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Emirates Integrated Telecommunication Company PJSC
P.O. Box 502666 Dubai, United Arab Emirates
Tel: + 971 (4) 360 0000
Email: csr@du.ae
March 2018

Sustainability report 2017

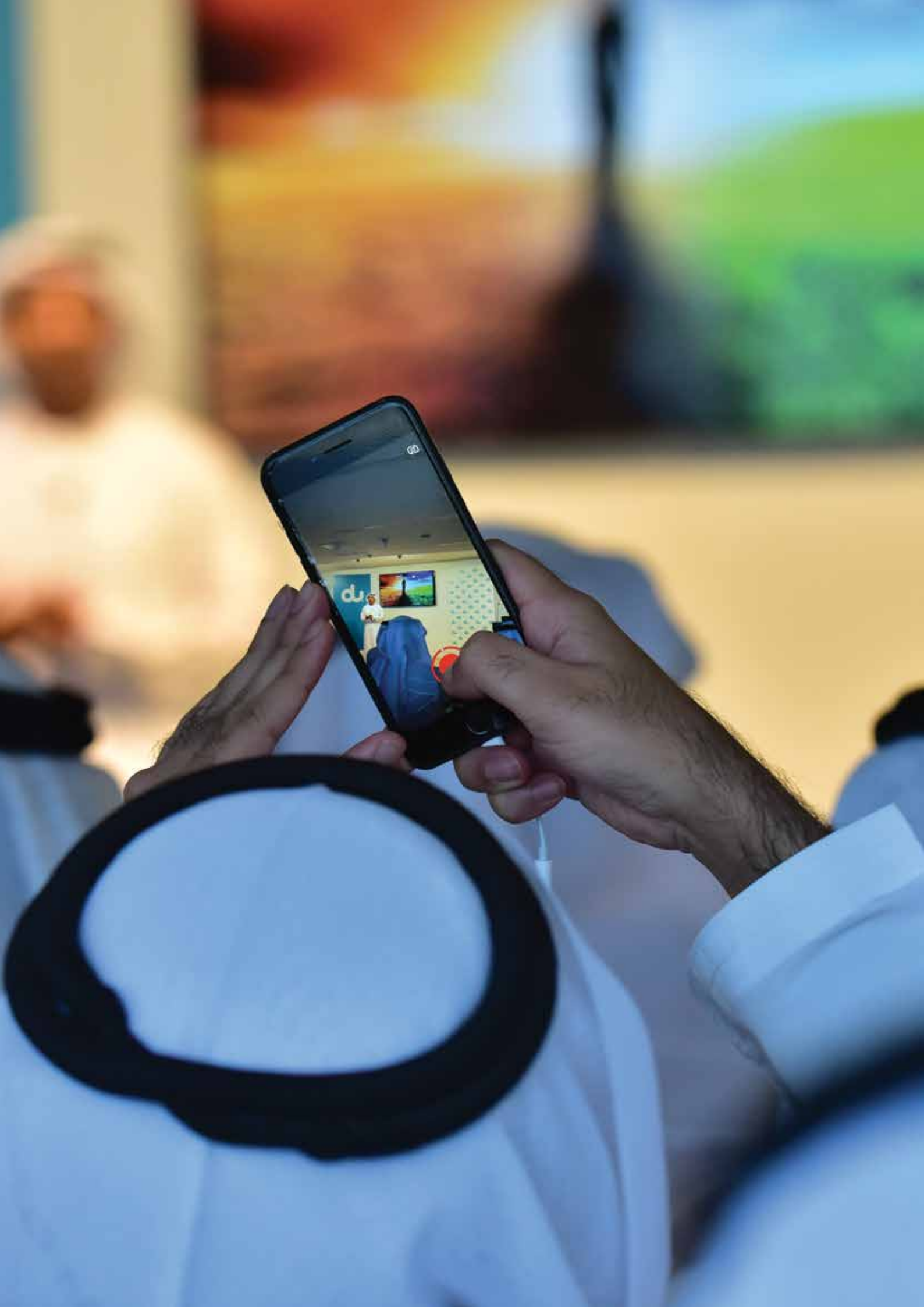


Table of contents

Chairman’s statement	04
CEO’s statement	06
Our approach	08
Our people	18
Our customers	26
Our environment	34
Our community	40
Awards and achievements	47
GRI content index	48

