaders.

All our contractors/vendors are informed of our HSE standards during contractual stages. Service providers are requested to submit their HSE plans prior to conducting services on site to ensure compliance and prevent minimal risks during service delivery. Over and above this, all outsourced or contractors permanently working on our premises fall within the governance of our Health & Safety and security guidelines. Therefore in the event of an emergency or incident all

necessary investigations and control measures are applied where applicable. Last year, there were no significant negative environmental or labour practice impacts in our supply chain.

In 2014, 175 vendors were registered, of which 88 were screened using environmental and workplace safety criteria in our HSE questionnaire. This highlights a 50% compliance. Our current HSE vendor questionnaire ensures our vendors comply by adopting health, safety and environmental practices while providing a service to us. In 2015, our plan is to ensure that a greater percentage of our vendors registered in 2015 complete the HSE vendor form.

Our e-procurement system continues to improve our procurement efficiency. Up to 80% of our invoices are now processed online – these represent 65% of our spend. This has significantly helped us reduce paper consumption, both for our suppliers as well as for us. In fact, our e-sourcing system has eliminated paper use by 100% at the RFP level.

# Our indoor air quality standard

We are the only company – on a global level – to ever earn the prestigious Underwriters Laboratories (UL) Indoor Air Quality (IAQ) Certification for our office buildings. These include our offices in Al Salam Tower, Dubai Academic City offices in blocks 8 and 9 and Al Barsha Command Centre in Dubai, Abu Dhabi Offices, and Fujairah Call Centre.

The UL IAQ Building Certification Program is the world's first and only comprehensive IAQ certification and preventative maintenance program for buildings. Based on extensive tests, UL has assured that our buildings certified exceed the highest indoor air quality standards.

The buildings and their systems underwent comprehensive visual inspection and air samples were evaluated for common air pollutants such as volatile organic compounds, formaldehyde, CO<sub>2</sub>, CO, moisture, mould, odours and dust. The certified buildings will be subjected to an annual assessment and inspection.

Over the years, we have cultivated a powerful culture of well-being – one that staunchly values employee safety, work/life balance, and engagement. The UL IAQ Certification serves as a strong testament to our commitment to providing a safe workplace where our employees can thrive. We aim to serve as a role model for companies in the UAE and across the world when it comes to employee safety and welfare.

## Environmental impact of technology

Electronic waste is a serious issue in the UAE, and as a telecom company we believe we can do a lot to work with customers to minimise the environmental impact of this issue. Putting customer interest and the environment first, we introduced a device exchange offer that reduces the cost of a new smartphone or tablet, simply by handing in an old device.

With this offer anyone can bring in their handsets or tablets to our select stores, and we will offer a buyback value that will help towards the cost of a new smartphone or tablet. Customers will also receive a special price for mobile data bundles such as 1 GB data for three months and 4 GB data for six months depending on the valuation of the device being returned.

## Radio frequency fields

Our base transceiver stations ensure you get good telephone coverage in any part of the country. In addition to ensuring the operational efficiency of all our stations, we also monitor them to make sure that there are no adverse health effects from these stations. This is done by strictly complying with national and regional regulations and guidance on design, installation and operation of these stations. Earlier this year, TRA also published the results of a technical survey to measure radiation levels from our stations. This study validated our claim that both the regulatory policy and the international ICNIRP standards are met and that our mobile services have emission levels that comply with and are well below the International Commission on Non-Ionizing Radiation Protection (ICNIRP) guidelines for exposure to the general public.



“ The UL IAQ Certification serves as a strong testament to our commitment to providing a safe workplace where our employees can thrive.

We aim to serve as a role model for companies in the UAE and across the world when it comes to employee safety and welfare. ”



**Abdulhadi Alalyak**  
Vice President Asset  
Management and  
Corporate Administration









Our  
approach



Our  
people



Our  
customers



Our  
environment



Our  
community

## 5. Our community

As an organisation, we were founded on the principle to add value to all our stakeholders, especially the community we operate in. Today, this founding value is made evident through a number of projects and processes – all of which are part of our continually evolving sustainability strategy.

As a company, we are extremely fortunate that our leadership, headed by our CEO and Chairman, is actively involved in a number of our sustainability and CSR initiatives, such as encouraging youth entrepreneurship, promoting education and wellness, conserving UAE's heritage and contributing to the development of our society.

### Key issues:

- Entrepreneurship and innovation
- Education and wellness
- Developing our society
- UAE heritage and culture

## At a glance

● Achieved    ① In progress / Partially achieved    ○ Not achieved

### We said we would...

### How we did...

### What next?

#### Entrepreneurship

Support the growth of entrepreneurship and innovation

● Hosted the Middle East and North Africa launch conference of the 2014 Global Innovation Index.

