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Chairman’s statement

A robust sustainability framework, together with strong governance and a commitment to the UAE national agenda has enabled us to deliver tangible and sustainable impact.



Ahmed Bin Byat
Chairman

As per a statement from the 2030 Agenda for Sustainable Development:

‘The spread of information and communication technology and global interconnectedness has great potential to accelerate human progress, to bridge the digital divide and to develop knowledge societies.’

This has never been truer than it is today, with the world around us changing faster than ever, driven by advances in technology particularly those in connectivity and communication. We are honoured, and excited, to be part of an industry that is at the very heart of this disruption, and providing the fabric of interconnectivity that has the power to shape the world we live in and make a difference.

10 years since our launch, we are proud of our own journey

and efforts towards making a difference in the UAE — be it through the provision of ‘choice’ to the country’s residents, or the wide variety of initiatives that have delivered tangible and sustainable impact across the country’s social, environmental and economic pillars. This has been made possible by the robust sustainability framework that we have integrated within our business from the start, combined with our strong governance values and commitment to the UAE national agenda.

We are of the firm belief that digital integration is key to delivering positive impact, and ultimately, happiness for everyone. Over the past year, we have worked on several initiatives to progress the inclusion and integration of Smart technology across people’s lives. We are working to make tomorrow’s technology available

☞ We are of the firm belief that digital integration is key to delivering positive impact, and ultimately, happiness for everyone. ☞



now, and meet the ever increasing demands of a younger population in the fastest and simplest ways possible while also promoting the safe use of this pervasive digital technology. Thus, we launched our first ever Public Service Announcement (PSA), tackling the issue of oversharing personal information online. This is our wholehearted effort to educate, inform and empower the population to be in charge of their safety online.

In parallel, our Cyber Security Conference and Managed Security Solutions are ensuring that businesses in the UAE are aware of, and protected from, cyber threats. We’re also using digital technology to solve existing challenges. Our association with the Bab Noor app – the first Arabic language app for children with autism and other speech disabilities — is enabling inclusive development for this audience, in line with Dubai’s ‘My Community’ vision.

Through proactively investing to increase the number of our solar-powered mobile network, we are supporting the national renewable energy agenda and indigenous biodiversity, while taking transformational measures to reduce our energy impact.

Further, we continue to foster and support initiatives that contribute towards the rich and diverse societal fabric of the UAE, such as our flagship Mawaed Al Rahman programme – our largest community volunteering initiative, or supporting the initiatives led by the country’s leadership.

Looking forward, we will continue to build on our solid sustainability foundation, developing this further to achieve national and international goals, such as the United Nations Sustainable Development Goals, and delivering value for all our stakeholders.

CEO's message

From the start, we have embraced a strategy that has allowed us to create value for our stakeholders, and grow sustainably for long-term impact.



Osman Sultan
Chief Executive Officer

When we launched our operations, we could not have predicted the world today: with the ever increasing mobile penetration or the current indispensability of the mobile phone and internet. We were sure though, that our market approach and core differentiator needed to rely on a strategy that allowed us to create value, and grow sustainably for long-term impact.

Now, 10 years later, we are happy that we took the decision to embrace this strategy where, through the power of communications, we are delivering a positive impact in the UAE.

Core to our business are our customers, and strengthening our relationship with them was a key focus for us in 2016. Our younger customers in particular, with their ever-growing demands for connectivity and digital omnipresence, were a driver for several of our initiatives in 2016, such as our Agent 055 Network initiative which is helping students learn business and entrepreneurial skills.

Our investment in the music streaming service Anghami, or the creation of a special YouTube series 'Digital Fasting', which followed an Emirati who goes 'offline' during

the Holy Month of Ramadan – these are other examples of our efforts to understand and connect with this audience.

We maintain that our people are our greatest asset, and thus, we have worked hard and invested much effort into recruiting, training and retaining the best talent. In 2016, we enhanced the benefits offered to our staff to help them respond better to the challenges of an increasingly competitive global economy. During the year, close to 1,600 of our staff members benefitted from various training modules through our flagship du University learning framework. Our employees' wellness and happiness initiatives continued to gain momentum, made evident by a 35% increase in participation and the organisation of our first 'women's only' wellness day.

We also continued to invest in renewable energy, adding seven more exclusively solar-powered mobile network sites in the Abu Dhabi western region. This was complemented by the successful roll out of our new SIM card packaging, incorporating environmentally-friendly thinking, which has eliminated the use of plastic by 99%.

Further, we grew our engagement with the community, particularly the youth, through several initiatives: from our annual Mawaed Al Rahman initiative that engaged with over 1,000 community volunteers, to du FC - our extremely popular football training academy in association with LaLiga.

du Live! continued to excite the UAE with world class music acts. With our partnership with Dubai Opera, the UAE community will now see the most exciting performing arts and entertainment productions come to the country.

“As we chart a new story for our growth, we will continue to adapt our sustainability approach in the coming year in our bid to transform ourselves and our society for the better.”



Our approach

Since we opened for business in 2006, we have stayed true to our promise to ‘add life to life’ in all aspects of our operations.

Our vision, mission and brand values continue to drive us towards our aspiration to create value through all that we do, and for all those who come in contact with us.

Our comprehensive range of services including mobile and fixed telephony, broadband connectivity, IPTV services and engagement platforms have enabled over 8 million

consumers and 80,000 businesses alike. We also provide managed services, a data hub, internet exchange facilities and satellite services for broadcasters.

We are majority owned (39.5%) by the UAE Government through their ownership of Emirates Investment Authority. Further details about us can be found on our website. **du.ae**

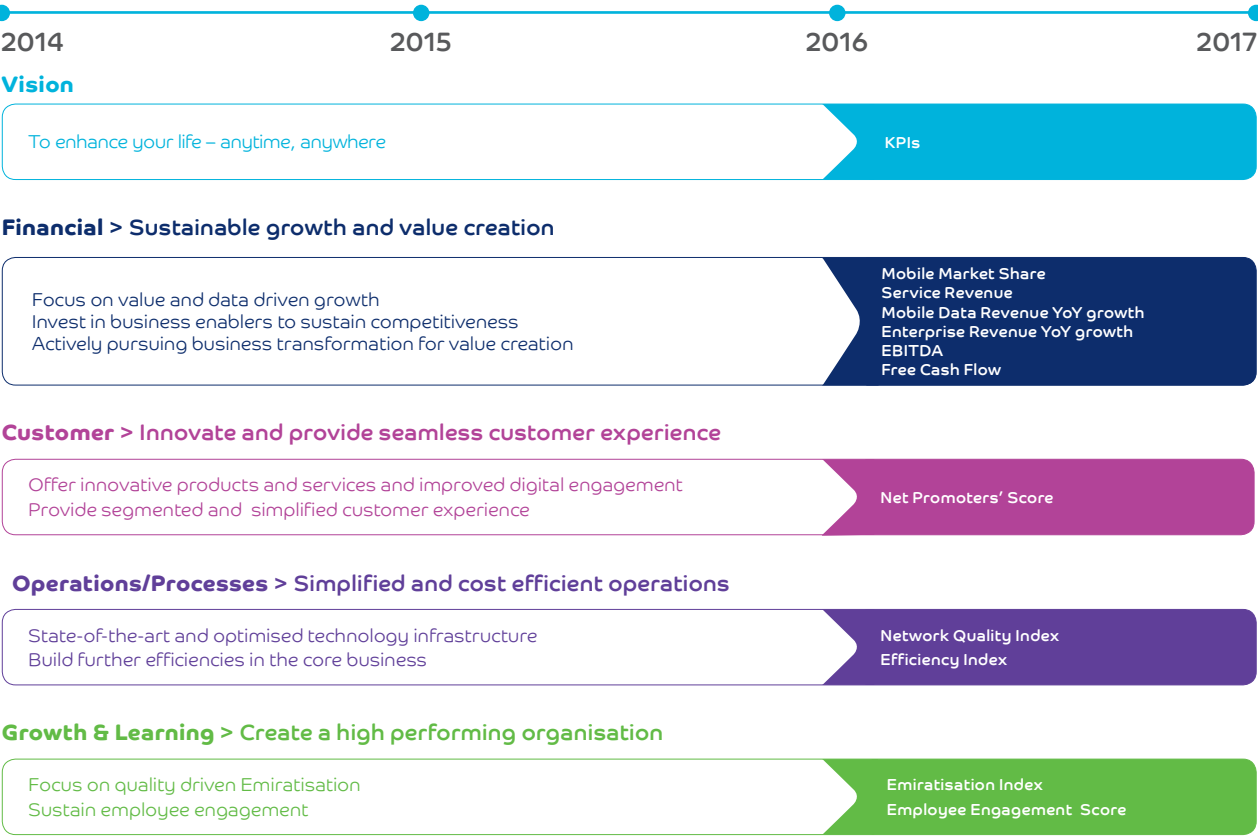


Balanced Score Card

In order to reach our goals and objectives, we use a Balanced Score Card approach to track performance and guide our strategy execution. This ensures that we work towards enhancing all areas of the business to contribute towards the overall success of the company. A set of key performance indicators (KPIs) track the performance of each area, and are cascaded across relevant business units.

Over the past year, with a focus towards sustainable growth and creation of value, we placed our efforts in boosting innovation, customer experience, simplification, adding efficiency in our operations, and working towards being a high performance organisation.

For the coming year, we will continue to build upon and enhance our core business, while developing opportunities outside of the core business to create value.

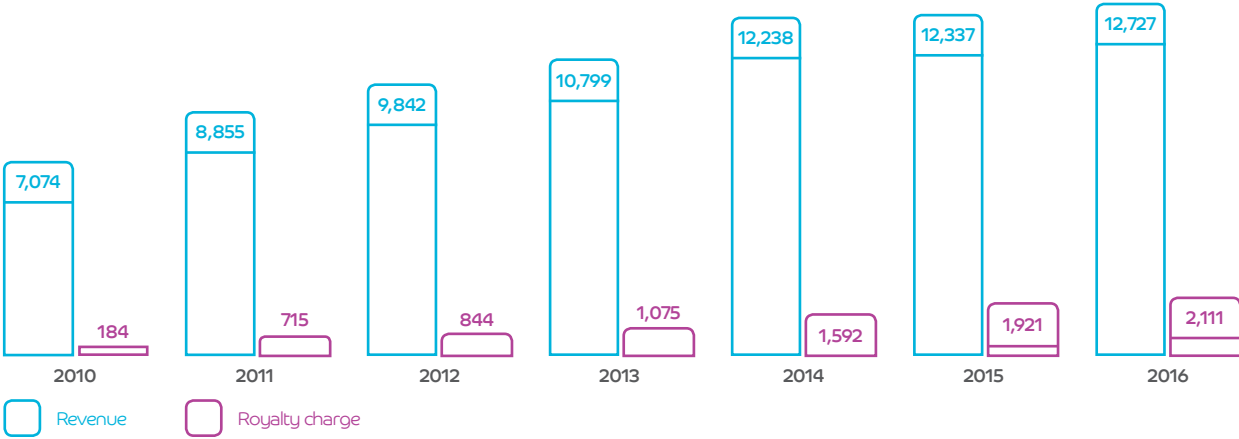


Financial performance and economic contribution

We achieved revenues of AED 12.7 billion in 2016, marking an increase of 3.2% from the previous year. As part of our economic responsibility towards the country and in compliance with a

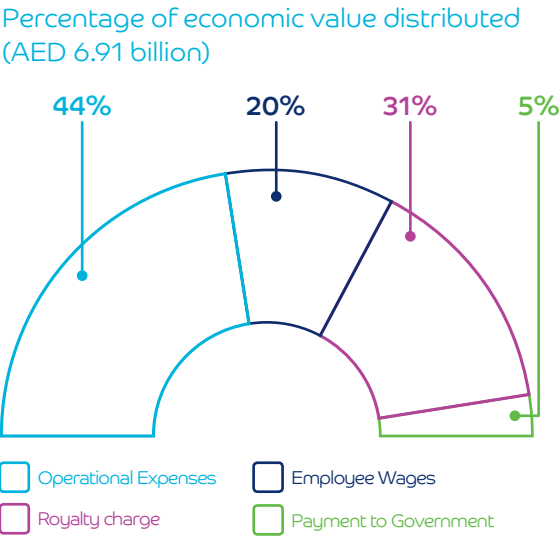
2010 directive from the Ministry of Finance, we continue to pay royalties to the Government. In 2016, the royalty charge was AED 2.1 billion – year on year figures indicated below.