Chairman’s statement

We have put in place new sustainability objectives that aim to guide us towards achieving our vision to add life to life. These will help us deliver the benefits of ICT to everyone, make our people happier, and most importantly, operate ethically and responsibly.



Ahmed Bin Byat
Chairman

Looking back on 2017
Earlier this year, His Excellency, Dr. Thani bin Ahmed Al-Zeyoudi, Minister of Climate Change and Environment, stated that innovation and technology play a very significant role in solving the region’s sustainability issues.

The success of our company also rests on continuous innovation, and I believe that in 2017, we achieved extraordinary results to make the UAE’s vision, as well as that of our company, a reality.

Last year we were able to create something big when we launched the Virgin Mobile brand to mainly target digital savvy customers in the UAE.

I believe the restructuring of our organisation, especially by establishing brands under the larger EITC brand (such as du and Virgin Mobile UAE) will help us evolve into a more sustainable business, one that creates more value for our shareholders and our customers, and more essentially a business that helps the UAE to lead within the digital era that we are living in.

As we help the UAE become more connected, we seek to

enable trusted services for all our customers. With some very useful partnerships in the cyber security arena and by improving the security of our payment gateway, we continue to uphold privacy and security as one of the topmost priorities for our customers.

Our infrastructure has been significantly strengthened by our new satellite Teleport Facility which has been built to enable the expanding requirements of our broadcast customers, to deliver a superior service with a focus on reliability, close control and monitoring of services.

During the year, our people helped us achieve our highest Gallup Employee Engagement score to date. In addition to this, our culture of wellness continues to grow; a good indicator is our 1st rank in the main private corporate category of the popular Dubai Fitness Challenge (DXB 30x30) that took place this year.

Our new sustainability policy
We have put in place new strategic objectives that aim to guide us towards sustainably achieving our vision to add life to life.



These will help us: i) deliver the benefits of ICT to everyone, ii) make our people and communities happier, and most importantly iii) operate ethically and responsibly. These objectives will also complement the Sustainable Development Goals that have been deemed most relevant to our business by our key stakeholders: SDG 8 – Decent work and economic growth, SDG 9 – Industry, innovation and infrastructure, SDG 10 – Reduced inequalities and SDG 11 – Sustainable cities and communities.

Our sustainability performance in 2017, which has been covered in this report, showcases how various aspects of our business help meet our sustainability objectives, from WiFi UAE serving the community to our scholarships for students, from supporting entrepreneurs and SMEs through innovative plans to effective energy-efficiency throughout our network.

The recognition we have received from various awards is testament to our sustainability efforts, and encourages us to continue improving the way we do business, not just with our customers, but also our vendors and business partners.

Telcos playing a bigger role in sustainable development
Since our launch, we have endeavoured to operate on a strategy that is not only good for our business, but also one that helps the UAE achieve its National Agenda, particularly its ambitions towards sustainable development.

The telecom industry is heading towards a world of exciting innovation and we have been driving this change in our operating models, our people, and our competencies.

My ambition is to use this innovation to help towards creating solutions for challenges around us, especially in the areas of universal access to technology, youth, and environmental stewardship.

As a technology and business leader for the UAE, we are committed to doing innovative things not just to mitigate costs and protect brand reputation, but to also develop new opportunities for everyone to thrive.

I welcome your feedback on this report to learn more about how we can contribute towards a better future.