Establish an entrepreneurship platform for UAE's students and youth

#### Education

Launch student competitions to promote practical learning on topics such as information security

● Organised the Student InfoSec Award and the Cyber Security Conference and Hackathon

Continue to build on the Student InfoSec Award and Hackathon for encouraging information security amongst students

Build on existing relationships and provide more opportunities to Emirati students

● Partnered with media students from Zayed University Dubai. Provided support to American Universities in Sharjah and Dubai

Create projects and engagement opportunities for a larger numbers of students from Abu Dhabi and Dubai

#### Developing our society

Extend our Wellness Campaign through collaborative efforts

● Organised a number of wellness campaigns for our staff members, corporates in the UAE, and the general public

Continue with wellness initiatives for our staff and the community

Support community-focused Government initiatives throughout the year

#### Heritage and culture

Enhance bonding among our customers and UAE residents  
Innovative approaches to foster patriotism and community spirit

● Developed a range of creative campaigns around UAE's traditions and cultural practices, such as National Day, Hag Al Leilah and Ramadan

Raise public awareness on cultural traditions and social issues within the UAE for greater customer bonding

## Supporting entrepreneurship and innovation

### Hosting the MENA launch of the Global Innovation Index

To foster innovation and cultivate an environment of creativity in the country, we hosted the Middle East and North Africa launch conference of the 2014 Global Innovation Index in the UAE. According to the Index this year, the UAE was ranked as the top overall performer in the Middle East. The Global Innovation Index 2014 was published by Cornell University and the European Institute for Business Administration INSEAD and the World Intellectual Property Organisation.

The GII 2014 surveys 143 economies around the world, using 81 indicators – to gauge both their innovation capabilities and measurable results. Published annually since 2007, the GII is now a leading benchmarking tool for business executives, policy makers and others seeking insight into the state of innovation around the world. The top three innovations were awarded at the du Cyber Security Conference 2014. Throughout the competition, we kept an eye out for candidates that could be employed at the company and enhance its security capability.

### Cyber Security Conference and Hackathon

Building on the success of the 2013 conference, we organised the second Cyber Security Conference in Dubai. The 2014 conference, titled 'Envisioning Smart City Security Challenges', was especially important as it focused on the importance of information security in Smart City and mGov initiatives – an aspect very close to UAE's vision for the future. One of the international experts who spoke on the subject was Major General Mihály Zala, President of the National Security Authority, Ministry of Public Administration and Justice of Hungary, and head of the Hungarian Cyber Defense Management Authority, who discussed 'The Cold War in the Cyber World'.

In the spirit of fostering innovation and nurturing the progression of local talent in the field of information security, we invited students

across the UAE to participate in our Student InfoSec Award. This Award is a competition that encourages university and college students to develop new technologies and methods related to cyber security. The top three innovations were awarded at the du Cyber Security Conference 2014. Throughout the competition, we kept an eye out for candidates that could be employed at the company to enhance its security capability.

During the Conference, we also organised a Hackathon to put the country's top tech talents to the test. The country has had its fair share of online credit card frauds and other security lapses. Therefore, what better way than to boost ethical hacking – a unique concept that encourages coders and other computer-savvy people to use their hacking skills for good, i.e. by trying to determine vulnerabilities and weak points in online systems that people rely on.

“Today's technologically-savvy youth are essential to the Smart City culture; they are the ones who will carry smart tech to the next level, and we are keen to nurture the capabilities of such talented individuals in our community.”



**Marwan Abdulla Bindalmook**  
Senior Vice-President,  
Technology Security and  
Risk Management



# Ramadan and Social Return on Investment

We commissioned a social impact measurement study to better understand the societal impact of Mawaed Al Rahman – part of our annual Ramadan Programme – ‘30 Days of Sharing’. This is the first time that we, or any other telco in the region, have applied an objective methodology of evaluating the impact of its social project by using financial proxies. This methodology, referred to as the SROI approach, is the leading global practice for social impact assessment, and although it is relatively new to the Middle East, it is growing fast both in practice and reputation.

For Mawaed Al Rahman, we partnered with the Khalifa Foundation to support underprivileged Emirati women and help them build their entrepreneurial skills in the catering industry. Orders for tens of thousands of meal boxes were placed with these women so that we could distribute free Iftar to UAE’s low-income residents visiting local mosques during Ramadan. The funds for the project were directed from 5% of the Emirati plan revenues, thus the consumers were indirectly involved in contributing to the social programme.

The overall SROI ratio for our Mawaed Al Rahman was calculated to be approximately 1:2, which means that for every AED 1 invested in the programme, there was a societal benefit that was valued at close to AED 2, thus doubling the investment, and showing a ‘profit’ for society. The project involved 36 female Emirati chefs, more than 200 volunteers and more than 7,000 food recipients that received close to 105,000 food parcels during the month of Ramadan.