Comparative revenue and Royalty charge (AED million)



Further, we contribute an additional 1% of our total revenue each year towards the Telecom Regulatory Authority’s ICT Fund, in accordance to a resolution issued by the Supreme Committee for the Supervision of the Telecommunications Sector. The money in this Fund goes towards the development of innovation and knowledge capital in the country’s ICT sector through identified projects – either by organisations or individuals.

Audited consolidated financial statements of Emirates Integrated Telecommunications Company PJSC and its subsidiaries for the year ended 31 December 2016 are available on our website and our published Annual Report.



Sustainability values, stakeholders and material issues

Our brand promise is greatly supported by our sustainability pillars, with an underlying framework of strong corporate governance and commitment to ethical and transparent operations.

We have a wide variety of stakeholders whose input is crucial in focusing our efforts on areas that matter to them. Their feedback and priorities are captured through a biannual stakeholder engagement exercise, and then represented in our Materiality Matrix which feeds into our overall company risk register. This helps us determine the relevant strategies, while we continued to develop and deliver initiatives that support our sustainability pillars:

- Education
- Entrepreneurship
- Environmental responsibility
- National identity

We are extremely fortunate to have a Board of Directors and senior management team who are actively engaged in our sustainability strategy and decision making. With a view to track progress, assess material issues and advance sustainability in the business, there is an established communication channel via the Company Secretary, between the Board of Directors and the Sustainability team.

There have been no changes to our Materiality Matrix from our last report and it is reflective of the feedback from our last stakeholder engagement exercise in 2014. More details on the relevant stakeholders and topics can be found in the following pages. A review of our stakeholders and their feedback was started in December 2016; results will be incorporated in our next sustainability report.

Stakeholder feedback and response table

Stakeholder	Key issues raised	Our response
Customers (Large enterprises and SMEs, individual customers, blue-collar workers)	Customers (via face to face meetings ; 2014)	
	<ul style="list-style-type: none">• 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 Our Customers Our Environment
Universities (Zayed University, American University of Sharjah, International Horizon College)	Educational Institutions (via face to face meetings; 2014)	
	<ul style="list-style-type: none">• 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 Our Community

G4-18
G4-24, G4-25, G4-26, G4-27

Stakeholder	Key issues raised	Our response
NGOs (UNICEF, EWS-WWF, Arabia CSR Network)	NGOs (via face-to-face meetings ; 2014)	
	<ul style="list-style-type: none">• Manage emissions for data centers 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 programme• Assess business impact on children’s rights and proactively address child safety, especially on the internet	See Our Environment Our Community
Investor (National Bank of Abu Dhabi)	Investor (via telephone meeting; 2014)	
	<ul style="list-style-type: none">• 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 Our Customers Our Community
Telecommunications Regulatory Authority and Dubai Chamber of Commerce – Center for Responsible Business	Government (via face to face meetings; 2014)	
	<ul style="list-style-type: none">• 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 retail outlets• Technology for personal identity protection• Content standards and mobile spam	See Our Customers Our Environment Our Community

G4-18
G4-24, G4-25, G4-26, G4-27

Stakeholder	Key issues raised	Our response
Ericsson, Heliocentris and Gemalto	Business partners and suppliers (via face to face and telephone meetings ; 2014)	
	<ul style="list-style-type: none">• Encourage suppliers and build their capacity to be compliant with UNGC principles• Reduce CO2 footprint from an operations and employee perspective• Reduce impact of diesel generators for data centers 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 Our Environment Our Customers
Employees	Employees (via online survey; 2014)	
	<ul style="list-style-type: none">• 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.• Emiratisation• Occupational health & safety	See Our People
Media (The National and CPI Industry)	Media (via online survey and telephone meetings ; 2014)	
	<ul style="list-style-type: none">• 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 Our Environment

G4-18
G4-24, G4-25, G4-26, G4-27

Materiality Matrix

Importance 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
Current / potential impact on business				

“ Our brand promise is greatly supported by our sustainability pillars, with an underlying framework of strong corporate governance and commitment to ethical and transparent operations. ”

G4-18, G4-19

Material aspect (including key topics)	Aspect boundary (internal and external)
1. Emiratisation	du (as a whole), Suppliers, Community
2. Economic performance <ul style="list-style-type: none">Financial performanceEconomic contribution	du (as a whole), Suppliers, Shareholders
3. Customer satisfaction <ul style="list-style-type: none">Quality of servicesCustomer well-beingCustomer engagement and loyalty	du (as a whole), Retailers, Customers
4. Privacy and security (data protection)	du (customer operations), Customers, Retailers
5. Business ethics	du (as a whole), Shareholders
6. Corporate governance	du (as a whole), Shareholders
7. Radio frequencies	du (technical sites), Community
8. Employee satisfaction <ul style="list-style-type: none">Training and developmentEmployee engagementRecruitment and retentionEmployee wellbeing (including Occupational Health & Safety)	du (as a whole), Suppliers, Retailers, Community
9. Supply chain <ul style="list-style-type: none">Supply chain impact on the environment	du (procurement), Suppliers
10. Innovative offerings <ul style="list-style-type: none">Commercial propositionsTechnological innovations	du (as a whole), Customers, Community
11. Sustainable business model <ul style="list-style-type: none">Business risk managementDiversification of opportunities and areas of expansion	du (as a whole), Shareholders
12. Commitment to the community <ul style="list-style-type: none">EntrepreneurismEducationHeritage and cultureDeveloping our society	du (as a whole), Suppliers, Community
13. Environmental impact <ul style="list-style-type: none">Waste managementEnergy efficiencyConservation of natural resourcesEnvironmental impact of communication technology	du (as a whole), Suppliers, Retailers, Community
14. Diversity and equal opportunity	du (as a whole), Suppliers, Retailers, Community
15. Responsible marketing	du (marketing communication), Customers, Community

G4-18, G4-19, G4-20, G4-21

Corporate governance and business ethics

Since our launch, we have worked hard to operate in an ethical and transparent manner exceeding, where possible, the minimum compliance requirements established by the Companies Law and the standards set by the UAE Securities and Commodities Authority (SCA).

Our overall governance rests with the Board of Directors, comprising of 10 non-executive members, each with a three-year term. Under the Memorandum of Association, our majority shareholders — Emirates Investment Authority, Emirates Communications and Technologies Company and Mubadala Development Company — have the right to jointly appoint eight members of the Board, with two members elected by public shareholders through cumulative voting in the General Assembly every three years.

To effectively carry out their collective work, the Board maintains three committees with different responsibilities: the Audit Committee, the Investment Committee, and the Nomination and Remuneration Committee. Our Board is required to meet a minimum of six times annually, and in 2016, they exceeded this requirement by meeting seven times.

We believe that a well-performing Board affects the performance of an organisation; that is why we engage in assessments and workshops to improve the performance of our Board. Each year, our Board members are required to complete a survey, designed by international best practice experts, to capture their management, accountability, knowledge and skill base. An assessment of these results will help in determining the appropriate development paths for our Board.

Over the past year, the Board and our executive management team were involved in a number

“The spirit of governance, ethics and transparency is present throughout all levels of our organisation.”

of workshops to discuss topical issues including developments in governance best practice and long-term strategic planning.

Further, in 2016 our Board revisited the Remuneration Framework to comply with the new SCA Governance Code (released in April 2016) whereby Board Members cannot be remunerated for attendance which is in conflict with the current Framework. Willis Towers Watson was appointed as an independent Consultant to review the market, conduct benchmarking and recommend changes in the Board compensation.



To enforce our commitment to transparency, our Board of Directors are required to disclose information on any conflict of interest situations to SCA. The nature of this information includes, but is not limited to, details of their shareholding and positions they have held in our company since the start of the year; shares owned by any family members; other Board memberships and an acknowledgement of their independence.

For more information, please refer to our website where we have our most recent Corporate Governance report.

The spirit of governance, ethics and transparency is present throughout all levels of our organisation by way of Code of Conduct and Ethics that each employee is required to accept and sign while employed with us. During the year, our HR teams worked hard to educate our staff through workshops on our Code of Conduct and the importance of maintaining an ethical environment.

Our whistleblowing policy which allows our people to provide anonymous feedback on any wrongdoing by or within the company, further ensures that we operate in an ethical manner. Our whistleblowing email, independent website and hotline connect to an external consulting organisation who then collate the feedback and send it to our internal teams for review without disclosing the whistleblower's identity. This guarantees complete anonymity to the whistleblower. In addition to our staff, we made this service available to our vendors

and organised several awareness campaigns to ensure awareness of this policy among all stakeholders. Over the coming year, we plan to expand the horizon of this policy to involve more stakeholders.

Sourcing ethically

We purchase goods and services from many businesses, who ensure that we deliver quality products to our customers. Our commitment to transparency and ethical behaviour extends to our supply chain, and we have policies and practices to guarantee this. Our Sourcing Policy makes sure that all dealings with vendors are fair, competitive and without any conflict of interest. This also stipulates that we support local entrepreneurs, and as such, we purchased AED 5.1 million worth of goods and services from Emirati SME vendors. We are also conscious of our responsibility to buy environmentally friendly products, and this is something we do so as much as possible.

We also expect all our suppliers to share our social, environmental and ethical values, so we ask them to complete a questionnaire on these aspects as part of the registration process. They are also required to accept our Code of Conduct and our HSE policy. We are also working with our suppliers to share best practices and knowledge, such as the United Nations Global Compact, so they can raise their standards.

In the past year, we were not made aware of any significant negative environmental or labour impacts within our supply chain.

Risk management and business continuity

In a continually evolving risk landscape, we are challenged with addressing key risks in a manner that proves dynamic and flexible in the long-term. We have a corporate-wide approach to manage our top corporate risks. The risk management framework is aligned to ISO 31000:2009, the global standard for risk management and the benchmark against which the effectiveness of our approach to risk is compared. Specifically, a comprehensive process is deployed to identify, analyse, evaluate and treat risks.

We run a systematic, structured and timely Corporate Risk Agenda throughout the year. The top corporate risks are reported to the Audit Committee and Board on a quarterly basis, with risks typically falling within the strategic and financial, operational, compliance and reputational areas. Many of our top risks are similar to those felt by comparable businesses.

In 2016, our top corporate risks were closely monitored, resulting in the initiation of a number of transformational programmes to future-proof the organisation. In 2017, we will work towards ensuring that these initiatives become operational while continuously assessing and addressing corporate risks.

With the recent socio-political and economic instabilities across the globe, staying resilient while ensuring that we continue to deliver our products and services at acceptable predefined levels is the key challenge for our business. We have adopted a standard Business Continuity Management (BCM) system in order to build the required resiliency to protect our people, processes, facilities and technologies, as well as our customers, vendors, partners, regulators and contractors.

Business Continuity Plans (BCPs), Disaster Recovery Plans (DRPs), Crises Management Plans and Simulations all contribute towards the BCM system. The BCM system is run by our Business Continuity & Crises Management team under the Technology Security and Risk Management (TSRM) department.

At the national level, we abide by the security obligations set by the Telecommunications Regulatory Authority (TRA) through the National Emergency Plan for Telecom (NEP-T), National Electronic Security Agency (NESA) and National Crisis and Emergency Management Authority (NCEMA) and the other operator in the region, Etisalat.