CEO’s statement

We are perfectly placed to help the UAE achieve their ambitions of becoming a global Smart City leader. Smart City is our biggest opportunity to enhance UAE’s position as a global hub for tourism, commerce and one of the happiest places to live.



Osman Sultan
Chief Executive Officer

Our significant achievements of the year

As we look back at an exciting and eventful 2017, I am proud to say that the Emirates Integrated Telecommunication Company (EITC) is in a strong position with excellent operational results and customer satisfaction levels.

In 2017, our biggest achievement of the year was the launch of the Virgin Mobile brand in the UAE by our company, EITC. We have always worked hard to offer our customers the latest technologies and the best service, and we believe Virgin Mobile’s fully digital offering will usher a new era in connectivity and customer-led service never seen before in the UAE.

Over the years, volunteering has become an increasingly important aspect in our culture of corporate giving. It gives me a lot of honour that my team at EITC, along with our customers and the general public, were able to contribute more than 10,000 hours towards community development through a range of projects and initiatives. Because of the positivity that volunteering stimulates, it is now an essential aspect of our employee engagement strategy.

On the environmental front, today, more than half of transceiver stations that run on generators are powered by hybrid generators. These help us save more than 40% diesel as compared to conventional generators. This efficiency in our network is complemented by 11 of our BTS sites that run entirely on solar power.

A sustainable future depends on smart cities

Our official partnership with Smart Dubai ‘to convert Dubai into the happiest city on Earth’ continues to pave new paths with cutting edge technology and innovative services. We are playing a crucial role in the deployment of Dubai Pulse which will help unite city services, IoT, cloud services, Big Data and digital identity to serve as the new digital backbone of Dubai and result in effective decision making and significant operational efficiencies.

Another one of our areas of focus is to enable users to access smart services using WiFi UAE, which is a free, country-wide service available across the UAE. Over 1.5 million sessions are connected on WiFi UAE every month, and the service is growing in terms of the number of sites which are connected and the number of users. As a result,

WiFi UAE is a major contribution to the UAE community and its connectivity.

We are perfectly placed to help the UAE Government achieve their ambitions of becoming a global Smart City leader. Smart City is our biggest opportunity to enhance UAE’s position as a global hub for tourism, commerce and one of the happiest places to live.

Setting the foundation for tomorrow

We have worked tirelessly to put in place a renewed sustainability framework within our business; this is built on three pillars – delivering the benefits of ICT to everyone; making our people and communities happier; and operating ethically and responsibly. These

pillars set the foundation for us to reaffirm our core strengths and our top priority areas, and establish new strategies for more teams and departments within our business to consider how telecoms can play a role in meeting our priority sustainable development goals.

This sustainability report shows progress across several key areas such as Emiratisation and employee engagement; our customers, by providing value that goes beyond telecommunications services; environmental impact through transformation of our signal towers; and the community, through a variety of initiatives such as the popular Mawaed Al Rahman initiative organised every Ramadan, and more. We hope you enjoy reading this report.



Our approach

We are the Emirates Integrated Telecommunications Company (EITC). We were founded in 2005 as the UAE’s second licensed telecommunications provider, listed on the Dubai Financial Market (DFM) with our headquarters in Dubai, UAE.

With our new structure, we now have two customer-facing brands – du and Virgin Mobile UAE, the latter being a distinctive all-digital offering that complements our traditional du products and services while catering to changes in customer expectations for certain market segments.

We are a vibrant and multiple award-winning telecommunications service provider serving 9 million individual customers in the UAE with our mobile, fixed line, broadband internet, home services and 4G LTE network. We also cater to over 100,000 UAE businesses with our vast range of ICT and managed services.

We are ideally placed to support the realisation of the UAE Vision 2021 and the transformation of Dubai into a Smart City. We are the official strategic partner of the Smart Dubai Office and the platform provider for Smart Dubai. Following the successful testing of the Middle East’s first Internet of Things (IoT) network, we are on course to complete its deployment.