## Developing our society

### Encouraging wellness through Every Step Counts

Our Every Step Counts Programme continued to contribute to healthier living in the UAE. We launched the region’s first bilingual wellness app – a fitness companion that tracks progress, measures daily activities, monitors calorie intake and more.

The app has a built in pedometer which can be synchronised with popular fitness devices such as Jawbone or Fitbit; it also helps users measure their daily calorie intake to ensure they’re consuming the right amount and quality of food.

The du Wellness App also makes living healthy a fun and challenging activity by allowing users to compete with their friends and family. The app is available for free at the Apple® App Store, as well as the Android Play Store, and has a comprehensive, easy to use dashboard and the ability to store data in du’s cloud.

### Partnering with UNICEF for health

We organised a country-wide roadshow to visit several government schools in collaboration with UNICEF’s School Health Education project.



During this roadshow we organised a number of interactive activities for close to 400 boys and girls to teach them about the importance of a healthy lifestyle. Activities included educational sessions on finding a balance between sedentary technology-related and energetic activities, basic cooking classes to enhance knowledge on nutrition, as well as a training workshop for school nurses to build their capacities on how to deliver health education in a more interactive approach.

One of the biggest outcomes of the project has been a detailed health education manual for school management to teach students and schools about health in an engaging and effective manner.

## Reaching out for wellness

Every Step Counts also reached out to other companies by partnering with DUPLAYS (a local sports and social activities organiser) for the Corporate Step Challenge. As part of this activity, more than 50 teams competed against each other over a course of five weeks to achieve the highest number of steps taken by the team members (measured by our Wellness App). We invited teams from all across the UAE to join this challenge with a chance to win some amazing gift vouchers valid at all our shops, and Skechers shoes, Jawbone devices, gym vouchers from EMD Fitness, Duplays passes, Canon cameras, and VOX Gold Cinema vouchers.

Last year, we also collaborated with an Emirati SME sports club, Ahdaaf, to organise a series of fun sports activities at the weekly Ripe Market, held every Friday at Zabeel Park. This helped Every Step Counts reach out to thousands of children and adults and encouraged them to avail our on-spot football coaching and other wellness facilities.

## Contributing to Red Crescent Authority's Syria campaign

Early in 2014, we supported UAE Red Crescent Authority's 'Our thoughts are with the people of Syria' campaign for the relief of the Syrian people by launching an internal drive to collect donations of money and necessities to help those in need. With the generosity of our colleagues, we were able to collect AED 200,00 in a matter of days, along with 105 boxes of in-kind donations, including warm winter clothing for all ages, thermals, blankets, and heaters.

“Children's education is a vital part of life-long wellness, as they can easily absorb healthy habits that they will carry forward with them, to pass on to their families and the UAE's future generations.”



**Luma Jasim Bourisly**  
Vice President  
Corporate Communications

## Bringing Beauty and the Beast and the Penguins of Madagascar to the community

Extending our commitment to bring quality family entertainment to the UAE, we invited almost 600 children along with their teachers and guardians to experience the Disney musical Beauty and the Beast and watch the blockbuster animation Penguins of Madagascar with us. The children were invited from the Red Crescent, Human Appeal International, National Charity Schools in Dubai and Sharjah and Beit Al Khair. Our staff volunteers arranged both events providing them entertainment on the buses to the venues through quiz contests, singing competitions and fun story-telling sessions, all of which gave the children an unforgettable experience.

## Supporting Suqia

During Ramadan 2014, the Vice President and Prime Minister and Ruler of Dubai, His Highness Sheikh Mohammed bin Rashid Al Maktoum launched Suqia - a campaign to raise funds to provide clean drinking water for five million people worldwide. Through our company and staff contribution, we were able to donate AED 2.5 million to this campaign.

## 5 Volunteering initiatives

A major highlight of 2014 was our pioneering Corporate Volunteering Policy, which has helped direct the passion and expertise of our staff towards a number of community initiatives throughout the year. This policy, which encourages staff to participate in various social and environment focused activities, officially started from January 2015 onwards. However, during 2014, we were able to test it out by offering a number of opportunities to our colleagues.

In all, 208 of our staff members, along with 210 of our partners and friends (non du-staff members) contributed more than 2,500 hours towards 23 activities ranging from planting trees, educating children about internet safety, encouraging university students to start their own businesses, and more.

Of the various activities that our staff volunteered in, there were a couple that stood out as they addressed a community pillar that we feel strongly towards – education. We worked with Al Noor Training Center – a Dubai based educational institution for children with special needs – to conduct an education session on how to use IT, email, social media etc. for some of their high-functioning students. We also informed these children – ranging from ages 8 to 16 – on how to stay safe when online.