During 2016, we successfully participated in two national field simulations organised by the TRA and NCMEA that were designed to test the resilience of the telecom's sector in case of a national disaster. During the year, we also enhanced the coverage of the ISO27001:2013 Information Security Management to include our Customer Operations team in addition to previous functions.

Moreover, we completed the ISO22301 Business Continuity Standard surveillance audit without any non-conformities. We attained the full status, thus ensuring that we continue to have the ability to mitigate the effects of disruptive incidents with minimal effect on our critical business.



Our people

We realise that a skilled, diverse and motivated workforce is crucial for us to keep up with our dynamic industry and the evolving needs of our customers.

Over the past year we have looked at ways to enhance the way we identify and recruit our people; how we compensate them; how to provide new opportunities for their learning and development; and putting their wellbeing and happiness as our highest priority.

We are widely recognised for offering our employees the best benefits, and these were enriched further in 2016.

Key improvements among these were the revision of our employee recognition scheme: we widened the scope to include all contractors and outsourced staff, and simplified the nomination, recognition and communication aspects of this scheme. Further, we increased the educational assistance available to all staff members. An average 5% salary increment was given to all employees, effective as of 1 July 2016.

Objectives	KPIs	Performance		
		2016	2015	2014
Emiratisation	Reduction in Emirati turnover	8%	8%	15%
Developing our people	Classroom training hours	36,095	35,916	19,382
Wellness, engagement and happiness	Gallup employee engagement score	4.44	4.39	4.29
	Staff volunteering (number of unique volunteers)	349	315	208
	Impact of volunteering on employee satisfaction (score on Gallup index)	4.5	4.44	n/a
	Employee participation in wellness activities (number of employees)	2700	2000	1200
	Satisfaction with employee wellness activities (score on Gallup index)	4.66	4.44	4.39
	Impact of wellness activities on employee satisfaction (score on Gallup index)	4.66	4.46	4.38
	Innovative ideas programme (number of ideas submitted)	7000+	4000+	3393
Health, Safety and Environment	HSE inspections across office locations, technical sites and stores (number)	155	73	50

Emiratisation

We have been taking strategic measures towards attracting, developing and retaining the best Emirati talent for our continued success and towards the UAE’s vision for a knowledge-based economy. In 2016, our Emirati workforce rose to 32% of the total, while attrition remained stable at 8%. Further, 36% of our senior management team* are Emirati.

Masar, our flagship Graduate Trainee (GT) programme gained momentum in 2016, with 26 bright young Emiratis joining us across different business functions. 15 Emiratis also joined us as Summer Trainees, and were distributed across different organisation verticals. Recruitment into this programme was aided greatly by our participation in various career fairs across the country.

Our Career Development Programme continues to provide a training framework for our Emirati colleagues to enhance their skills set and prepare them for the next level of their

career. 80 of our colleagues benefitted from this programme last year. 215 of our Emirati colleagues also graduated with enhanced leadership capabilities from our ‘School of Leadership’ under our du University training framework. One of our colleagues also became the first Emirati to intern with the International Telecommunication Union (ITU).

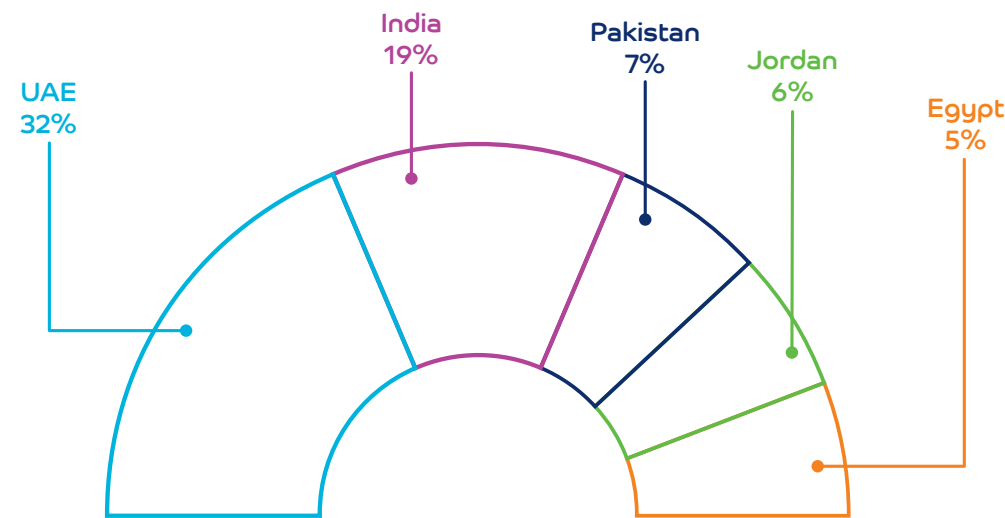
We also held an ‘Exchange Programme’ with Zain KSA, a mobile operator based in Saudi Arabia. Employees from both organisations had the chance to learn from different work environments and market conditions, thus accelerating their career curve.

Our Fujairah call centre remains a key success story for us, delivering on the triple bottom line and women’s empowerment. The centre continues to be the primary employment choice for Emirati women in the Northern Emirates, while delivering exceptional customer service to our Emirati customer base.

“ We’ve been committed to providing exciting employment opportunities for UAE citizens since the very beginning. ”

*Vice President and above

Top employee nationalities



Diversity, equal opportunity and inclusion

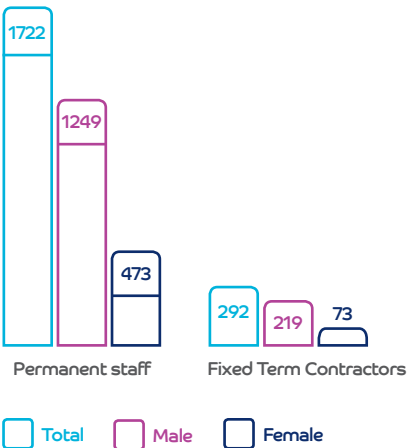
Reflecting the UAE’s sentiment of tolerance, inclusion and diversity, our workforce of more than 2,000 employees from over 65 countries create a collaborative work environment where people learn from each other and develop new ways of thinking. We clearly state our position on fostering a diverse and equal work force in our employee handbook:

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

This policy also extends to the hiring of people with disabilities. At present, our workforce consists of four colleagues with disabilities: one has reduced working hours; one has been provided with supportive visual aids; while the remainder maintain regular working hours.

Over the past year, we hired close to 240 people in different roles, while 165 of our

Employee breakdown



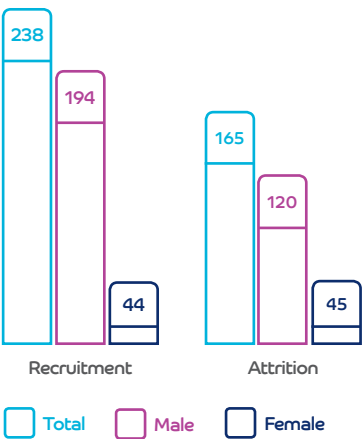
colleagues left due to personal reasons or structural reorganisation. Attrition rate stood at 9.8%, in line with the past year’s performance.

Of note, franchise and outsource data is not recorded by our HR team and hence not included in these calculations.

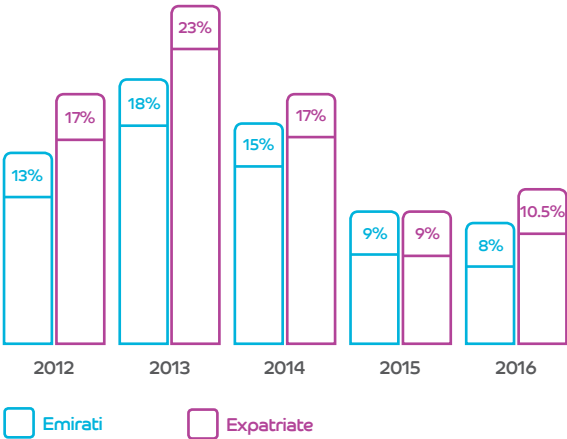
We offer paternity leave of three days, and maternity leave of 45 days for our full-time employees, which was taken by 99 male and 36 female colleagues over the course of 2016. With the exception of one female colleague, all of those who went on parental leave came back to work following the end of this leave period.

In 2016, we also approved enhancements to our maternal leave policy extending this leave to 3 months, in line with Government directives. The new policy is effective 1 January 2017.

Recruitment v Attrition (by gender)



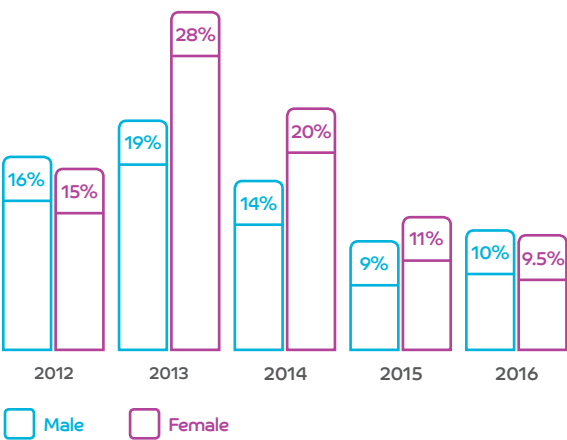
Attrition rate by nationality group



Recruitment v Attrition (by age)



Attrition rate by gender





Learning and development

Since we work in a dynamic industry, it is essential that our staff are up to date with the latest news and knowledge so that they are able to confidently deliver innovative products and serve our customers better.

Our du University learning framework, which launched in 2015, has been a success in ensuring that our people go through a structured learning path to develop the desired skill set to help them through various levels of their career, be it with us or outside. In the past year, we added the School of Technology and Contact Center Academy within this framework.

The School of Technology complements existing du University programmes: the School of Leadership, which trains our colleagues on essential business and leadership skills mapped to their career level; the Retail Sales & Service Academy; and the Enterprise Sales Academy. The latter two are designed to ensure that our people deliver the best service to our personal and business customers.

2016 also saw the launch of ‘Learning Pathways’, a personalised learning experience allowing our colleagues to learn at their own pace and desired development level through world class content delivered in a virtual environment.

During the year, close to 1,600 of our colleagues attended various programmes through du University, averaging seven training days each. In addition, 931 of our people took 227 online learning modules, averaging 5.5 hours of online learning per employee.

Our male and female colleagues clocked comparable training hours – 42 hours per employee during the year. Compared to 2015, our male colleagues clocked a 6% increase in training hours, while women averaged almost 10% more*.

In consideration of our customers with special needs, and in line with the Government’s vision to make Dubai a truly inclusive city, we have started to train our retail staff on understanding and assisting people with disabilities. In the first phase, from June to August 2016, we trained 145 of our store managers, assistant managers and front of house staff. During the last quarter of the year we started providing this training to all new staff recruited for our shops.

We continued to deliver training on cultural awareness, including topics ranging from the UAE’s culture, customs and characteristics, to diversity and women in the workplace.

Staff training averages (by grade, in hours)*



*Year on year incremental figures are calculated basis pro-rata methodology. 2016 figures reflect accurate data collection methodology, which will be used for future calculations.

Our management team also participated in various learning programmes, including four executive development workshops and online learning conducted by an external provider, which trained approximately 70 executives on topics such as collaboration, building alignment, and leading innovation. Five executives also attended Executive Education Programmes at reputed business schools, INSEAD and IMD.

We are pleased that our learning framework and modules are having a positive impact on our staff, who provided an overall satisfaction rate of 99%. More importantly, 53% of attendees noted an increase in their knowledge, and most encouragingly, 98% stated that they were able to apply these learnings in their daily work.

Through intensive development and implementation of learning we have not only increased technical and job specific capability but also managed to align our leadership behaviors with our core competencies. This is evident throughout the way we do business, may it be in meetings and project plans or through our conversations with our internal and external customers.