Brand Finance ranked us as the 12th most valuable brand in the Middle East in 2016. The company has been recognised with several other awards such as ISO 27001 certification of Managed Security Services and had the distinction of opening UAE’s first

LEED Platinum Certified Green Shop. Our world-class teleport is the largest of its kind in the Middle East and ranked among the top teleports in the world by World teleport Association.

Among many other partnerships and associations, we are a signatory to the UN Global Compact, and are also a member of the Sustainability Network managed by Dubai Chamber’s Chamber for Responsible Business.

Our sustainability strategy

Our growth in business correlates directly with the relationship we have with our stakeholders. With the expansion of services that we offer, we have witnessed an increase in both the depth and the scope of our external engagements over the past year. This positive change has been a huge driver for us to revise our sustainability strategy to be in a better position to address issues that are material to the business and our stakeholders.

The value chain of our business dictates how we identify, select and prioritise stakeholders with whom to engage¹.

These include customers, investors, employees, vendors, regulatory bodies, local NGOs, academic institutions and other key stakeholders².

We engage with our stakeholders once every two years to understand material sustainability issues³. The table on pages 10 and 11 provides a summary of our most recent engagement exercise. This lists the stakeholders we reached out to and the issues that were marked as ‘most important’. This exercise was undertaken specifically for our new sustainability strategy and the current report.

Data from our stakeholder engagement exercise helped revise our sustainability strategy to be more catered towards our 17 Sustainable Development Goals. Our previous pillars (Entrepreneurship – Environment – Education – UAE’s social development) were deemed more as CSR pillars and mainly covered our community initiatives. We believe that our new strategy covers more areas of the business and is able to address a larger number of our material issues.

The three pillars of our new sustainability strategy (and related SDGs) are:

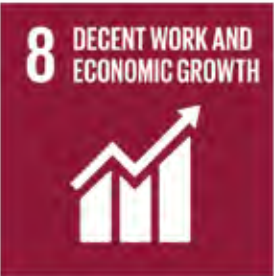
1. Deliver the benefits of ICT to everyone	2. Make our people and communities happier	3. Operate ethically and responsibly
SDG 1 - No Poverty SDG 8 - Decent Work and Economic Growth SDG 9 - Industry, Innovation and Infrastructure SDG 11 - Sustainable Cities and Communities	SDG 2 - Zero Hunger SDG 3 - Good Health and Well-Being for people SDG 4 - Quality Education SDG 10 - Reduced Inequalities SDG 17 - Partnerships for the Goals	SDG 5 - Gender Equality SDG 6 - Clean Water and Sanitation SDG 7 - Affordable & Clean Energy SDG 12 - Responsible Consumption and Production SDG 13 - Climate Change SDG 14 - Life Below Water SDG 15 - Life on Land SDG 16 - Peace, Justice and Strong Institutions

¹ 102-42
² 102-40
³ 102-43



During this engagement exercise, we also asked our stakeholders what they thought were the most important Sustainability Development Goals (SDGs) that we should address. Set by the United Nations, the SDGs are a collection of 17 global goals that cover a broad range of social and economic development issues for governments and businesses to address.

The Goals that were deemed as 'Most important' for our business to address are:



Our contribution towards employment and UAE's economic growth



Our responsibility towards developing ICT infrastructure for UAE's development



ICT has the potential to reduce inequality, through services that benefit everyone



ICT and Smart services can deliver embedded sustainability benefits to the UAE

Key topics ⁴	Academic Institutions	Customers	Vendors	Community Partners	Media	Regulatory authorities	Investors	Peer Org.	Employees
Business related topics									
Good corporate governance and business ethics									
Customer satisfaction & happiness									
Privacy and security of customer data									
Innovative products and technical services									
Financial performance that delivers shareholder value									
Marketing and advertising that is clear and not misleading									
Fair play in sourcing of goods and services, including use of local & SME suppliers									