We partnered with the Growing Leaders Foundation (GLF) to help build the leadership and imaginative capacity of children at a school in Dubai. This activity – addressing the academic needs of low-income families – was facilitated by GLF as well as our staff volunteers who stepped in as short-term teachers to nurture confidence and creativity in the children.

During the year, our colleagues also volunteered to organise a career workshop for students at the University of Dubai, teaching them about personality and professional assessments, interview skills etc. We also partnered with INJAZ UAE to inspire university level students to think like entrepreneurs and explore leadership roles personally and professionally.

In addition to our wellness roadshows with UNICEF and Mawaed Al Rahman, these are some of the activities that showed how our staff cares for the community:

- Baking and painting with children at Manzil, Mawaheb from Beautiful People and START (Al Madad Foundation)
- Planting Ghaf trees with Goumbook
- Spending the day with children at Al Bahar Special Needs School
- Organising a sustainability tour for students from Dubai Men's College
- Assisting teachers at the Rashid Centre for Disabled and the Al Noor Training Centre for Special Needs
- Mentoring students through Injaz's Innovation Camp and Ripples of Happiness Programme
- Entertaining orphans and children from low-income families by taking them to see the movies 'Penguins of Madagascar' and 'Beauty and the Beast'
- Cleaning up the beach and the desert with Dubai Municipality and Emirates Environmental Group
- Talking to students about leadership and communication through the Growing Leadership Foundation
- Organising a career workshop and lectures at the University of Dubai

## Dubai Blood Donation Center

We supported Dubai Health Authority (DHA) to organise their outdoor blood donation drives in Dubai and Sharjah by providing them with 4G-LTE dongles on a 100% complimentary basis. This Internet connection will allow DHA's mobile units to connect with the patients' database. Every year DHA works to meet blood requirements in hospitals and emergency centres of Dubai. Out of 15,774 donations made during the months of July to December, 12,365 were made through collection campaigns for which the data dongles were used. This means that almost 80% of blood donations were through the mobile units connected via our Internet dongles.

## Education

### Education for life

In 2014, we partnered with the American University of Dubai (AUD) to offer scholarships to 20 bright Emirati students. This is our way of rewarding academic excellence among our future leaders and showing our commitment to education as one of the pillars of growth in the UAE. Scholarships will be offered to students pursuing Bachelor's degrees based on their academic achievement, with preference being given to single Emirati parents, Emiratis with special needs, or those who lack financial support. This partnership is based on our support to AUD in the form of providing complimentary 300 MB internet bandwidth until 2017 for the university and their students.

We also continued our partnership with the American University of Sharjah (AUS) by way of establishing an AED 5 million fund that will provide scholarships to enable meritorious students who are financially challenged to access the excellent education provided at AUS. In both cases, i.e. scholarships by AUD and AUS, high performing students may be eligible to join our Masar Graduate Trainee Programme if they are interested in starting a rewarding career with us.

### Enhancing education delivery through technology

In response to the fantastic feedback received when we supported Zayed University to build their multimedia lab on their campus in Dubai, we decided to replicate a similar facility at the Abu Dhabi campus.

The du multimedia lab at the AUH campus boasts even better technical capabilities and offers the quality of professional TV studios. The lab is spread over 150m<sup>2</sup>, with two 'live' TV sets – a news desk and interview set, and a special 'UAE heritage set' with Emirati style furnishings, which can be used for TV series or documentary style productions.

The laboratory also features a separate audio recording room, fitted out with the latest audio and mixing technology and two 50-inch control screens. All of the equipment is HD compatible, in line with the advancements in the video production industry. Over 300 students are expected to benefit from the lab in the AUH campus in 2014-15.



The du multimedia lab at the Dubai campus has been very well utilised; 370 students have benefitted from the facility. There are a number of documentaries developed by the students – using the facilities of the du multimedia lab – that have received much acclaim. At the Government of Dubai's Community Development Authority's Human Rights Short Film Competition's Awards Ceremony, Zayed University's students from Dubai won five of the nine awards for the quality of their storytelling and film editing.

The university took first place in all three categories, as well as winning a second and third prize. These films have touched upon various topics that are close to UAE's heritage and culture, like pearl diving and the Oryx. This is a wonderful example of how our support to educational institutions is nurturing creative talent amongst creative leaders of tomorrow.

## UAE heritage and culture

### Educating UAE's residents of local tradition

In celebration of Hag El Laila, and to raise awareness of the UAE's traditions, we released a new commercial in 2014 that brought to light the customs practiced at this time of year. Hag El Laila, meaning 'for this night', is an annual occasion that is celebrated to mark the arrival of the Holy Month of Ramadan. As an Emirati company we are committed to preserving the traditions of the UAE and spreading awareness of our customs amongst the diverse nationalities that reside within our community.