Our results are tangible; our behavioral and interpersonal skills are now 40% more effective than before. We are also seeing people trying different things and building meaningful relationships while doing so. Our sales teams’ selling and account management expertise from consumer retails and enterprise account management are 35% and 24%, respectively.

Organisation wide we have pushed capability up by 35% which in itself speaks about the quality of development we offer and the commitment we have towards development of our employees.

Career development and progression is provided through our Employee Performance Management System (EPMS) which evaluates our full-time colleagues on their key objectives for the year (80%) and desired competencies (20%). All our employees were appraised on their performance during 2016.

Fostering engaged and happy employees

We want our people to be engaged with every aspect of our business, so they are aware that their contribution is key to our success. We also understand that they need to know how we, the entire organisation, is performing in the market.

Our CEO and senior management team regularly communicate with our staff on our strategy and performance. Over the year, several Town Halls were held to encourage dialogue between our people and their management team on issues that mattered to them the most. At the same time, we provide several other opportunities for our staff to tell us how we’re doing, and what we can do better.

We also encourage our people to give us their ideas on how we can be a better business through our ‘Innovative Ideas’ scheme. Employees are invited to submit ideas that could benefit the business, be it cost savings, new product ideas, process improvements or even ideas to connect with our community. Ideas are evaluated by an internal team, and based on their feasibility and proposed benefits, they are accepted or rejected. Accepted ideas are then further refined, and processes and timelines put into place to implement them. In 2016, our employees generated over 7,000 ideas, exceeding our target of 5,000 ideas, and 22% of these ideas were implemented across the business.

At the end of 2016, 89% of our staff participated in our annual Employee Engagement survey, delivering a final mean score of 4.44 out of 5 – our highest ever, and placing us in the 76th percentile of the Gallup global database.

Our corporate volunteering programme has also contributed in boosting positive interaction between colleagues, the community and ultimately, us as an employer. Over the past year, 349 of our staff members actively volunteered with us. Encouragingly, we also saw more of our colleagues volunteer with their teams, especially for our Mawaed Al Rahman initiative during Ramadan. Our people rated the effect of volunteering activities on their productivity as a 4.5 on the Gallup engagement survey.

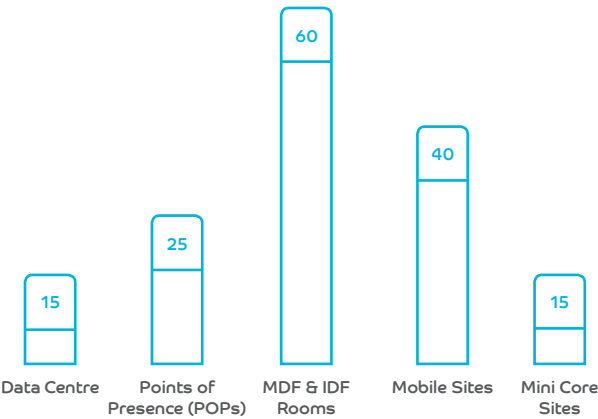
Ensuring our people’s health, safety and happiness

Preventing harm

Keeping our people safe and ensuring their health and wellbeing is our priority as we believe that this makes them happier, more engaged, and motivated to do their best each day. Our Health, Safety and Environment (HSE) policy guides our practices at work, ensuring that we follow and exceed the set international benchmarks. These practices are embedded within all our corporate processes, and integral to our operations in ensuring the safety of all those who work for or visit us.

A key focus area during the year was to identify and address risks at our technical sites. We visited a number of these locations, and assessed them for the HSE and working conditions. Following this assessment, we put corrective actions in place to close the identified risks, in conjunction with a review of the existing processes and suggesting changes as part of a continual improvement cycle.

HSE site risk assessment - technical sites



We assessed 10 of our critical vendors on their HSE programmes and processes through a formal documented system, and checked the efficiency of applying this documented system on activities and tasks carried out on our premises. We worked closely with some vendors to ensure procedures are improved for efficient monitoring and management of HSE requirements.



We also continued our environmental monitoring program to ensure that our food, water and air quality meet the parameters specified by the local authorities. Food testing included bacteriological and chemical testing of food, personnel and surfaces. Water testing followed similar procedures with an additional specific legionella analysis. All food and water testing measures were evaluated as per local requirements.

Since our initial certification by UL Environment in 2015, we have endeavoured to measure our indoor air quality. This helped us identify and alleviate ‘sick building’ symptoms and ensure a healthy work environment for our people and visitors, whether it’s in our offices or retail shops. As part of this analysis, we monitor carbon dioxide, carbon monoxide, Volatile Organic Compounds (VOCs), formaldehyde, ozone, dust concentration, mould, mildew, temperature and humidity levels.

We couldn’t ensure the safety of our people without their consultation and participation in our safety programmes and initiatives. We now have a number of people from various departments who volunteer as our Emergency Coordinators. They support our work in being prepared for any emergency situation that may arise on our premises. In 2016, 120 of our

people volunteered for this role across five office premises, and 33 volunteered across our retail locations. To help prepare them for this role, adequate information and training is provided to these people. We increased our overall HSE training portfolio which were widely attended by 80 of our people and 61 vendors.

HSE training

Course	Our staff	Vendor Staff
Incident and emergency management and reporting	41	6
Risk assessment - Take 5	36	
Working environment - common hazards and effective controls		51
ESD (Electro Static Discharge)	3	4
First aid (CPR+ AED)	73	

Through consistent communications and awareness initiatives, we were able to engage our people to provide us with feedback and suggestions on HSE aspects. We also noticed an increase in the incident numbers during the year, which is reflective of our colleagues’ willingness to report all incidents, as compared to previous years. Of the 66 reported incidents, a majority required first aid treatments or hospital visits. The overall incident rate stood at 0.8 and 0.7 for men and women respectively.

We continued our efforts in promoting health and wellness in the company, including workshops on stress, wellness and ergonomics for our call centre employees (inclusive of outsourced employees) to address the number of incidents being reported from these locations. Other than this, our assessments did not reveal any risk of occupational specific diseases.

Promoting wellbeing and happiness

Exercise is not just for the body, but for the mind, too. We also realise that the pressures of modern life can sometimes make it difficult to exercise regularly. Thus, our employee wellness programme aims to give our people that extra push to be fit and healthy to positively impact their productivity at work and outside.

Our wellness programme has grown leaps and bounds since its inception, now challenging our people to push their limits through exciting

fitness challenges. Last year, we saw the largest ever participation — 300 staff members and their families – in the Standard Chartered Dubai Marathon. We were also recognised for being the largest team with 200 members in the popular Spartan Race. Responding to the feedback of our female colleagues, we organised our first ever women’s only ‘Wellness Day’ which saw the enthusiastic participation of over 25% of our female workforce.

The results of these activities show in our Gallup engagement survey, with questions relating to the employees’ satisfaction with our wellness activities and their impact on their overall wellbeing and productivity, scoring an average of 4.66 out of 5. The impact of our wellness programme is also reflected in our people’s attendance at work. Employee absenteeism averaged at five days annually, much below the sick leave allowance.

While we understand that being physically active is only one part of the wellness equation, we also focus on our colleagues’ psychological wellbeing and happiness. A key aspect of this is the delivery of several training modules, delivered via our du University training framework, to help our people respond to challenging situations.

Where there is a requirement of intervention, our HR team provide support guided by our clear employee grievance mechanism. This was enhanced last year to ensure that the issues were captured in our HR database for

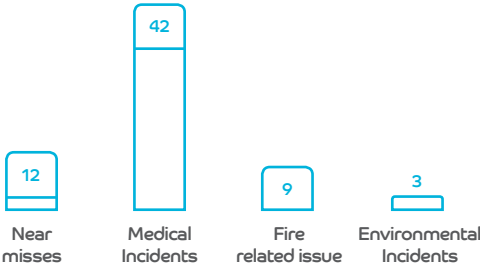
future reference. The grievance process now allows for individual meetings with all parties involved, and any witnesses, followed by an internal committee’s review and conclusion on the case. We also stipulated that to avoid any bias or conflict of interest, any grievance related matter must not be handled by the HR regularly working with the department involved. In 2016, we documented 11 employee grievances, eight of which were related to performance appraisals while the remainder related to personal issues. There were no employee grievances reported on the basis of discrimination of any kind, whether gender, race, colour, religion, social origin.

Supporting our people

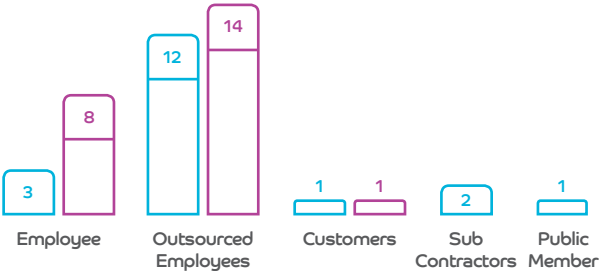
Health care is never inexpensive, and this can often deter people from seeking medical help when needed. With this in mind, we further enhanced our medical insurance policy in 2016 to offer more benefits and convenience to our people, so they never have to hesitate about seeing a doctor.

Operating in a dynamic industry and market, it is imperative that our organisation is structured in the best possible way to deliver efficient results. We have practices in place to ensure that any transition is as smooth as possible. At the core of this is the support offered by our HR teams who are at hand for any queries and assist with future placements either in any roles within the company or through our network.

Total HSE reported incidents



HSE incidents by gender and classification of worker type



“ Our employee wellness programme has continued to grow, and is positively impacting our people. ”

“ We continue to make enhancements so our customers find our services simple to use, easy to access and quick to provide help and resolve issues. ”

We were also the first to launch a postpaid plan that includes a subscription to Anghami, the leading Arabic and international music streaming platform in the MENA region. Through this partnership, eligible postpaid customers on 12-month or 24-month plans get a free subscription to Anghami Plus for the duration of their contract.

Helping our customers go further

For our business customers, our priority is to provide them world class integrated telecom and ICT solutions that help them be more productive and agile in their own market space.

We extended our mobile services portfolio to cater to the specific needs of small, medium and large businesses. We also devised several Device Instalment Plans and a special plan, Hakumi, for the Government sector.

For Fixed and Managed Services, we expanded our Cloud services and launched an impressive portfolio of new solutions, helping us secure a number of key clients. These new solutions include Enterprise Mobility Management (EMM) and Media Cloud; both of these are firsts in the GCC region.

We continue to adopt proactive measures to keep our customers' data secure, ensuring their peace of mind. Our Enterprise Security Operations Centre SOC combines leading technologies with highly skilled Security Analysts to deliver a proactive and predictive

approach to rapidly detect and respond to security threats. During the year, we launched cyber security solutions including Security Information and Event Management (SIEM) and Secure Web Hosting (SWH) so our customers are safeguarded against cyberattacks, and ensures business continuity.

Continuing to offer choice

A key development in 2016 was the liberalisation of the fixed market, thus allowing customers to choose service providers. This has allowed our competitor's customers to move to our network through our Home Choice offer. We also launched our Happy Home offer which offers triple-play packages of TV, landline and broadband with numerous benefits.

We upgraded the user interface of our TV boxes to be more user-friendly, and introduced bundled devices like Apple TV and Xbox One S to provide wider entertainment options.

True to our values as a national company, we continued to offer a direct uplink to the Dubai International Holy Quran Awards, and also supported the first edition of Sheikhha Fatima Bint Mubarak International Holy Quran Contest. Both of these competitions, which promote the Quranic values of peace and love among Muslim youth, were broadcasted free of charge across multiple satellites so customers could watch at their convenience.

Providing the best in entertainment

Through our du Live! and du Tuesday platforms, we continued to provide our customers and UAE residents with exciting entertainment, including live music performances to movie premieres. Notable among these were the premiere of the movie Independence Day, with the movie cast including Liam Hemsworth and Jeff Goldblum, and a sold-out New Year's Eve concert by British band, Coldplay.