Legend	
	Most important
	Ranging from 'Important' to 'Very important'
-	Not important

⁴ 102-44

Key topics ⁴	Academic Institutions	Customers	Vendors	Community Partners	Media	Regulatory authorities	Investors	Peer Org.	Employees
People related topics									
Digital inclusion of all society members									
Health impact of our base transceiver stations/signal towers									
Human and labor rights principles									
Community needs and social development									
Education and capacity building initiatives									
Entrepreneurs and SME development									
Employee training and development opportunities									
Employee wellness, happiness and safety									
Equal opportunities for all									
Environment related topics									
Energy efficiency measures and/or increase in usage of renewable energy sources									
Efficiency in use of materials for our products and packaging									
Management of our electronic and hazardous waste									
Management of our greenhouse gas emissions									
Water conservation measures									
Management of our office waste									

Legend	
	Most important
	Ranging from 'Important' to 'Very important'
-	Not important

⁴ 102-44

Materiality matrix

The stakeholder engagement exercise also helped determine/reaffirm our material sustainability issues, which can be found in the materiality matrix below⁵. The topics in the materiality matrix help us determine the content for the sustainability report⁶.

As can be compared from last year’s sustainability report, no major changes have been made to the list of material topics and topic boundaries.

Level of concern to stakeholders	Most important			3. Privacy and security of customer data	1. Customer satisfaction & happiness 2. Innovative products and technical services
	Very important	6. Management of our electronic and hazardous waste	5. Health impact of our base transceiver stations /signal towers 7. Energy efficiency measures and/or increase in usage of renewable energy sources	4. Employee wellness, happiness and safety 9. Employee training and development opportunities	8. Good corporate governance and business ethics
	Important	12. Management of our greenhouse gas emissions 17. Management of our office waste (paper, plastic, glass etc.)	13. Equal opportunities for all 16. Digital inclusion of all society members 18. Human and labor rights principles	11. Efficiency in use of materials for our products and packaging 14. Community needs and social development 19. Education and capacity building initiatives	10. Marketing and advertising that is clear and not misleading 15. Financial performance that delivers shareholder value
	Somewhat important	20. Water conservation measures	22. Fair play in sourcing of goods and services, including use of local & SME suppliers	21. Entrepreneurs and SME development	
		Somewhat important	Important	Very important	Most important