### Rooting for the Gulf Cup

Adding our support to UAE's National Team and all the other countries participating in the Gulf Cup, we revived a classical song that most football fans from the GCC may remember from the past. Our contribution, in the form of this musical campaign, helped support the Gulf Cup, which was first inaugurated 44 years ago in Bahrain. We believe that this event brings us all together in the spirit of good sportsmanship, regardless of our nationalities, and regardless of the tournament's winner. For the Gulf Cup video we achieved 5.5 million views within 10 days, and it is the second most successful video on the channel. The campaign socially achieved 5,423 interactions.

“The future of the UAE's smart society is based on the Emirati leaders of tomorrow being empowered with a strong education. We support the UAE leadership's vision for progress in the UAE, by providing talented Emirati students with the means to pursue degrees.”



**Ibrahim Nassir**  
Chief Human Capital  
and Administration Officer

## 30 Days of Sharing in Ramadan

This year, as mentioned in this section's feature story, our Ramadan campaign was a little more special than it normally is. See more details in the feature story in this section. To encourage greater engagement for this programme, we used our social media network and encouraged people to talk about their precious Ramadan moments with family and friends; every post resulted in us donating a further AED 10 to our project with the Khalifa Foundation. These combined efforts helped us donate a sum of AED 1.57 million (also funded by 5% of the monthly fees from Emirati Plan subscriptions) to Khalifa Foundation.

The entire campaign, titled '30 Days of Sharing', encouraged our customers and viewers to spend quality time in Ramadan with their family, friends and loved ones. Our TV commercial, as well as our social media activities, all promoted this theme throughout the Holy Month of Ramadan.



## Reaching out to the skies for national pride

In support of the Flag Day initiative launched by His Highness Sheikh Mohammed Bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE, and Ruler of Dubai, we put on a spectacular show during flag hoisting ceremonies across the country.

In Dubai, we had parachutists flying down with the UAE flag to a beach filled with spectators enjoying various fun activities.

We continued the excitement through to the UAE's 43<sup>rd</sup> National Day when we brought people together from various nationalities to create a special video with Emiratis and capture the international community's love for the nation.

This video, marked with #narzif, hit the social media charts across the globe with its emphasis on plurality and cultural tolerance in the UAE. We also encouraged our social media followers to create their own celebratory video for the chance to win a cash prize.

The National Day video, achieving 5.5 million views, has been the most successful video on our YouTube channel.

This campaign achieved more than 30,000 new fans and followers to our social media channels, and had a huge impact on the community as it was the talk of town. Our 'Narzif' video made it to Google's Adweek's list of top 10 branded videos. We also received more than 8,000 participants for the Narzif Competition.

For the 43<sup>rd</sup> UAE National Day, we recreated the spirit of the UAE National Day in front of our Head Office in Dubai Media City, where employees and visitors were invited to step back in time by being part of a heritage village with authentic Emirati hospitality and traditional food.

The song 'Narzif' was specially written by poet and TV personality Saoud Al Kaabi with music composed by Khalid Nasser and Sang by Faisal Al Jassim, to which the traditional Razfa dance is choreographed. In addition to being filmed at renowned UAE landmarks, some shots were filmed in the UK and US in front of landmark spots such as Buckingham Palace, and the Hollywood sign.





## 6. Awards and associations

In 2014, we received a number of awards in recognition of our performance to meet the needs and expectations of our various stakeholders.

### Sustainability achievements

- Cited as the first telecom organisation to globally release a Sustainability Report based on GRI-G4 Comprehensive guidelines
- Chosen by the Board of Trustees at Tatweer Excellence Awards Academy and the Arab Organisation for Social Responsibility as a pioneering institution for social responsibility in the Arab World
- Awarded LEED Platinum certification for our Mirdif City Centre store making it the UAE's greenest telecom retail outlet
- The National Day video 'Narzif' was added to AdWeek's list of top 10 branded videos achieving over 5.5 million views on YouTube

### Business excellence awards

- Won Best Satellite Service Provider of the Year at the 10<sup>th</sup> Annual Digital Studio Awards
- Honoured with the Best Enterprise Service for the Business Advantage Plan at the Telecoms World Awards Middle East
- Won Best Managed Service Provider at the Telecoms World Awards Middle East
- Named as Data Centre Project of the Year at the Network Middle East Innovation Awards
- Best CEM Brand Award, and Customer Experience Champion of the Year at 3<sup>rd</sup> Annual CEM in Telecoms Middle East Summit
- Presented with the Gallup Great Workplace Award
- Honoured with the Idea of the Year Award at the Arabia 9<sup>th</sup> International Conference for the Employee Wellness Programme

- Named as Legal Department of the Year (Large Team) at Corporate Counsel Middle East Awards
- Won Best Corporate Governance in the Middle East in the telecoms sector award by Ethical Boardroom