During the year, we also announced our partnership with Dubai Opera in our endeavour to enrich the UAE's cultural fabric by bringing world-class performing arts and entertainment productions to the country. We offer exclusive discounts and pre-sale offers to our customers, so they never miss out on any performance.

Through competitions run via social media and emailers offering free tickets and 'Meet & Greet' opportunities as prizes, we have been able to engage our customers in a sustained way across all digital platforms.



“ We’re making Smart City a thing of today - not tomorrow. ”

Building a digital future

We are proud to be a partner to the Government in developing and delivering their vision to make Dubai the smartest city in the world. The Smart Dubai initiative aims to use smart technology to deliver unparalleled quality of life for residents and visitors. This will be the new digital backbone of the city, connecting all private, public and government entities in one secure place.

This platform is a combination of IT services such as storage, cloud infrastructure and services; as well as aggregating all the different data from the Government. It will benefit all sectors with open and shared city data, effective decision-making and massive cost savings. We’ve already started to build the Smart City foundation through initiatives such as WiFi UAE and the Middle East’s first Internet of Things (IoT) network.

WiFi UAE

Launched in 2015, WiFi UAE was one of our first major country-wide Smart City initiatives, providing complimentary WiFi connectivity. The success of this initiative is widespread and continues to grow since its launch. At the end of 2016, we recorded close to 13 million total login sessions, and an average quarterly growth of 20%.

In partnership with the Roads and Transport Authority (RTA), the first Smart Bus Shelters were opened in 2016 to enhance commuters’ experience. Equipped with smart kiosks and WiFi UAE, these shelters offer commuters the convenience to pay their bills, charge their phones or access the internet. 93 shelters were opened during the year with more planned for 2017.

We also announced a collaboration with the Dubai Taxi Corporation, part of the Roads and Transport Authority, to launch WiFi UAE access and smart screens in selected taxis.

Over the next year, we will be working to roll this out in 500 cars that are part of the Dubai Airport taxi fleet.

A key part of our 2017 roadmap is to expand the WiFi UAE network, targeting a reach of 450 hotspots across all emirates.

IoT for smart business efficiency

Our Fleet Management solution uses telematics solution, providing the ability to deliver data related to the location and operational elements of the fleet. Hence, a business can have effective 24-hour checks in place, but at a reduced cost. We also provide customised offerings for each customer to address their particular problem. In a major step forward, we won our first Internet of Things (IoT) contract with CEMEX, a leading cement manufacturer, to manage their fleet. With our solution, CEMEX UAE has benefitted from a fool proof IoT solution, where they can ensure the safety of their vehicles and drivers at any point in time. This has helped them improve driving behaviour by 90%. Another benefit of our telematics solution is the ability to expand and meet any future requirements without changing devices.

Revolutionising healthcare through blockchain technology

Together with the support of Dubai Future Foundation through the Global Blockchain Council, we are revolutionising healthcare in the UAE by pioneering the use of blockchain technology for electronic health records (EHR). Blockchain helps tamper-proof sensitive patient records by adding enhanced layers of security, which changes each time a file is shared.

This pilot project introduced a safer common system for instantly sharing and verifying electronic health records (EHR) between hospitals and clinics by ensuring data integrity, security and trust to the flow of the patient’s



information between the health providers and the patient. This technology has larger potential to help the UAE Government develop Big Data for the residents of the UAE which can assist civil defence and health authorities to plan strategies to overcome any medical emergencies or epidemics.

Delivering and measuring customer experience

In 2016, we also focused upon a number of key enhancements towards ensuring that our customers find our services simple to use, easy to access and quick to provide help and resolve issues.

We measure our experience enhancements through our Voice of the Customer (VoC) programme. Through this, selected mobile customers who visit our stores, contact our call centres or access our services online, have the option to provide us feedback on our products and services. The information gives us a first-hand view of what is working well and where we can work to further improve our overall experience delivery.

Using the insights derived from this programme, we have been able to improve upon the speed of service at our stores, thus

reducing customer wait time to just a few minutes. We also launched a pre-booking service which allows customers to choose a preferred time slot in advance, thus ensuring they don’t spend more time than necessary to resolve their queries in-store.

Aside from our traditional customer interaction channels, we continue to effectively use social media to interact with our customers – from new offers or resolving queries. We’re aware that it’s not always possible to respond to every query or comment on our social media channels. Thus, we prioritise comments with customer complaints or queries on our products and services. Our response rate on social media averages at 74%.

In line with our customers’ increasing online presence, we plan to continue offering more digital platforms to enhance our service delivery. We have already started this through our du app, which is proving to be an easy and quick way for our customers to interact with us.

During the year, we also adopted a new segmentation based model, and changed our contact centre partners which resulted in improvements on our customer satisfaction metrics.

Our environment

Providing connectivity is at the heart of what we do, and we are always looking for ways to do this in the most environmentally conscious way possible.

This means that we aim to deliver great network coverage and ICT solutions for our customers, with minimal damage to the environment.

Objectives	KPIs	Performance		
		2016	2015	2014
Natural resource conservation	Hybrid BTS sites (number)	250	250	250
	Solar powered sites (total number)	11	4	4
	Energy consumption (BTS sites, in litres)	9,878,567*	9,263,282	7,187,499
	Fleet (number of vehicles)	96	126	118
	Fuel consumption (fleet, in litres)	250,124	426,698	409680
	Paper used for bill printing (in tonnes)	14.43	37.43	*
Waste management **	Recycling of office materials (paper, in tonnes)	10	17	40
	Recycling of office materials (plastic, in tonnes)	3	2	14
	Recycling of office materials (cardboard, in tonnes)	48.5	32	28
Responsible procurement	Vendors conforming to HSE criteria upon registration (percentage)	100%	83%	50%
Reducing the impact of our operations	Energy savings across our offices (in KWH)	1083443	861393	*
	LEED certification (total number of stores)	3	2	2
	Paper usage at our offices (total, in tonnes)	30.5	32.5	29.15
	Recycled paper usage at our offices (percentage of total paper)	98.3%	98.5%	97.5%

* Increase in BTS sites is attributed to an increase in fuel consumption
** It is important to note that the recycling rates correspond to the amount procured, which differs each year, and thus year-on-year rates must not be compared as absolute numbers.

Natural resource conservation

Building a sustainable network

Developing a more robust mobile network to meet the nation’s growing connectivity demands requires us to invest in increasing our base transceiver stations (BTS). In 2016 alone, we added 55 more BTS sites which increased diesel consumption at these sites. In parallel, we have been investing in alternative options to sustainably grow our network.

One of these options has involved converting these BTS sites to smart energy hybrid and free cooling systems. We continue to have 250 such sites which have delivered a reduction of 11.5 million litres in diesel consumption, thus reducing 28,710 tons of carbon footprint.

We are also actively investing in deploying renewable energy in our network sites, such as the addition of seven new fully solar-powered sites in the Abu Dhabi western region. This has saved an estimated 180,000 litres of diesel or 450 tons of carbon from the atmosphere.

As we continue to strengthen our network, we will keep investing in technology that delivers results in the most environmentally sustainable format.

We also tested 25 of our diesel generators in BTS sites for significant air emissions including carbon monoxide (CO), nitrogen oxide (NO), nitrogen dioxide (NO2), sulphur dioxide (SO2)

and hydrogen sulphide (H2S). Test results revealed 92% compliance to local municipality standards. Corrective measures, including maintenance, were undertaken at two sites which were subsequently re-evaluated and verified through a third party to ensure 100% compliance.

Reducing the impact of our operations

We have several locations – data centres, call centres, warehouses, offices, and retail shops – across the country, all of which consume energy and water. Over the past year, we have upgraded our lighting fixtures to utilise LED options, justifying the high upfront cost with long-term savings, environmentally and financially. This initiative alone resulted in energy savings of over 1.04 million kWh, translating to a reduction of AED 447,754 on our bills.

An additional savings of 42154.85 kWh (just over AED 18,000) was achieved through the automation of the air conditioning system at our call centre in Fujairah, which is now set to turn off after office hours.

During the year, we also purchased energy-efficient printers to complement the savings from our existing managed printing solutions. The new printers are Energy Star certified, and are equipped with an auto sleep timer which comes into effect during after-work hours (7pm – 7am) and weekends.

Consumed fossil fuel quantity at our BTS sites in 2016

	Diesel consumption (litres)		Notes
	2016	2015	
Vendor-managed sites	1,189,448.22	1,538,524*	23% reduction
Owned sites	8,689,118.60	7,724,758	Increase in number of sites by 55, bringing the total to 485.
Total	9,878,566.82	9,263,282	

* Vendor diesel figure for 2015 corrected.

Location	Energy savings (kWh)	Financial savings (AED)	Reduction in CO2 emission (KG)	% savings (from 2015)
Head Office Al Salam Tower	376,496.00	161,893.28	188,248.00	20%
Office 1 Dubai International Academic City (Block 8)	248,400.00	106,812.00	124,200.00	37%
Office 2 Dubai International Academic City (Block 9)	411,617.00	176,995.31	205,808.50	30%
Fujairah Call Centre	42,154.85	18,126.59	21,077.42	9%
CEO's Office Abu Dhabi	4,775.00	2,053.25	2,387.5	1%
Total	1,083,442.85	465,880.43	541,721.42	

While we are not a major consumer of water, we have implemented several initiatives to responsibly manage our consumption such as the use of reduced water flow taps and aerators and quick response to any leaks. In 2016, we noticed a slight increase in our water consumption in our office locations, largely attributed to the increase in occupancy.

Waste water is discharged as per the existing sewage distribution networks by the relevant utility provider, which is then treated at the local municipality water treatment plants.

We also continued to make environmental savings with our LEED certified retail stores. During the year, our newly opened store at City Centre Me'aisem was certified LEED Platinum, scoring 85 out of a possible 110 points. This is our third store to be LEED Platinum certified, and as part of its environmentally friendly ethos, the store incorporates:

- 100% lights controlled by motion sensors
- 100% Energy Star rated equipment
- 90% construction waste saved from landfill
- 57% furniture and furnishings are re-used

Retail store	Area (m2)	Annual energy savings (kWh)	Electricity rate (AED/kWh)	Energy savings (AED)
City Centre Fujairah	183	49,802	0.36	17,929
City Centre Me'aisem	217	59,024	0.43	25,380
City Centre Mirdif	555	150,870	0.43	64,874
Total Annual Savings		259,696		108,183

eBilling

As of 2015, we made eBills a standard for all our customers. When customers have specifically requested for printed bills, we provide a summary version of their bills to avoid excessive paper consumption. We are seeing a continual decrease in paper bill requests which affects the print volume. In 2016, we used 14.43 tons of paper for printed bills, a reduction of 61% over the 2015 volume of 37.43 tons.

Our newly opened store at City Centre Me'aisem was certified LEED Platinum in 2016, making this our third store to have the prestigious LEED certification.

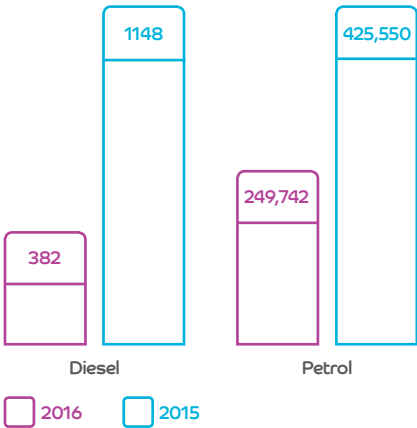


Fleet management

In 2016, we reduced our fleet by 11%, operating just 96 vehicles during the year. We also noticed a drop of 67% in diesel consumption, and 41% in petrol consumption— a direct result of the reduction in fleet quantity and an earlier decision to reduce vehicles' engine capacity.

During the year, we also reviewed the possibility of using hybrid vehicle alternatives in our fleet, but this was considered unfeasible based on current market conditions. We will review this decision in due course as the market evolves.

