

January 09, 2018

SUBJECT: Statement of Continued Support by the Chief Executive Officer.

Your Excellency Secretary General:

I am pleased to confirm that the Emirates Telecommunications Group Company PJSC - "Etisalat" -reaffirms its support of the Ten Principles of the United Nations Global Compact in its effort to fight for human rights, its defense of labour and the environment, and its efforts to combat corruption.

These principles have always been part of our corporate culture, and since signing with the UNGC we have reinforced their application across our footprint, building a structure that will have a sustainable impact for years to come.

In our latest Communication on Progress, we describe the results of initiatives already in place as well as the proactive actions taken since making our initial pledge. We have already engaged in a variety of initiatives in support of the strategy we laid out when signing with the UNGC.

I would also like to take this time to reconfirm our commitment to share this information with our stakeholders using our primary channels of communication.

Etisalat will continue to value the guidance and leadership of the UNGC, and looks forward to vigorously pursuing action in support of the organisation's goals and values.

Yours Sincerely,



Eng. Saleh Al Abdooli
Group Chief Executive Officer,
Etisalat Group



The progress of Etisalat Group's CSR initiatives is assessed and reported on yearly in Etisalat Group's Annual Report. This report compiles all the efforts by Etisalat at the Group level as well as the execution of various initiatives by OpCos across our 16 markets. (For a link to the latest report, please refer to the end of this document)

The following are some highlights of Etisalat Group's work in the areas of CSR, Human Rights, HR, Labour, and the Environment.

Corporate Social Responsibility and Human Rights

As a signatory of the Global Compact, Etisalat Group is committed to using its influence to ensure compliance with generally accepted human rights articles within our value chain. Maroc Telecom, part of Etisalat Group, is also a signatory of the Global Compact.

Etisalat Group is, therefore, proud to follow a zero-tolerance policy with regards to abuses of human rights within its value chain. Etisalat Group reserves the right to terminate business with a supplier with serious breaches of the Standards contained in this Policy and where the supplier consistently fails to take corrective action within an agreed timescale.

Etisalat's strategy continues to be inspired by international benchmarks set by the International Standards Organisation (ISO 26000) and the Global Reporting Initiative (GRI). Additionally, Etisalat is a signatory of the GSMA Humanitarian Charter, which is an industry-led initiative to support communities impacted by natural disasters.

CSR in 2017

Technology is a force for social good, driving up access to vital services, such as education and health that can uplift communities. Through technology people can be more informed about the world around them and receive services that previously were denied to them. Mobile technologies also have a beneficial environmental impact in reducing energy consumption and carbon emissions. And the impact will only increase as technology becomes more efficient, more connected and more present in our lives.

Etisalat remains committed to being a responsible corporate citizen. With technology as an enabler of progress, we have a role to play in supporting and empowering local communities, and are humbled by every request we receive to assist. Across our international footprint, we work with a great variety of partners to pursue projects and initiatives, which help transform peoples' lives.

As technology is a driver for progress, a central pillar of Etisalat's strategy is how we can use our technical expertise for good. The focus of our CSR activity is in three main areas, which dove-tail with the ten principles of UN under the following pillars: Education, Health and the Environment.

Across its international footprint, Etisalat's operating companies undertake a variety of CSR initiatives, appropriate to local cultural and social circumstances.

In the UAE in 2017, Etisalat supported a number of projects focused on health and education. In line with Government strategy of the year 2017 "The Year of Giving". Etisalat CSR has come up with initiatives that aim to keep people connected.

Etisalat conducted a workshop for the deaf in collaboration with the Telecommunications Regulatory Authority and the Ministry of Community Development during the Annual Arab Deaf Week Event, which was held on 20th April 2017 under the slogan "Sign language is an important mean of communication with deaf people". The Workshop was dedicated to present CMe application to people with hearing disabilities (Deaf) through a sign language translator.

CMe Application is one of wide range of services which Etisalat provides with 50% discounts to "People of Determination".