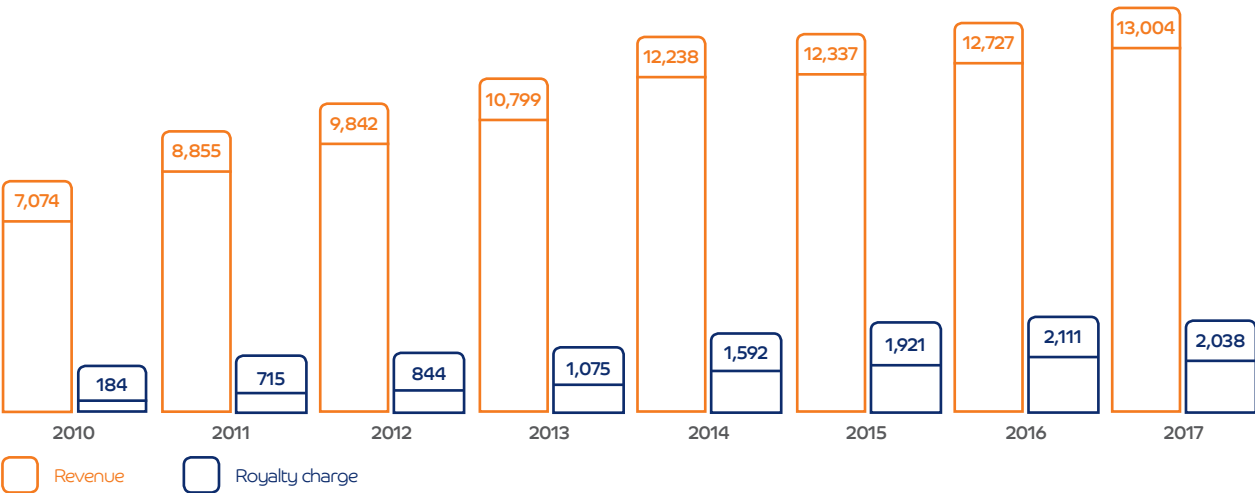
Material aspects (in order of importance to our external stakeholders)	Aspect boundary (internal & external)
1. Customer satisfaction & happiness	EITC, Retailers, Customers
2. Innovative products and technical services	EITC, Customers, Community
3. Privacy and security of customer data	EITC (customer operations), Customers, Retailers
4. Employee wellness, happiness and safety	EITC, Suppliers, Retailers, Community
5. Health impact of our base transceiver stations/signal towers	EITC (technical sites), Community
6. Management of our electronic and hazardous waste	EITC, Suppliers, Retailers, Community
7. Energy efficiency measures and/or increase in usage of renewable energy sources	EITC, Suppliers, Retailers, Community
8. Good corporate governance and business ethics	EITC, Shareholders
9. Employee training and development opportunities	EITC, Suppliers, Retailers, Community
10. Marketing and advertising that is clear and not misleading	EITC (marketing communication), Customers, Community
11. Efficiency in use of materials for our products and packaging	EITC, Suppliers, Retailers, Community
12. Management of our greenhouse gas emissions	EITC, Suppliers, Retailers, Community
13. Equal opportunities for all	EITC, Suppliers, Retailers, Community
14. Community needs and social development	EITC, Suppliers, Community
15. Financial performance that delivers shareholder value	EITC, Suppliers, Shareholders
16. Digital inclusion of all society members	EITC, Suppliers, Community
17. Management of our office waste (paper, plastic, glass etc.)	EITC, Suppliers, Retailers, Community
18. Human and labor rights principles	EITC, Suppliers, Community
19. Education and capacity building initiatives	EITC, Suppliers, Retailers, Community
20. Water conservation measures	EITC, Suppliers, Retailers, Community
21. Entrepreneurs and SME development	EITC (procurement), Suppliers
22. Fair play in sourcing of goods and services, including use of local & SME suppliers	EITC (procurement), Suppliers

⁵ 102-47
⁶ 102-46

Our financial performance

In 2017, we achieved revenues of AED 13.00 billion - the highest ever achieved by the company. Our net profit after royalty amounted to AED 1.71 billion, equating to earnings per share of AED 0.38.

Since 2010, we have been paying royalties to the Government as per an official directive from the Ministry of Finance. In 2017, the royalty charge was AED 2.04 billion – year on year figures indicated below.



In addition to the royalty charges, as per a resolution issued by The Supreme Committee for the Supervision of the Telecommunications Sector, we contributed 1% of our total revenue towards the Telecommunication Regulatory Authority’s Information and Communication Technology (ICT) Fund. This Fund finances a range of projects to develop the innovation and knowledge capital of the country’s ICT sector (in areas of research, education and entrepreneurship). In 2017, we did not receive any financial assistance from the Government.

Percentage of economic value distributed (AED 6.89 billion)

- Operational expenses – 45.39%
- Royalty charge – 29.59%
- Employee wages – 20.13%

- Payment to Government – 4.60%
- Community investment/Social contribution – 0.29%

The consolidated financial statements of the Company for the year ended 31 December 2017 comprises the Company – Emirates Integrated Telecommunications Company PJSC and its wholly owned subsidiaries EITC Investment Holdings Limited, Telco Operations FZ-LLC and Smart Dubai Platform Project Company LLC⁷. Our consolidated financial statements are audited by PwC and the published financial results are available on our website.