Fuel consumption (in litres)





Procuring and disposing materials responsibly

As one of the major businesses in the UAE, there is an ongoing demand for various materials — from the SIM card packaging we produce, to the laptops we work on. Our aim is to use environmentally friendly and locally sourced materials as much as possible, but this is not always possible where we operate. We also work with a number of different businesses to secure the necessary material, ensuring that there is a strict governance protocol in any transaction.

Environmental criteria is considered in most of our purchasing decisions, especially where the material or product involved has a high impact. All our suppliers are required to complete a screening questionnaire which includes Health, Safety and Environment (HSE) and human rights criteria. Over the course of the year, we also audited 10 of our suppliers to ensure their compliance with the stated HSE policies, especially at the time they were on our premises. The audit involved a review of the provided HSE documentation, followed by a physical verification when the vendor was on our premises. Aside from measuring

the individual vendor's performance, this exercise was helpful in identifying overall areas of strengths and opportunity to ensure HSE compliance. Of note, there were no reported incidents of significant negative HSE impacts in our supply chain.

2016 also saw the roll out of our redesigned SIM card packs, incorporating an environmental and business ethos. The new packs deliver a contemporary feel, achieved not only through the design but also through the elimination of the plastic box casing. The elimination of plastic by 99% contributed to immediate cost savings from a purchasing perspective, reduced storage requirements at our warehouses and shops, and added efficiency to our logistics operations. We also optimised the design of our prepaid recharge cards, thus reducing an individual card's weight to 0.72 grams achieving 49% increase in efficiency.

Towards the end of the year, we adapted our supply chain system to capture details on any environmentally friendly products procured by our teams. We hope that this will give us an even greater and holistic view on the types of products we procure, and thus enable us to streamline our procurement practices further.

Waste management

We have made a steady move towards reducing print requirements in our office locations and using recycled paper for print purposes. These efforts include staff awareness sessions to using managed print solutions. From the 30.5 tons of paper we used in our offices during the year – an estimated reduction of two tons from 2015 – 98% came from recycled sources.

Further, all of our retail consumer bags are manufactured using 100% FSC certified paper. We ordered 146,095 pieces in 2016.

We also continued to monitor our electronic waste stream, with a view to source products more responsibly to reduce waste, and also to ensure that all waste is disposed in compliance with safety and environmental considerations. We audited four of our waste vendors in 2016, and they were all found to be compliant with local and international waste regulations.

We recorded 196.54 tons of hazardous waste; 144.89 tons (73%) of which included batteries and lamps that were recycled through municipality approved vendors. The remainder included obsolete electronic devices which were re-sold, and thus reused, in the market.

During the year, we purchased 2,215 printer cartridges, which are currently awaiting recycling. In addition, we recycled 0.72 tons of metal and 17.92 tons of mixed items over the year.

It is important to note that the recycling rates correspond to the amount procured, which differs each year, and thus year-on-year rates must not be compared as absolute numbers.

Helping our customers reduce their environmental impact

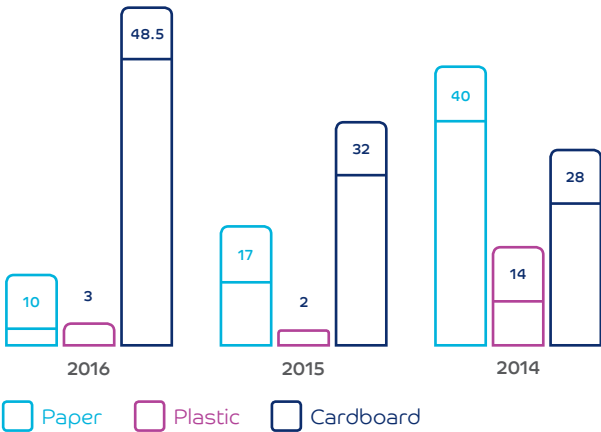
Through the internet services we provide, whether broadband or mobile, we are empowering a revolution in our customers' daily lives. Superfast internet services are making online services more convenient to use, and replacing the need for physical products or travel. Examples include video conferencing, online shopping and music streaming services.

We are continually exploring new ways to deliver more environmental and financial savings to our business customers. For instance, businesses can manage their environmental impact by enabling their employees to work from home, meet and collaborate remotely, and manage information in the cloud.

In parallel, we are exploring ways in which ICT can make cities smarter and deliver long-term sustainability. Our partnership with the Government towards the realisation of Smart Dubai is key in this regard, and we are already delivering solutions towards the ultimate IoT environment.

We understand the huge impact that electronic waste has, mobile phones in particular. Past reports have indicated that there are now more mobile phones than people on the planet; while the worldwide population grows 1.2% annually, the number of mobile devices multiplies five times faster. Though we do not manufacture any mobile devices, we consider it our responsibility to offer our customers an option to recycle their devices with us. As part of this scheme, customers' devices are evaluated by a third party contractor and assigned an AED value, which the customer can use towards the purchase of a new device or payment of their bill.

Recycling rates (by tonnage)



Our community

We are working to make a difference in communities we work in by doing what we know best - using innovative digital technology and the power of communications.

We believe that communication has the power to change the world. We are proud that we are able to provide the services and support to people who want to positively change the world.

Objectives	KPIs	Performance		
		2016	2015	2014
Education	Raise awareness on cyber security	Our Cyber Security Conference brings together respected people and companies in the cyber security area to discuss this important issue. Our Hackathon also gives students the opportunity to test their skills		
	AUD Scholarship fund : beneficiaries (number)	24	24	n/a
Entrepreneurship	Agent 055 Network : agents recruited (number)	16	7	n/a
	Agent 055 Network: SROI	1:1.3	n/a	n/a
National Identity	Ramadan : Community volunteers (total number)	864	981	274*
	Ramadan : Community volunteers (number of hours)	5600+	3100+	~1230
	National Day: Create engaging content and projects to engage with UAEs citizens and residents	Campaigns such as Narzif, #UAEisHome and an opera version of the UAE National Anthem continue to engage and instil pride		

Promoting education

With the increasing prevalence of online learning, ensuring high-speed internet access is crucial for uninterrupted hassle-free learning. We realised this as early as 2002, when we signed a five year agreement to provide high-speed internet access to students at the American University of Dubai (AUD) to facilitate their educational needs.

Furthermore, in a complementary agreement, we promised to provide scholarships to deserving Emirati students studying at AUD each year. In 2016, we are proud to say that we provided 24 students with scholarships – an increase on the promised 20 scholarships.

We have also contributed AED 3 million over the past few years to set up an endowment fund with the American University of Sharjah (AUS). This contribution is our gift to the university and its students, and the interest generated on this capital sum will be used to fund the education for qualifying students.

Fostering entrepreneurial spirit

Starting a business is never as straightforward as reading textbooks. Our 'Agent 055 Network' initiative was designed to address this challenge by providing promising university students the opportunity to learn and run a business.

The project pilot was concluded early in 2016, with a finalised social return (SROI) of AED 3 per Dirham invested. More importantly, student feedback indicated that the project had provided them with necessary skills, such as business communication and networking, and that they were more inclined towards starting their own business following the project. Further, students stated that they were generally happier and were able to manage their time and priorities better as a result of the project.

Following the successful pilot, we launched it for another batch of students in August 2016. A few changes were made to the strategy and mechanisms, including the provision of one-month part-time internships within our company, and a more rigorous selection and reporting process.

The second batch saw the recruitment of 16 students, including three Emiratis and 13 expatriate students from different universities across the UAE. The selected students were trained on essential business skills, including business development, sales, negotiation and customer management, along with in-depth information on some of our popular products and services.

Students were given the opportunity to source potential customers, do pitches and close business deals – using our SIM cards as a product – just as they would do in their own business. The experience was real to the extent that any resultant sales were for the student to keep, thus ensuring that they 'earn while they learn'.

Developing our society

Promoting wellbeing and fitness

du Football Champions (duFC), our flagship youth football scouting platform in association with LaLiga, continues to make waves. duFC has now established itself an integrated platform not only to discover talent, but to help young aspiring players to develop their skills and train regularly. Following a rigorous training and selection process that spanned over six months and over 1,200 games, 70 boys were selected to attend an intensive two-day duFC Clinic with four LaLiga coaches, flown in especially from Spain, to work with the group and identify those with high potential. As a result, 18 talented footballers

* Volunteer figure for 2014 includes our staff and general community members

were selected to be part of the duFC Elite Team, and were flown to Spain to take part in an exclusive 17-day training session led by LaLiga coaches. The team also played a total of four international-level friendly matches against LaLiga's toughest youth teams, which enabled them to put their skills, tactics and strategies into practice.

Most encouragingly, a 15-year old Lebanese midfielder, Ahmed El Yemani, impressed coaches during the intensive training sessions. He was invited to take part in a two-week trial with Malaga FC, the reigning Primera Liga youth champions at the time.

In our quest to continually surprise the UAE's community with novel initiatives, we also brought one of the most gruelling obstacle races to the UAE: du Tough Mudder. Featuring over 20 challenging obstacles over an 8 or 16 KM course, the race was designed to test physical strength, stamina and mental grit. More than 5,000 Mudders participated in the event which was held over two days, while thrill-seeking kids aged 7-13 years also

participated through the 'du Mini Mudder', a 1.5 KM obstacle course specially designed for this younger audience.

Advocating online safety

As a provider of internet services, we are constantly working on improving cyber safety and security. We also believe that this includes educating our customers, and all of UAE's residents, on this extremely relevant and topical issue.

The du Cyber Security Conference is one of our key initiatives to educate and discuss the threats posed by cyber security, and the opportunities it provides for technological development. Held for the third time in 2016, the conference hosted Governor Tom Ridge, the first United States Secretary of Homeland Security, who discussed cyber security and the need for resilience to become a core business and management function in his key note address. Other speakers at the event included senior technology and security experts from companies including Huawei, IBM Security Services, Nokia,

Cisco and Hewlett Packard Enterprise, who spoke on range of related topics – from international collaboration on cyber security to new technologies such as 5G, IOT and the Cloud. The conclusive panel discussion at the Conference addressed the cyber security challenges posed by the high connectivity and network requirements of Smart Cities.

As part of the event we organised our popular 'Ethical Hackathon' to encourage the youth to be actively involved in the cyber security agenda. This competition offers a safe and challenging learning environment for 'young hackers' to test their skills, while encouraging them with an AED 20,000 cash prize. During the Hackathon, teams of students were required to demonstrate the variety of ways in which technologies can be used in the Smart City model setting we provided, and how they can be secured. Students from Khalifa University Abu Dhabi won the competition while teams from Heriot-Watt University Dubai and Rochester Institute of Technology Dubai took runner-up positions.

While the conference focused on the intellectual and technical aspects of cyber security, our first Public Service Announcement (PSA) campaign focused on the everyday, though equally vulnerable, side of this topic. This campaign was designed to showcase the dangers of oversharing personal information on social media channels – an innocent yet common occurrence that can endanger lives – and was supported by our research tying in these aspects.

The 'Post Wisely' campaign took a bold approach, using real examples and creative storytelling to shock the audience and truly drive the message home. Since its launch in November 2016, the campaign videos have been viewed close to 5 million times on our YouTube channel alone, and received numerous mentions in the media and from the general public. The campaign was also supported by several well-known public figures and media influencers. Moreover, as a result of the campaign, audience feedback suggested that they had started to think twice and making informed decisions before posting personal information online.

“As a provider of internet services, we are constantly working on improving cyber safety and security, while also educating UAE's residents, on this extremely relevant and topical issue.”



Solving social challenges through technology

Our association with BabNoor, the region's first Arabic cloud-based app to aid communication for children with autism and special needs, continued to deliver positive results in 2016. During the year, we committed to a two-year agreement to promote BabNoor, including the distribution of 2,200 app licenses to special needs organisations. 1,000 of these were already committed to various centres across the UAE, the biggest being the centres under the Ministry of Community Development, while the rest will be distributed in 2017 and 2018.