### Creativity accolades

- Presented with MENA's first ever Gold Cannes Lion award at Cannes Lions International Festival of Creativity
- Honoured with eight Dubai Lynx Awards for our innovative du Tuesday campaign
- Awarded Best Film Campaign and Best Copywriting Award for our 'Too Complicated' du Tuesday advertisement at the London International Awards
- Won three MENA Cristal Awards for du Tuesday
- du Tuesday campaign awarded with the Bronze medal at the MENA Effie Awards
- du Tuesday campaign featured and rated in Adweek's 'World's 26 Best Commercials of 2013-14; The Grand Prix and Gold Lion winners from Cannes'
- Grand Prix at the inaugural Transform Awards MENA for excellence in new brand creation, rebranding and ongoing brand development
- Presented with Best Tech Social Media Award at the annual Tbreak Awards
- Won an Epica Award for our du Tuesday campaign
- Won a Grand Prix at the Cristal Creativity Awards



## Honour

- Honoured at the 17<sup>th</sup> edition of Dubai Government Excellence Awards (DGEA) for our contribution to 'Developing The Building Licensing System' initiative
- Presented with the 'Sport for Life' grand trophy at the inaugural Dubai Corporate Sports Tournament by the Dubai Sports Council
- Presented with Employer of the Year accolade by Dubai Women's College

## Certification

- Received the Lexcel Quality Standard by the Law Society of England and Wales recognising our legal team's high standards of management and customer care

## Other accolades

- Hosted the MENA launch of the Global Innovation Index 2014 report, with the opening address delivered by His Excellency Mohammed Al Gergawi, Minister of State for Cabinet Affairs

## 7. GRI index and Materiality Disclosures Service

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 undergone the Materiality Disclosures Service by GRI.



### GRI Content Index for 'In Accordance' – Comprehensive General Standard Disclosure

General Standard Disclosure	Definition	UN Global Compact 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	1, 2	–
G4-2	Key impacts, risks, and opportunities		12	–
Organisational Profile				
G4-3	Organisation's name	No specific COP requirement	4	Our approach - Our financial performance (PwC audit report) 11-12
G4-4	Primary brands, products, and services		4	
G4-5	Location of the organisation's headquarters		4	
G4-6	Countries of major operation		4	
G4-7	Nature of ownership and legal form		4, 12	
G4-8	Markets served		4	
G4-9	Scale of the organisation		4	
G4-10	Total number of employees		4	–
G4-11	Percentage of total employees covered by collective bargaining agreements		N/A - Trade unions are prohibited in the UAE	–
G4-12	Organisation's supply chain		46	–
G4-13	Significant changes during the reporting period		5	–
G4-14	Implementation of the precautionary approach		12	–
G4-15	Endorsement of external economic, environmental and social charters and initiatives		4	–
G4-16	Memberships in national/international associations		4	–
Identified Material Aspects and Boundaries				
G4-17	Entities included in the organisation's consolidated financial statements	No specific COP requirement	11, All entities in our Financial Report are covered by our Sustainability Report.	Our approach - Our financial performance (PwC audit report) 11-12
G4-18	Process for defining the report content and the aspect boundaries		5, 9	–
G4-19	Material aspects identified in the process for defining report content		9	–
G4-20	Aspect boundary within the organisation		10	–
G4-21	Aspect boundary outside the organisation		10	–
G4-22	Effect and reasons of any restatements of information provided in previous reports		No restatements of information	–
G4-23	Significant changes from previous reporting periods in the scope and aspect boundaries		5, 9	–

**Table key** ● Reported ○ Partially reported ○ Not reported

General Standard Disclosure	Definition	UN Global Compact 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	7	–
G4-25	Identification and selection of stakeholders		6	–
G4-26	Approach to stakeholder engagement, including frequency		7	–
G4-27	Key topics/concerns raised through stakeholder engagement, and organisational response		7	–
Report Profile				
G4-28	Reporting period	Sphere of influence	5	–
G4-29	Date of most recent previous report		5	–
G4-30	Reporting cycle		5	–
G4-31	Contact point for questions regarding the report		5	–
G4-32	Chosen 'in accordance' option including reference to the GRI Content Index and the External Assurance Report		5	–
G4-33	Organisation's policy and practice with regard to seeking external assurance		5	–
Governance				
G4-34	Organisation's governance structure	Principles 1-10	13 - 14	Our approach - Corporate governance (Corporate Governance report) 13-14
G4-35	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees		13 - 14	
G4-36	Executive-level position with responsibility for economic, environmental and social topics		13 - 14	
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		13 - 14	
G4-39	Independence of the Supervisory Board Chairman		13 - 14	
G4-40	Nomination and selection processes for the highest governance body and its committees		13 - 14	
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.		13 - 14	
G4-44	Processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics		13 - 14	
G4-45	Highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities		13 - 14	