All entities included in the organisation’s consolidated financial statements or equivalent documents include:

Entity Name	Shareholding	Classification in consolidation financial statements
EITC Investment Holdings Limited	100%	Subsidiary
Telco Operations FZ-LLC	100%	Subsidiary
Smart Dubai Platform Project Company LLC	100%	Subsidiary
Khazna Data Center Limited	26%	Associate
Dubai Smart City Accelerator FZCO	23.5%	Associate
Anghami (A Cayman Islands Company)	4.8%	Available-for-sale financial asset

⁷ 102-45

Shareholder’s structure

- The UAE Government, through its ownership of the Emirates Investment Authority, indirectly owns 39.5%.
- The Abu Dhabi Government, through its ownership of Mubadala Investment Company PJSC indirectly owns 19.75%.
- Dubai Holding, through its ownership of Emirates International Telecommunications Company LLC, indirectly owns 19.5%.
- The remainder of the shares are held by Public Shareholders comprising individuals who are UAE and non-UAE nationals and companies established in the UAE.

Risk management and business continuity

The diversity of our business model requires us to identify, analyse, evaluate and treat risks in a systematic and timely manner. We deploy a corporate wide risk management framework that is aligned to ISO 31000:2009, the global standard for risk management. Dashboards help assess our top risks, analyse our exposure and potential impact. Top risks are presented and discussed on a periodic basis with the Audit Committee and Board of Directors with a keen focus on the deployment of mitigating measures in order to meet our business ambitions.

In 2017, we continued to closely monitor our top corporate risks. A number of transformational initiatives were brought into fruition to enable future growth of the organisation. In 2018, we will continually improve our risk management approach and continue to address potential uncertainties impacting our business.

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), and National Crisis and Emergency Management Authority (NCEMA) and the other operator in the region, Etisalat.

In 2017, 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. 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.

Balanced scorecard

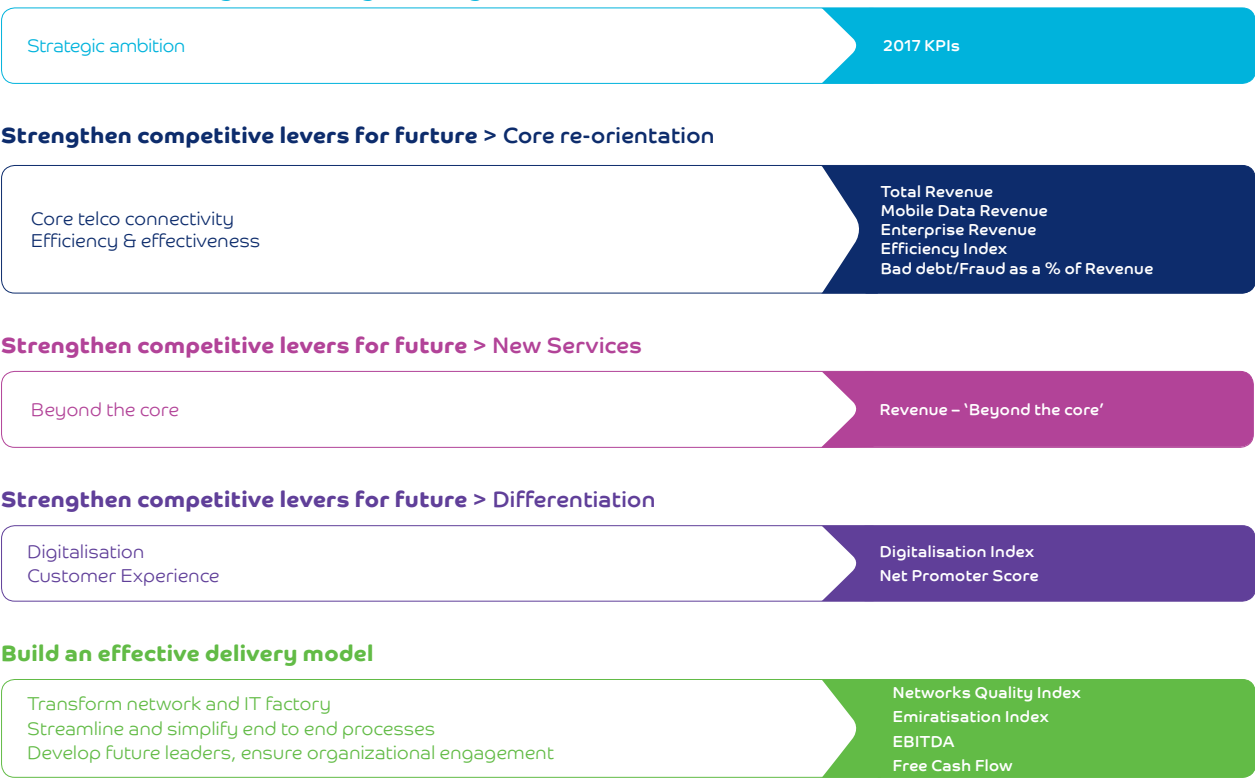
Over the years, the Balanced Scorecard has encouraged our staff and management to think and act strategically and link productivity and profitability with our corporate strategy. This ensures that we work towards enhancing all areas of the business to contribute towards the overall success of the company. A set of key performance indicators (KPIs) track the performance of each area and are cascaded across relevant business units.