Feedback from our partnered autism centres indicated that 88% of teachers rated the app highly in facilitating classroom interaction, and close to 98% said that they would recommend the app to other special needs centres and teachers. Further, 88% of students with autism found it easy to browse through the app and 77% were able to answer questions using the image cards in the app. The biggest success from this is that 77% of autistic students stated a preference for using BabNoor as the first option for communicating their needs.

National identity Supporting UAE initiatives

We are deeply committed to the causes our country's leadership advocate for, and in 2016, we proactively supported the Government's 'Year of Reading' initiative by partnering with leading Arabic publishing house – Kalimat Group – to distribute close to 12,000 books across 200 public school libraries. The aim of this initiative was to enhance UAE students' knowledge and imagination by inspiring them to read more, in addition to supporting local distribution houses and inspiring writers to continue offering interesting and educational content. Further, some senior members of our team and from the UAE Ministry of Education visited public schools, and engaged with students to truly emphasise the importance of reading, and encourage them to read more.

We also responded to H.H. Sheikh Mohammed's 'Reading Nation' campaign, which aimed to provide books to refugee camps and schools around the world by donating AED 3 million and raising awareness about the campaign through social media and SMS broadcasts. We established special SMS short codes which enabled our customers to directly donate to the campaign through SMS. We further assisted the campaign by

providing five special mobile numbers for a public auction, which raised a further AED 2.5 million towards the campaign.

Bringing smiles during Ramadan

Our flagship community volunteering and giving initiative, Mawaed Al Rahman, continued to bring communities together during Ramadan. Working with Tarahum Charity Foundation for the second time, we provided 12,300 boxes of food items to poor families across Dubai and the Northern Emirates. Learning from the previous year, our aim was to ensure that these boxes reached people as early as possible so as to meet their needs during the Holy month. Thus, we started our food packing and distribution early, and successfully distributed all food boxes within the first 10 days of Ramadan.

Community volunteering is a huge part of this initiative's success; 2016 saw 1,019 UAE citizens and residents contribute over 5,600 hours to this initiative. 100 of these boxes were in fact packed by our own C-suite, something we are extremely proud of. During this time, we also saw increased traction on social media with an average of close to 30,000 interactions across multiple channels and posts.

Ramadan is a time of reflection and spending time with loved ones. To remind people of

this and to take a break from digital devices, we created an interesting campaign called 'Digital Fasting'. The campaign was a five-part YouTube series that followed the adventures of a young Emirati, Omar Bin Haider, who took on our challenge to 'go offline' between suhoor and iftaar to focus on the valuable essence of life. The videos received over 2 million views on our YouTube channel, and generally evoked positive sentiments from viewers.

Celebrating the UAE

We are proud to call the UAE our home which is why we always look for ways to support the country's culture and history.

For instance, we celebrated Flag Day by hoisting the national flag across all our office locations, and invited our colleagues to dress up in the UAE flag colours and share their pictures for a chance to win prizes.

National Day was also celebrated across our offices with a theme revolving around a traditional bazaar, where employees could stroll around the different areas and experience Emirati hospitality at its best. We also produced an opera version of the UAE National Anthem, performed by Emirati singer and filmmaker Rashed Al Nuaimi that was released in time for National Day.



Awards and recognition

Our commitment to excellence enabled us to win a number of awards throughout the year.

- Presented with the Best Enterprise Mobility and Best Cloud Security Solutions at the Cloud MENA Awards 2016
- Awarded Best Smart City Initiative and Best Cloud Provider at this year's Telecom Review Summit
- datamena named Best Internet Exchange Innovation at the 2016 Global Carrier Awards
- datamena awarded Data Centre Provider of the Year at the prestigious Intelligent CIO Technology Excellence Awards
- Won the prestigious Security Implementation of the Year award at the 12th annual Network Middle East Innovation Awards. Our Secure Web Hosting implementation was recognised as the best in the region
- Presented with Satellite Services Innovation of the Year Award at the 12th annual Digital Studio Awards
- Awarded Best in-house CEM Innovation and Best Use of CEM Technology at the Third Annual Customer Experience Management Middle East Live Award
- du Samacom Teleport achieved provisional certification under the World Teleport Association's (WTA) recently launched Teleport Certification Program, the first teleport in the Middle East.
- Presented with the Editor's Choice Award for Managed Services Innovation at the annual CommsMEA Awards
- Won Satellite Service Provider of the Year at the ASBU Broadcast PRO Awards
- Presented with Best Enterprise Service Data Centre at the Telecoms World Middle East Awards
- Honoured with an award from Dr. Hussein Abdul Rahman Al Rand, Assistant Undersecretary for Health Centers and Clinics at the UAE Ministry of Health for ongoing support during the countrywide blood donation campaign. Over 500 employees had donated blood during the campaign.
- Presented with an award for pioneering training for Emirati nationals in the accounting, auditing and financial management professions, by the Ministry of Economy
- Tropa for Life an integrated campaign, targeting the UAE Filipino community was awarded a Gold Effie at the MENA Effie Awards
- duFC, the only international scouting platform in partnership with LaLiga, was ranked as a five-star event for 2015/2016 under the international Sports Events Ranking System, the only Middle Eastern company to be part of the five-star category
- du Tuesday and Kabayan Bundle campaigns excelled at Dubai Lynx winning 9 awards across various categories



GRI Content Index



This report has been prepared in accordance with the GRI G4 Guidelines, ‘Comprehensive’ option. This report has also undergone the Materiality Disclosures Service by GRI.

General Standard Disclosures

Standard Disclosure	Standard Disclosure title	UNGC Principle	SDG reference	Page reference (or direct response)	External assurance reference
G4-1	Strategy and analysis				
	Statement from the CEO or Chairman	Statement of continuing support		4-7	
G4-2	Key impacts, risks and opportunities			18-19	Our approach: risk management and business continuity (ISO 31000:2009) page 19
G4-3	Organisational profile				
	Organisation's name	No specific COP requirement		Emirates Integrated Telecommunications Company PJSC	Our approach - Financial Performance (PwC audit report) page 11
	Primary brands, products and services			8 du.ae/about-us	
	Location of the organisation's headquarters			du.ae/about-us	
	Countries of major operation			du.ae/about-us	
	Nature of ownership and legal form			8	
	Markets served			du.ae/about-us	
	Scale of the organisation			10, 21	
	Total number of employees		Goal 8	22	

General Standard Disclosures

Standard Disclosure	Standard Disclosure title	UNGC Principle	SDG reference	Page reference (or direct response)	External assurance reference
G4-11	Percentage of total employees covered by collective bargaining agreements	No specific COP requirement	Goal 8	N/A - trade unions are prohibited in the UAE.	
G4-12	Organisation’s supply chain			17, 40	
G4-13	Significant changes during the reporting period			16-17	Corporate Governance report 2016
G4-14	Implementation of the precautionary approach			Please refer to our Corporate Governance report for further details	
G4-15	Endorsement of external economic, environmental and social charters and initiatives			17	
G4-16	Memberships in national/ international associations			16 UNGC, GRI	Corporate Governance report 2016
	Identified Material Aspects and Boundaries				
G4-17	Entities included in the organisation’s consolidated financial statements	No specific COP requirement		All entities in our financial report are covered by our sustainability report	Our approach - Financial Performance (PwC audit report) page 11
G4-18	Process for defining the report content and the aspect boundaries			11-15	
G4-19	Material aspects identified in the process for defining report content			14-15	
G4-20	Aspect boundary within the organisation			15	
G4-21	Aspect boundary outside the organisation			15	
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			No changes	
	Stakeholder engagement				
G4-24	Organisation's stakeholder groups	No specific COP requirement		11-13	
G4-25	Identification and selection of stakeholders			11-13	
G4-26	Approach to stakeholder engagement, including frequency			11-13	
G4-27	Key topics/concerns raised through stakeholder engagement, and organisational response			11-13	

General Standard Disclosures

Standard Disclosure	Standard Disclosure title	UNGC Principle	SDG reference	Page reference (or direct response)	External assurance reference
	Report profile				
G4-28	Reporting period	Sphere of influence		01 Jan 2016 - 31 Dec 2016	
G4-29	Date of most recent previous report			01 Jan 2015 - 31 Dec 2015	
G4-30	Reporting cycle			Annual	
G4-31	Contact point for questions regarding the report			csr@du.ae	
G4-32	Chosen 'in accordance' option including reference to the GRI Content Index and the External Assurance Report			GRI G4 Comprehensive	
G4-33	Organisation's policy and practice with regard to seeking external assurance				While this report has not been externally assured, a number of the included areas and indicators have been assured by external parties. Key among these are reports on our financial performance and governance
	Governance				
G4-34	Organisation's governance structure	Principles 1-10		16-17	Corporate Governance report 2016
G4-35	Process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees			11, 16-17	
G4-36	Executive-level position with responsibility for economic, environmental and social topics			11, 16-17	
G4-37	Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics		Goal 5	11, 16-17	
G4-38	Composition of the highest governance body and its committees			16-17	
G4-39	Independence of the Supervisory Board Chairman			16-17	
G4-40	Nomination and selection processes for the highest governance body and its committees		Goal 5	Please refer to our latest Corporate Governance report	
G4-41	Processes for the highest governance body to ensure conflicts of interest are avoided				

General Standard Disclosures

Standard Disclosure	Standard Disclosure title	UNGC Principle	SDG reference	Page reference (or direct response)	External assurance reference
	Governance				
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			16-17	Corporate Governance report 2016
G4-43	Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.	Principles 1-10		16-17	
G4-44	Processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics			16-17	
G4-45	Highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities			16-17	
G4-46	Highest governance body's role in reviewing the effectiveness of the organisation's risk management processes for economic, environmental and social topics			11-17	
G4-47	Frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities			11-17	
G4-48	Highest committee or position that formally reviews and approves the organisation's sustainability report and ensures that all material Aspects are covered			11	
G4-49	Process for communicating critical concerns to the highest governance body			16-17	
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			Please refer to our latest Corporate Governance report	
G4-51	Remuneration policies for the highest governance body and senior executives				
G4-52	Process for determining remuneration				
G4-53	Seeking stakeholders' views regarding remuneration				

General Standard Disclosures

Standard Disclosure	Standard Disclosure title	UNGC Principle	SDG reference	Page reference (or direct response)	External assurance reference
G4-54	Governance				
	Ratio of the annual total compensation for the organisation's highest-paid individual to the median annual total compensation for all employees	Principles 1-10	Goal 5	N/A - confidentiality constraints	Corporate Governance report 2016
	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			N/A - confidentiality constraints	
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				
Ethics and integrity					
G4-56	Organisation's codes of conduct and codes of ethics	Principles 1-10		16	
G4-57	Internal and external mechanisms for seeking advice on ethical and lawful behavior			16	
G4-58	Internal and external mechanisms for reporting concerns about unethical or unlawful behavior			16-17, 29	

Specific Standard Disclosures

Economic performance	Economic				
	G4-DMA: Generic Disclosures on Management Approach	Principle 7	Goal 8	8-10	Our approach - Financial Performance (PwC audit report) page 11
	G4-EC1: Direct economic value generated and distributed		Goal 5 Goal 8 Goal 9	10	
	G4-EC2: Financial and other implications of climate change	Principle 7		18-19	
	G4-EC3: Coverage of the organisation's benefit plan obligations			20	
	G4-EC4: Financial assistance received from government			10	
Market presence	G4-DMA: Generic Disclosures on Management Approach	Principles 1 and 6		8-10	
	G4-EC5: Ratios of standard entry level wage by gender compared to local minimum wage	Principles 1 and 6	Goal 5 Goal 8	N/A - confidentiality constraints	
	G4-EC6: Proportion of senior management hired from the local community	Principle 6	Goal 8	21	
Indirect economic impacts	G4-DMA: Generic Disclosures on Management Approach			10	
	G4-EC7: Development and impact of infrastructure investments and services supported		Goal 5 Goal 9 Goal 11	10, 16-17, 30, 34-35	
	G4-EC8: Significant indirect economic impacts, including the extend of impacts			10, 16-17, 30, 36, 42	
Procurement practices	G4-DMA: Generic Disclosures on Management Approach			16-17	
	G4-EC9: Proportion of spending on local suppliers			16-17	