Zero Nine is a celebration of the success of Arab women, entrepreneurs, industry leaders and pioneers who lead and inspire other women to strive for success, women from all over the Middle East and North Africa meet in Fujairah to showcase their creativity and participate in inspirational discussions with famous women from different fields such as business, science and the arts. Zero Nine donates the proceeds of the exhibition to a different charity each year.

Etisalat is a diamond sponsor for the fourth edition, held in Fujairah from 12-15 April 2017, which will raise funds for the UAE Make-a-Wish Foundation, an organization that grants wishes to children with life-threatening medical conditions.

Etisalat UAE was equally active in supporting education initiatives in 2017. With education in the modern era focused more on online learning, Etisalat also focused on making this learning and educational environment safer for our children.

As we all know that without internet access, any kind of educational endeavors are incomplete in today's modern world. Internet has become a basic necessity to meet community's educational needs.

Today, the web is changing faster than ever before therefore internet security has become necessary to maintain privacy, authentication, integrity and availability.

Etisalat initiated a move in collaboration with Sarah school in Dubai by conducting 4 internet security workshops for students, where experienced ambassadors from Etisalat-WYANA team met and explained the importance of these in fun and entertaining way to students.

Following important key topics were covered during the awareness sessions: -

- Our life as kids and internet security.
- The structure of internet security & 5 steps for kid's internet security.
- How the penetration (hacking) is done.
- How you protect yourself as a child.
- Email security.
- How to deal with social media as a user, mobile phone & cloud technology.
- Secured shopping from internet.
- General advices & the perfect password.

Continuing with the theme of making Children's education easier, more available and fun, Etisalat's cooperation with Al Jalila Cultural Centre for Children is founded on the belief that culture is essential to understanding both ourselves and the world in which we live today. Their overall aim is to enrich the cultural lives of children and prepare them for the future.

Etisalat is also the official partner of Dubai Cares, and supports them throughout the year for their different campaigns, we help them to raise education funds for children in the developing countries for their better future.

We supported through SMS awareness campaign that reached out to 2+ million customers. Dubai Cares walk for education event had 14,500 participants, who walked in support of children's education.

Another initiative on the educational front included The Ajman Education and Training Exhibition highlighting the best education options for the citizens of Ajman. AETEX platform is for presenting the best institutions and the place where these institutions compete to present the latest programs for the students of Ajman.

On the health front, Etisalat continued its cooperation with Noor Dubai Foundation which is a UAE based charity focused on the prevention of blindness and visual impairment globally. It was launched as an initiative in 2008, and was later established as an NGO by Law(18) in October 2010.

Over 25 million individuals from all over Africa and Asia have benefited from the free treatment and preventive programs conducted by Noor Dubai Foundation which includes provision of surgeries, eye glasses, and medication.

As per Etisalat caring strategy and support to such global initiative, we have provided Noor Dubai with SMS donation for a year with no service cost and monthly charges.

Another program we initiated in 2017 was the Medical Box Donation in collaboration with Al Ihsan Charity. Al Ihsan Charity has a charitable medical center, which provides medical care and provide medicines for free to people who are in need.

Etisalat had contributed during the month of Ramadan to collect medical donations from Etisalat staff and costumers to donate to the medical center. Etisalat distributed large boxes to drop the donated medicines in 12 main Etisalat buildings. Donations of over One Hundred Thousand Dirhams were made. This supported the medical center in giving out a lot more medicine to people in need and having the number of beneficiaries to increase.

Gift of life is the best gift that can ever be given to anyone. Health has always been a vital concern of our employees. Etisalat employees contacted Dubai Blood Bank, they provided us the blood collection bus where our Employees donated their blood to save human lives.

On a related front, Technology for good' was a major focus at Etisalat this year during GITEX Technology Week' focusing on transformative technologies that will enhance the lives of the differently-abled.