## GRI index and Materiality Disclosures Service

### GRI Content Index for 'In Accordance' – Comprehensive General Standard Disclosures

**Table key** ● Reported ● Partially reported ○ Not reported

General Standard Disclosure	Definition	UN Global Compact 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>13 - 14</div>	Our approach - Corporate governance (Corporate Governance report) 13-14
G4-47	Frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities		<div><div></div>13 - 14</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>5</div>	
G4-49	Process for communicating critical concerns to the highest governance body		<div><div></div>12</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>5</div>	-
G4-57	Internal and external mechanisms for seeking advice on ethical and lawful behaviour		<div><div></div>5</div>	-
G4-58	Internal and external mechanisms for reporting concerns about unethical or unlawful behaviour		<div><div></div>5</div>	-



# GRI Content Index for 'In Accordance' – Comprehensive Specific Standard Disclosures

**Table key** ● Reported ○ Partially reported ○ Not reported

General Standard Disclosure	Definition	UN Global Compact Principle	Page reference (or direct response in case of omission)	External assurance reference
<b>Economic</b>				
<b>Economic Performance</b>	G4-DMA: Generic Disclosures on Management Approach	Principle 7	● 11 - 12	Our approach - Our financial performance (PwC audit report) 11-12
	G4-EC1: Direct economic value generated and distributed	–	● 11 - 12	
	G4-EC2: Financial and other implications of climate change	Principle 7	● 42 - 43	–
	G4-EC3: Coverage of the organisation's benefit plan obligations	–	● 16	–
	G4-EC4: Financial assistance received from government	–	● 11 - 12	Our approach - Our financial performance (PwC audit report) 11-12
<b>Market Presence</b>	G4-DMA: Generic Disclosures on Management Approach	Principles 1 & 6	● 18 - 19	–
	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	● 18	–
<b>Procurement Practices</b>	G4-DMA: Generic Disclosures on Management Approach	–	● 46	–
	G4-EC9: Proportion of spending on local suppliers	–	● 46	–
<b>Environmental</b>				
<b>Materials</b>	G4-DMA: Generic Disclosures on Management Approach	Principles 8 & 9	● 43 - 44	–
	G4-EN1: Materials used by weight or volume	Principle 8	● 43 - 44	–
	G4-EN2: Percentage of materials used that are recycled input materials	Principles 8 & 9	● 43 - 44	–
<b>Energy</b>	G4-DMA: Generic Disclosures on Management Approach	Principles 8 & 9	● 42 - 43	–
	G4-EN3: Energy consumption within the organisation	Principle 8	● 42 - 43	–
	G4-EN4: Energy consumption outside of the organisation	–	● 42 - 43	–
	G4-EN5: Energy intensity	–	● 42 - 43	–
	G4-EN6: Reduction of energy consumption	Principles 8 & 9	● 42 - 43	–
	G4-EN7: Reductions in energy requirements of products and services	Principles 8 & 9	● 42 - 43, 45	–

## GRI index and Materiality Disclosures Service

### GRI Content Index for 'In Accordance' – Comprehensive Specific Standard Disclosures

**Table key** ● Reported ● Partially reported ○ Not reported

General Standard Disclosure	Definition	UN Global Compact Principle	Page reference (or direct response in case of omission)	External assurance reference
<b>Environmental</b>				
<b>Emissions</b>	G4-DMA: Generic Disclosures on Management Approach	Principles 7, 8 & 9	● 42 - 43	–
	G4-EN15: Direct greenhouse gas (GHG) emissions (Scope 1)	Principle 8	● 42 - 43	–
	G-4EN16: Energy indirect greenhouse gas (GHG) emissions (Scope 2)	Principle 8	● 42 - 43	–
	G-4EN17: Other indirect greenhouse gas (GHG) emissions (Scope 3)	Principle 8	● 42 - 43	–
	G-4EN18: Greenhouse gas (GHG) emissions intensity	–	● 42 - 43	–
	G-4EN19: Reduction of greenhouse gas (GHG) emissions	Principles 7, 8 & 9	● 42 - 43	–
	G-4EN20: Emissions of ozone-depleting substances (ODS)	Principle 8	● 42 - 43	–
	G-4EN21: NOX, SOX, and other significant air emissions	Principle 8	● 42 - 43	–
<b>Effluents and Waste</b>	G4-DMA: Generic Disclosures on Management Approach	Principle 8	● 42 - 44	–
	G-4EN22: Total water discharge by quality and destination	Principle 8	● 42	–
	G-4EN23: Total weight of waste by type and disposal method	Principle 8	● 43 - 44	–
	G-4EN24: Total number and volume of significant spills	Principle 8	● 43 - 44	–
	G-4EN25: Weight of transported, imported, exported, or treated hazardous waste	Principle 8	● 43 - 44	–
	G-4EN26: Water bodies and related habitats significantly affected by the organisation's water discharge	Principle 8	○ N/A - Managed by local water authorities	–
<b>Supplier Environmental Assessment</b>	G-4DMA: Generic Disclosures on Management Approach	–	● 46	–
	G-4EN32: Percentage of new suppliers screened using environmental criteria	–	● 46	–
	G-4EN33: Significant negative environmental impacts in the supply chain and actions taken	–	● 46	–