Specific Standard Disclosures

Material aspect	Standard Disclosure title	UNGC Principle	SDG reference	Page reference (or direct response)	External assurance reference
Environmental	Environmental				
	G4-DMA: Generic Disclosures on Management Approach	Principles 8 and 9		16-17, 40	
	G4-EN1: Materials used by weight or volume	Principles 7 and 8	Goal 8	36-39	
Materials	G4-EN2: Percentage of materials used that are recycled input materials	Principles 8 and 9	Goal 8	36-40	
	G4-DMA: Generic Disclosures on Management Approach	Principles 8 and 9		36	
	G4-EN3: Energy consumption within the organisation	Principles 7 and 8	Goal 8	36-39	
Energy	G4-EN4: Energy consumption outside of the organisation	Principle 8	Goal 8	36-39	
	G4-EN5: Energy intensity	Principle 8	Goal 8	36-39	
	G4-EN6: Reduction of energy consumption	Principles 8 and 9	Goal 8	36-39	
Market presence	G4-EN7: Reductions in energy requirements of products and services	Principles 8 and 9	Goal 8	36-39	
	G4-DMA: Generic Disclosures on Management Approach			36	
	G4-EN8: Total water withdrawal by source	Principles 7 and 8		38	
Water	G4-EN9: Water sources significantly affected by withdrawal of water	Principle 8		N/A - This information is managed by the local utility provider	
	G4-EN10: Percentage and total volume of water recycled and reused	Principle 8	Goal 8	38	
	G4-DMA: Generic Disclosures on Management Approach			39	
Transport	G4-EN30: Significant environmental impacts of transporting products and other goods and materials for the organisation's operations, and transporting members of the workforce	Principle 8		39	
	G4-DMA: Generic Disclosures on Management Approach			8-10, 36	
Overall	G4-EN31: Total environmental protection expenditures and investments by type	Principles 7, 8 and 9	Goal 9	36-41 Please refer to our financial statements.	Annual Report 2016
	G4-DMA: Generic Disclosures on Management Approach			17, 40	
Supplier environmental assessment	G4-EN32: Percentage of new suppliers screened using environmental criteria	Principles 8 and 9	Goal 8	17, 40	
	G4-EN33: Significant negative environmental impacts in the supply chain and actions taken	Principle 8		17, 40, 27-28	

Specific Standard Disclosures

Material aspect	Standard Disclosure title	UNGC Principle	SDG reference	Page reference (or direct response)	External assurance reference
Emissions	Environmental				
	G4-DMA: Generic Disclosures on Management Approach	Principles 7, 8 and 9	Goal 8	36-39	
	G4-EN15: Direct greenhouse gas (GHG) emissions (Scope 1)	Principles 7 and 8	Goal 5 Goal 8 Goal 9	N/A - At the time of publication, GHG calculations were unavailable.	
	G4-EN16: Energy indirect greenhouse gas (GHG) emissions (Scope 2)	Principles 7 and 8			
	G4-EN17: Other indirect greenhouse gas (GHG) emissions (Scope 3)	Principles 7 and 8			
	G4-EN18: Greenhouse gas (GHG) emissions intensity	Principle 8			
	G4-EN19: Reduction of greenhouse gas (GHG) emissions	Principles 7,8 and 9			
	G4-EN20: Emissions of ozone-depleting substances (ODS)	Principles 7 and 8	Goal 5 Goal 8		
	G4-EN21: NOX, SOX, and other significant air emissions	Principles 7 and 8	Goal 8	37	
Effluents and waste	G4-DMA: Generic Disclosures on Management Approach	Principle 8		41	
	G4-EN22: Total water discharge by quality and destination	Principle 8	Goal 5 Goal 9 Goal 11	38	
	G4-EN23: Total weight of waste by type and disposal method	Principle 8		41	
	G4-EN24: Total number and volume of significant spills	Principle 8		N/A . There were no recorded significant spills	
	G4-EN25: Weight of transported, imported, exported, or treated hazardous waste	Principle 8		41	
	G4-EN26: Water bodies and related habitats significantly affected by the organisation's water discharge	Principle 8		N/A - Waste water is managed by the local utility provider	
Products and services	G4-DMA: Generic Disclosures on Management Approach	Principles 8 and 9		N/A - this is not a material topic for us	
	G4-EN27:Extent of impact mitigation of environmental impacts of products and services	Principles 7 and 8	Goal 8	36-41	
	G4-EN28I Percentage of products sold and their packaging materials that are reclaimed by category	Principles 8 and 9	Goal 8	40-41	

Specific Standard Disclosures

Material aspect	Standard Disclosure title	UNGC Principle	SDG reference	Page reference (or direct response)	External assurance reference
Employment	Social: Labour practices and decent work				
	G4-DMA: Generic Disclosures on Management Approach	Principle 6		20	
	G4-LA1: Total number and rates of new employee hires and employee turnover	Principle 6	Goal 5 Goal 8	21-23	
	G4-LA2: Benefits provided to full-time employees that are not provided to temporary employees		Goal 8	20, 29	
	G4-LA3: Return to work and retention rates after parental leave, by gender	Principle 6	Goal 5 Goal 8	23	
Labour management relations	G4-DMA: Generic Disclosures on Management Approach			N/A	
	G4-LA4: Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	Principles 7,8 and 9	Goal 8	29 There are no collective bargaining agreements in the UAE	
Occupational health and safety	G4-DMA: Generic Disclosures on Management Approach	Principle 1		27-28	
	G4-LA5: Percentage of workforce represented in joint management-worker health and safety committees	Principle 1	Goal 8	N/A - trade unions are prohibited in the UAE	
	G4-LA6: Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	Principle 1	Goal 8	27-28	
	G4-LA7: Workers with high incidence or high risk of diseases related to their occupation	Principle 1	Goal 8	28	
	G4-LA8: Health and safety topics covered in formal agreements with trade unions	Principle 1	Goal 8	N/A - trade unions are prohibited in the UAE	
Training and education	G4-DMA: Generic Disclosures on Management Approach	Principles 8 and 9		20, 25-26	
	G4-LA9: Average hours of training per year per employee by gender, and by employee category	Principles 6 and 8	Goal 5 Goal 8	25	
	G4-LA10: Skills management and lifelong learning programmes to support employees	Principles 8 and 9	Goal 8	25-26, 28	
	G4-LA11: Percentage of employees receiving regular performance and career development reviews	Principle 6	Goal 5 Goal 8	26	
Diversity and equal opportunity	G4-DMA: Generic Disclosures on Management Approach	Principle 1 and 6		20, 22-23	
	G4-LA12: Composition of governance bodies and breakdown of employees per category	Principle 1 and 6	Goal 5 Goal 8	22-23 Please also refer to our Corporate Governance report	Corporate Governance report 2016

Specific Standard Disclosures

Material aspect	Standard Disclosure title	UNGC Principle	SDG reference	Page reference (or direct response)	External assurance reference
Equal remuneration for women and men	Social: Labour practices and decent work				
	G4-DMA: Generic Disclosures on Management Approach			20, 22	
	G4-LA13: Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation		Goal 5 Goal 8	We have a stated equal opportunity policy (page 21). Quantitative information cannot be disclosed due to confidentiality constraints	
Supplier assessment for labour practices	G4-DMA: Generic Disclosures on Management Approach			16-17	
	G4-LA14: Percentage of new suppliers that were screened using labour practices criteria		Goal 5 Goal 8	16-17, 40	
	G4-LA15: Significant actual and potential negative impacts for labour practices in the supply chain and actions taken		Goal 5 Goal 8	16-17, 27-28	
Labour practices grievance mechanisms	G4-DMA: Generic Disclosures on Management Approach			17, 22, 29	
	G4-LA16: Labour practices grievances filed, addressed, and resolved through formal grievance mechanisms			29	
Non discrimination	Human Rights				
	G4-DMA: Generic Disclosures on Management Approach			22	
	G4-HR3: Total number of incidents of discrimination and corrective actions taken	Principle 6	Goal 5 Goal 8	29	
Forced or compulsory labour	G4-DMA: Generic Disclosures on Management Approach			N/A	
	G4-HR6: Operations and suppliers identified as having significant risk for incidents of forced or compulsory labour, ad measures to contrinbute to the elimination of all forms of forced or compulsory labour			N/A - no risks identified	
Child labour	G4-DMA: Generic Disclosures on Management Approach			N/A	
	G4-HR5: Operations and suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour		Goal 8	N/A	

Specific Standard Disclosures

Material aspect	Standard Disclosure title	UNGC Principle	SDG reference	Page reference (or direct response)	External assurance reference
Freedom of association and collective bargaining	Human Rights				
	G4-DMA: Generic Disclosures on Management Approach			N/A	
	G4-HR4: Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights			N/A - No collective bargaining in the UAE	
Supplier human rights assessment	G4-DMA: Generic Disclosures on Management Approach			16-17, 40	
	G4-HR10: Percentage of new suppliers that were screened using human rights criteria	Principle 2		16-17, 40	
	G4-HR11: Significant actual and potential negative human rights impacts in the supply chain and actions taken	Principle 2		16-17, 40	
Local communities	Social: Society				
	G4-DMA: Generic Disclosures on Management Approach			42	
	G4-SO1: Operations with local community engagement, impact assessments, and development programs	Principle 1		42-47	
	G4-SO2: Operations with significant negative impacts on local communities	Principle 1		42-47	
Supplier assessment for impacts on society	G4-DMA: Generic Disclosures on Management Approach			16-17, 40	
	G4-SO9: Percentage of new suppliers that were screened using criteria for impacts on society			16-17, 40	
	G4-SO10: Significant actual and potential negative impacts on society in the supply chain and actions taken			16-17, 40	
Customer health and safety	Social: Product responsibility				
	G4-DMA: Generic Disclosures on Management Approach	Principle 1		27, 30	
	G4-PR1: Percentage of products and services for which health and safety impacts are assessed	Principle 1		27-28, 30	
	G4-PR2: Incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services	Principle 1		N/A - no incidents of non compliance	

Specific Standard Disclosures

Material aspect	Standard Disclosure title	UNGC Principle	SDG reference	Page reference (or direct response)	External assurance reference
Marketing communications	Social: Product responsibility				
	G4-DMA: Generic Disclosures on Management Approach	Principle 1		30, 35	
	G4-PR6: Sale of banned or disputed products			N/A - Our products and services are permitted in our market, regulated by the Telecommunications Regulatory Authority (TRA)	
	G4-PR7: Incidents of non-compliance with regulations and voluntary codes concerning marketing communications			Please also refer to our latest Corporate Governance report	Corporate Governance report 2016
Products and services labelling	G4-DMA: Generic Disclosures on Management Approach	Principle 8		30-31, 40	
	G4-PR3: Type of product and service information required by the organisation's procedures for product and service information and labeling, and percentage of significant products and service categories subject to such information requirements	Principle 8		31	
	G4-PR4: Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes			16-17, 30 Please also refer to our latest Corporate Governance report	Corporate Governance report 2016
	G4-PR5: Results of surveys measuring customer satisfaction			35	
Customer privacy	G4-DMA: Generic Disclosures on Management Approach	Principle 1		30	Our approach: risk management and business continuity (ISO 31000:2009) page 19
	G4-PR8: Substantiated complaints regarding breaches of customer privacy and losses of customer data	Principle 1		N/A - Confidentiality constraints	