Specially designed to help them in their day to day activities, many of the technological equipment's were showcased for the first time in the country. The main attractions were the below given technological miracles

- Drishti' Smart glasses and world's first braille smart watch for the blind
- Exoskeleton for kids and Virtual Bionics, a major showcase this year
- Artificial Intelligence exhibit solutions for visually impaired.

Etisalat also invited the different schools and university students to witness the technology exhibition and the goodness that it brings to human lives.

Education, health and the environment were also highlighted in the work across our operating companies in 2017.

Maroc Telecom, an Etisalat OpCo, continues to support the integration of Information and Communication Technologies (ICT) in teaching and learning, helping to improve knowledge acquisition. It is committed alongside the public authorities in the programs of generalization of ICT in school:

Maroc Telecom continued in 2017 the deployment of the third phase of "Génie" (Engineering program). As part of this phase, the equipment of more than 3,200 establishments was allocated: about Internet access ADSL and filtering solutions to preserve the pupils of the sensitive contents on Internet. Maroc Telecom had connected in the first and second engineering phases, nearly 1,300 establishments, representing a major stake of 49% among five operators.

As part of the Injaz program, Maroc Telecom has designed innovative offers that have enabled more than 88,600 students to benefit from mobile broadband Internet access as well as laptops and tablets at advantageous prices.

Maroc Telecom has also continued its participation in the Nafid@ program: more than 244,000 teachers are equipped at the end of September 2017 of Internet connections at advantageous prices.

Maroc Telecom contributes by 69% and 71% respectively to the Injaz and Nafid@ programs, which is funded by 3 operators.

Maroc Telecom also supports many initiatives providing aid to the poor and the sick by engaging with local foundations and humanitarian associations. It promotes culture and sport, which are essential for the development of the population, through its particular actions or in partnership, with special attention paid to young talents.

In Pakistan, both PTCL and Ufone, as socially responsible organizations have contributed to the UN goals in their respective areas of operations to the development of society.

PTCL has come up with PTCL Razakaar (Volunteer) Program; a targeted effort to engage its employees in activities where they feel committed and connected to the society. These activities could relate to any area under the UN Global Compact.

The employee volunteer force of PTCL has developed a network of over 400 Razakaars across the organization. PTCL Razakaar (Volunteer) force has actively taken part in philanthropic activities such as "the Box of Happiness".

In August 2017 Pakistan Telecommunication Company Limited conducted a mega CSR activity involving its PTCL Razakaars for spreading smiles on the faces of orphans across Pakistan, reminding everyone the necessity of caring for them.

PTCL employees all across the country were invited to donate hand-packed gift boxes for little boys and girls in need, amidst fun filled activities.

The team collaborated with the SOS Children's Village in Islamabad and hosted an evening of fun and games for the little ones. Boxes of Happiness were distributed and our Razakaars treated the children with jumping castles, snacks, face painting and a magic show among other things.

The boxes were duly sorted and distributed simultaneously across orphanages in Lahore, Gujranwala, Faisalabad, Multan, Peshawar, DI Khan, Karachi, Hyderabad, Sukkur and Quetta by our team of PTCL Razakaars.

Also under the umbrella of PTCL Razakaar (Volunteer), a nation-wide mass blood donation drive was launched where hundreds of camps were set up across the country, encouraging people to donate blood.

Pinktober, the global month for breast cancer awareness, was advocated in PTCL by organizing a Breast Cancer awareness session for all female employees in collaboration with a highly acknowledged breast cancer awareness foundation. PTCL Mobile medical units catered to over 13,140 beneficiaries and health awareness sessions in remote areas were conducted that served to enlighten 6,270 people.

A football championship was organized by Ufone for greater inclusion and elimination of discrimination of all elements in society, through bringing some of the least privileged and under-developed regions in the country into mainstream.

Teams from local schools, colleges, universities and football clubs, with the aim of providing aspiring national-level footballers the opportunity to prove their mettle and make a name for themselves.

These youth, who, despite their immense talents, were not able to achieve their dreams because of a lack of adequate opportunities, and proper support from any quarter were given a platform to showcase their talent.