# GRI Content Index for 'In Accordance' – Comprehensive Specific Standard Disclosures

**Table key** ● Reported ○ Partially reported ○ Not reported

General Standard Disclosure	Definition	UN Global Compact Principle	Page reference (or direct response in case of omission)	External assurance reference
<b>Social - Labour Practices and Decent Work</b>				
<b>Employment</b>	G4-DMA: Generic Disclosures on Management Approach	Principle 6	● 16 - 26	–
	G4-LA1: Total number and rates of new employee hires and employee turnover	Principle 6	● 25 - 26	–
	G4-LA2: Benefits provided to full-time employees that are not provided to temporary employees	–	● 16	–
	G4-LA3: Return to work and retention rates after parental leave, by gender	–	● 25	–
<b>Occupational Health and Safety</b>	G4-DMA: Generic Disclosures on Management Approach	Principle 1	● 24	–
	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	● 24	–
	G4-LA7: Workers with high incidence or high risk of diseases related to their occupation	Principle 1	● 24	–
	G4-LA8: Health and safety topics covered in formal agreements with trade unions	Principle 1	○ Trade unions are prohibited in the UAE	–
<b>Training and Education</b>	G4-DMA: Generic Disclosures on Management Approach	–	● 23	–
	G4-LA9: Average hours of training per year per employee by gender, and by employee category	–	● 23	–
	G4-LA10: Skills management and lifelong learning programmes to support employees	–	● 23	–
	G4-LA11: Percentage of employees receiving regular performance and career development reviews	–	● 22	–
<b>Diversity and Equal Opportunity</b>	G4-DMA: Generic Disclosures on Management Approach	Principle 1 & 6	● 25 - 26	–
	G4-LA12: Composition of governance bodies and breakdown of employees per category	Principle 1 & 6	● 18, 25 - 26	–
<b>Supplier Assessment for Labour Practices</b>	G4-DMA: Generic Disclosures on Management Approach	–	● 46	–
	G4-LA14: Percentage of new suppliers screened using labour practices criteria	–	● 46	–
	G4-LA15: Significant negative impacts for labour practices in the supply chain and actions taken	–	● 46	–

## GRI index and Materiality Disclosures Service

### GRI Content Index for 'In Accordance' – Comprehensive Specific Standard Disclosures

**Table key** ● Reported ● Partially reported ○ Not reported

General Standard Disclosure	Definition	UN Global Compact Principle	Page reference (or direct response in case of omission)	External assurance reference
<b>Social - Labour Practices and Decent Work</b>				
<b>Labour Practices Grievance Mechanisms</b>	G-4DMA: Generic Disclosures on Management Approach	–	● 22	–
	G-4LA16: Labour practices grievances filed, addressed, and resolved through formal grievance mechanisms	–	● 22	–
<b>Social - Society</b>				
<b>Local Communities</b>	G-4DMA: Generic Disclosures on Management Approach	–	● 50 - 58	–
	G-4SO1: Operations with local community engagement, impact assessments, and development programmes	–	● 50 - 58	–
	G-4SO2: Operations with significant negative impacts on local communities	–	● 48	–
<b>Social - Product Responsibility</b>				
<b>Customer Health and Safety</b>	G-4DMA: Generic Disclosures on Management Approach	Principle 1	● 34, 47	–
	G-4PR1: Percentage of products and services for which health and safety impacts are assessed	Principle 1	● 47	–
	G-4PR2: Incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services	Principle 1	● 47	–
<b>Marketing Communications</b>	G-4DMA: Generic Disclosures on Management Approach	Principle 1	● 38	–
	G-4PR6: Sale of banned or disputed products	–	● 38	–
	G-4PR7: Incidents of non-compliance with regulations and voluntary codes concerning marketing communications	–	● 29	–
<b>Customer Privacy</b>	G-4DMA: Generic Disclosures on Management Approach	Principle 1	● 30	Our approach - Risk Mgmt and Business Continuity (ISO 27001: 2005) 12
	G-4PR8: Substantiated complaints regarding breaches of customer privacy and losses of customer data	Principle 1	○ Confidentiality constraints	