Ufone thus came forward and became a corporate champion for the enthusiastic young footballers, who finally had a platform to showcase their talent and open the doors to bigger and better career prospects, thereby working to eliminate discrimination in respect of employment and occupation.

Ufone's CSR focus has remained the socio-economic uplift of society, not only through its own CSR initiatives, but also through supporting committed individuals and organizations who are working selflessly for societal progress.

In continuation of Ufone's aim to encourage kindness and strengthen humanity, Ufone introduced Rizq, an initiative by three young men, who collect hygienic surplus food from restaurants, households, wedding halls and distributes it in the community at a nominal price of Rs. 10, so it doesn't go to waste.

Etisalat Sri Lanka continued its '*DenethakataSenahasak*' (Caring for Your Eyes) campaign in 2017. In partnership with the UAE's Ministry of Health, UAE Vision 2020 programme, and 'So Others May See' (SOMS), an independent NGO working on vision-related projects in Sri Lanka, the campaign has seen over 78,000 school children from almost 100 schools screened for vision impairments, with around 900 students benefitting from receiving custom-made prescription spectacles.

Etisalat Misr participated in Tour n' Cure global medical campaign treating 1400 HCV patients at its own expense, as part of Etisalat Misr's social responsibilities towards the community especially in health sector.

Etisalat Misr participated in international breast cancer awareness month and provided awareness session for employees conducted by the Egyptian Society of women's Health & Mersal foundation ESWH which is an NGO that promotes and advocates for women's health in Egypt.

In collaboration with the Egyptian Autistic Society (EAS), Etisalat Misr adopted the Autism cause and aimed to support raising awareness about Autism and change perceptions towards it. The main objectives of this project were for parents to be able to properly diagnose autism and give the proper therapy to their children and for the community at large.

Etisalat Misr also aims to raise awareness regarding diabetes to all our employees, increase knowledge on how to manage levels of blood sugar, and decrease the risk of health complications. At the end of each session, free screening blood sugar tests have been conducted to employees who were willing to get tested for this disease.

Etisalat Misr also undertook an internship program for 60 students from Egyptian universities.

Etisalat Afghanistan participated in various platforms to increase inclusion of the most marginalized segments of Afghan society, especially women and minorities through sports.

The Etisalat Marathon of Afghanistan is an annual marathon that courses through the province of Bamyan. It is one of the largest International Marathon in the country. The third edition of the Marathon took place on 27th October 2017, with participation of over 200 International and National runners taking part in the event. Etisalat strives to empower sporting excellence in the country bringing about peace, prosperity and showcasing Afghanistan to runners worldwide.

Etisalat Afghanistan has sponsored the "National Volleyball Federation", and also sought to bring the most neglected areas into mainstream through sponsoring several grass root level tournaments.

Etisalat Afghanistan has sponsored several bicycling as well as soccer championships. Soccer is one of the fastest emerging sports in Afghanistan. Etisalat Afghanistan has been a pioneer in championing this sport and encouraged the sport at a regional level.

Cricket in Afghanistan is considered as the most popular sports in lieu of recent brilliant performances of the National Cricket Team on the world stage. Afghanistan National Cricket team has secured ICC membership, propelling them into International limelight, and is supported by Etisalat

Mobily, one of the major Etisalat OpCos has focused on health and care for less privileged as its contribution to the UN Global compact.

With this in mind, Mobily cooperated on various programs such as Sanad Children's Cancer Support Association, and with General Directorate of Narcotics Control in The International Day Against Drug Abuse.

Mobily also worked on several programs with Orphans including inviting a number of orphan brothers, in coordination with some orphans associations for Iftar with some Mobily staff in the hotels of major cities across the Kingdom, for example:

Takaful Charity Association for Orphans Care in Al Madina Al Munawara, Ekhaa Charity Association for Orphans Care in Al Khobar, Aaba Charity Association for Orphans Care in Asir Region and Charity Committee for Orphans Care "Ensan" in Riyadh.

Mobily also launched internal volunteer works award which aims to establish and volunteer work culture within the values of Mobily Family in the Holy month of Ramadan.

Environment

Environment is also highlighted in the work across our operating companies

Green ICT is a core component of Etisalat's business strategy and commercial portfolio and has been for many years. The company values and nurtures striving for excellence in building a sustained environment for the future.

Etisalat is committed to provide telecommunications and broadband services in a manner that strikes a balance between economic, social and environmental needs. It will minimize the environmental footprint (water, energy, waste and greenhouse emissions) of its operations by pursuing environmentally sustainable practices in our technical, commercial, managerial and administrative activities and services.

Etisalat fully appreciates the additional value that is created by reducing costs and creating new revenues based on the principles of eco-efficiency, internal carbon management and reduction of energy consumption. It also provides its customers with green and low carbon services to help promote an environmentally sustainable economy.

In telecoms, the core environmental concern is the network which must be managed for its waste output, energy consumption (diesel and electricity) as well as the visual impact it has on the environment. Due to the large scale deployment of networks, a standardized approach is required.

Etisalat's investment in next generation broadband infrastructure is also helping reduce consumption and emissions. In its own studies, the deployment of fibre optics has helped reduce power consumption by 70% and emissions by 80%. Etisalat expects more improvements from the deployment of even more efficient 4G networks.

However, moving further, protecting and improving the environment of the geographies where we operate is an active agenda item across Etisalat footprint

In UAE the inauguration of Showka Nature Reserve in Ras Al Khaimah requested Etisalat employees to join in the activity which aims to serve and save the environment with tree planting.

Etisalat employees volunteered by participating in this activity. They contributing their time and care by planting the trees in the Reserve.

MAROC Telecom an Etisalat OpCo had become the first company to join the antismoking program promoted by Lalla Salma Foundation for Cancer Prevention and Treatment. Maroc Telecom has had since 2014 the final status of "Tobacco-Free Company", granted by the Foundation for 5 consecutive years.

The award recognizes the efforts made by Maroc Telecom since 2007, when it has joined the "Tobacco Free Colleges, High Schools and Companies" program, launched by the Foundation. All employees are aware of the dangers of tobacco and a support is given to those who wish to stop smoking (medical follow-up, smoking cessation product, etc). At the end of September 2017, more than 1000 people have stopped smoking or they are in weaning phase.

The "2017 CSR Top Performer" was awarded to Maroc Telecom, for having obtained some of the highest scores, on the factors relating to the prevention of corruption, the committed relationship with customers, the respect for fundamental rights and the prevention of infringements of these rights, limiting energy consumption and the reduction of pollutant emissions as well as the improvement of health and safety conditions.

Furthermore, Maroc Telecom maintained its presence in 2017 among the winners of the "Emerging Market 70", and for the third consecutive year, bringing together the best companies in social responsibility in emerging or developing countries selected by the extra-financial rating agency, Vigeo-EIRIS.

Maroc Telecom continues to optimize the impact of its activities on the environment, responding to the objectives formalized in its environmental policy; actions are continuing such as the use of renewable energies, the installation of free cooling ventilation equipment, in the technical sites, allowing a reduction of up to 70% of the electricity consumption, the establishment of more economical technologies (Single RAN) and promoting dematerialization.

After having identified and classified all the waste resulting from its activities, Maroc Telecom implemented actions to categorize each type of waste in accordance with the regulations in force and the good practices of the sector.

Maroc Telecom participates in the Carbon Voluntary Offset Program of the Mohammed VI Foundation for Environmental Protection and continues its action in the Clean Beaches program, set up under the aegis of the same Foundation. Since rehabilitating it in 2002-2003, driven by Mohammed VI Foundation for the Protection of the Environment, Maroc Telecom maintains one of the oldest gardens in the city of Marrakech, Arsat Moulay Abdeslam, dating from the 18th century and spread over 9 hectares. In June 2017, the park receives, for the fourth consecutive year, the certificate of excellence from TripAdvisor for the quality of its hospitality and services. Maroc Telecom also contributes to the construction of the Foundation's Center of Environmental Protection's Awareness in Bouknadel.

Maroc Telecom introduced an extra-financial reporting in 2009. Environmental, social and societal data are reported each year, some of which is published. Verifications tasks on the completeness and reliability of reporting and its compliance with internal procedures is carried out by the internal audit teams.

Maroc Telecom has been participating since 2011 in the extra-financial rating conducted by Vigeo in Morocco with 42 companies listed on the Casablanca Stock Exchange. Four evaluations have been carried out to date by this firm, in 2011, 2013, 2015 and 2017. After each of these evaluations, Maroc Telecom has always been awarded by Vigeo with the "CSR Top performer" label.

In Pakistan, PTCL launched a week-long Cleanliness Drive nationwide entailing several initiatives i.e. Awareness Sessions & Road Shows, Disposal of surplus and junk material in all office buildings, Clean Office Competition, "Adopt a Tree" Initiative and hiking trip followed by tree plantation. All of these were focused on meeting UN Global Compact principles 7, 8 and 9.

In another exercise, PTCL painting competition was held and the campaign proved to be an important step towards fulfilling our environmental responsibilities. PTCL also

participated in the government Tree Plantation Campaign and donated over 500 indigenous saplings for plantation.

Human Resources and Labour

We believe Etisalat's ability to nurture talent at all levels across all its countries has been the determining factor in growing its business sustainably, and pursuing its goal to become a leading telecom group in the markets we operate in.

Being responsible for our employees means building a company that understands and lives its values and nurturing a motivational culture is essential to how we do business. To do this, Etisalat Group is attentive to the expectations and needs of all its employees. Etisalat is committed to providing challenging opportunities to all as this is at the heart of its development strategy along with strong social goals e.g. to be among the preferred employers in its main countries of operations.

Since inception of these changes we have embarked on a journey to make our work place engaging and effective. Today we are proud to say that these initiatives are seen bearing healthy fruits. As the result of these transformations, we continue to grow at higher pace in terms of revenue, employee productivity, cost per employee, profitability and employee commitment

We come a long way since we initiated internal changes and transformations. We were aligning ourselves to brace recent global challenges and future road map. We had to make certain difficult decisions which were for the betterment of our employees, customers, society and shareholders as a whole

Our next effort is to make Etisalat-UAE the best place to work. For this we have initiated several projects to make work place engaging and filled with fun. Our collective efforts are aimed at enhancing team communication, wellness of our employees, building customer centric culture, create a culture of innovation through continuous improvement and ensure workplace is filled with fun as well reward our employees for their exceptional contributions.

In all our markets, Etisalat Group extends great efforts to ensure an open and constructive dialogue between all stakeholders including Trade Unions wherever possible. We conduct global engagement surveys and internal customer surveys every year. This is followed up with discussions across all levels of employees to develop action plans and make effective improvements wherever needed.

Passion to excel drives Etisalat's people to deliver outstanding business results. Our human resources strategy enables employees to live this passion and unleash their talent, skills and capabilities.

This goes with continuous investment in enhancing the capabilities of our talent pool, to drive retention and engagement. Our reward and recognition programs are benchmarked with the best practices across the world especially the Telecom sector. We take pride in having many reward programs which are recognized by the employees as a key differentiator. We also have many recognition programs to encourage employees for their contribution beyond their usual duty. Etisalat is therefore a sought after employer brand in its countries of operation.

With almost 90 different nationalities across our footprint, we truly embrace diversity. We welcome the energy, creativity, and innovation of our people when they apply their different perspectives, competencies, and skills to address common business challenges. We promote equal employment and growth opportunities for talented people of different genders, origins, and work experiences.

This is one of our notable responsibilities to the society in each of our markets. Our diverse workforce reflects our values but is also a source of competitive advantage to our business, because our employees are truly representative of the different communities in which we operate and the different customer segments with whom we interact.

Etisalat also supports those with special needs or who experience other difficulties entering the labor market or reaching business opportunities in different areas.

Our Talent Acquisition teams focus on ensuring that we have best-in-class specialists, able to set the agenda and govern the operations within their areas of expertise. Talent Acquisition teams across our footprint now work in tandem with our strategic sourcing capability building and receive regular tactical support through various social media tools.

Our Management Leadership Development Program targeting High Potentials employees to develop their leadership skills was an outstanding success with the graduation of participating employees. A new cohort will be introduced soon. Human resources are the foundation of any process of development and evolution. It is the real wealth of any corporation looking to grow, while preserving their distinctive competences. In line with this concept, Etisalat offers its employees all the necessary incentives and benefits allowing them to contribute to the country's continuous success and development.

The Talent Management team actively supports driving the digital future through strategic learning in futuristic technology and shaping the talent landscape by continuously identifying critical talent for new technology. Why Digital? Because this is what will drive our society tomorrow and being digitally able will further help developing customer centric products and services. It's also an opportunity for employees to maintain the highest and most up-to-date skill levels. The evidence of continuous investment in learning is seen in World Class Learning Academies fully owned and operated in the UAE and Morocco for instance.

We have continuously focused on operational excellence, which aims at ensuring an effective and efficient business management model. Two measures help monitor our operational excellence; the productivity index and the performance indicator.

The productivity index measures operational efficiency such as customers per employee, revenue per employee and staff cost ratios. The performance indicator reflects prompt and efficient managerial action in instances of staff level reductions, HR policy changes and the outsourcing of non-core activities.

The reviewed Performance Management System strongly contributed to align senior executives and employee objectives with the goals and aspirations of the Group's corporate strategy. It bridged performance and associated rewards in a consistent and coherent approach in all the operations.

Despite some challenging environments, we ensure good protection and safety of all our employees. Beyond safety, we truly care about our people's health by offering good protection and promoting better living habits; from HSE (Health, Safety and Environment) training sessions and committees to prevent risks, to a wide variety of events that raise health awareness and encourage staff to adopt a healthier life style.

The continuous listening approach makes Etisalat nimble to sustainable improvement, act and evolve in becoming employer of choice. HR teams across all OPCOs spare no effort to keep improving people's satisfaction and motivation. This is visible in our annual global employee engagement survey, with an increasingly high level of participation reaching 85% globally and a soaring level of satisfaction amongst all employees with more than 3 percentage points gained year-on-year. The Employee Engagement program enables Etisalat to capture employee voice that further enhance employee engagement and, by extension, business performance across the Etisalat Group. The overall positive engagement growth trend at the Group level reflects the survey has been well-received by our staff, who regard it as an excellent driver of required change and an opportunity to voice their views and opinions for the attention of management.

Based on employees' feedback, we launched a number of initiatives spanning from employees recognition, internal events and communication, new career management and development programs, flexible working hours, etc. Many social events were held across all our countries of operation. These foster cohesion and sense of belonging.

Happiness at work has been and will remain to be a focus for Etisalat, Happiness is about having a holistic approach i.e. wellness of employees, flexible policies, contribution to the society and above all the supporting climate for sustainably developing a robust talent pipeline.

In 2017, we kept working on the deployment of these successful initiatives. We also strengthened our global Succession Management program, increased collaboration across our operating countries, and strived to improve employees' happiness.

Results of past actions are reflected in the results we have achieved in this area. In 2017, Employee engagement has increased by 8.1% over last year to 80%, and performance excellence index has increased by 7.8% to 83% in an employee engagement survey where 94% of the staff participated

More Information:

For more detailed information please refer to Etisalat Group's 2016 Annual Report:

<http://etisalat.com/en/system/docs/2016/Etisalat-AnnualReport2016-English.pdf>