Our strategy is focused on delivering our commitment of sustainable growth and value creation to our shareholders, by serving and delighting our customers and nurturing our employees. 2017 marked the continued transformation of EITC, delivered by strengthening competitive levers around three main strategic pillars:

- A value-focused, efficient and effective core business.
- Diversifying our revenues through the development of new innovative products and services in and beyond the core.
- Differentiation through digitalisation and enhanced customer experience.

Going forward to 2018 and beyond, EITC’s Strategic Priorities aim to focus on protecting & optimising the ‘Core’ whilst seeking growth in ‘Adjacencies’ beyond the core.

Vision: To enhance your life - anytime, anywhere



Business ethics

All our employees are required to read and accept our Code of Conduct and Ethics, this helps us ensure that we maintain an ethical environment in all aspects of our business. We also have dedicated HR Business Partners to guide our staff with advice on ethical behavior. Our Internal Control and Internal Communications teams work hand in hand to raise awareness amongst our staff-members about our code of conduct and business ethics.

We have a third-party consulting company that manages our whistleblowing policy mechanism; this includes an email (wb@duconcerns.ae), an independent website (duconcerns.ae), and a hotline (800 503 7283). This mechanism allows our staff and vendors to share any concerns regarding the company and its operations with complete anonymity and confidence.

Our organisational code of conduct and ethics, along with our internal and external policies for seeking advice on ethical behaviour, and for reporting concerns about unlawful behaviour can be found on our website. A number of our performance indicators have been externally assured, statements of which can be found on our website. Our technical functions have also been certified by relevant external bodies.

Corporate governance

Our corporate governance practices are in line with UAE legislation, the Companies Law and international best practice. Our governance standards adhere to the guidelines set by SCA, and where possible the company strives to meet and surpass these expectations.

In 2017, we underwent a thorough governance maturity assessment, performed by a third-party over a five-month period. The outcome of this assessment was overwhelmingly positive, confirming that we are at a mature stage of corporate governance.

Our Board maintains three committees:
i) the Audit Committee
ii) the Investment Committee and
iii) the Nomination and Remuneration Committee.

In accordance with the requirements of the Governance Rules, the Board of Directors of the Company has constituted an Insiders Committee that monitors insider trading and ensures implementation of the Company's policies and procedures with respect to the trading of Board members and employees in the securities issued by the company.

It is our CEO, Chairman and Board of Directors – with support from our Executive VP, Brand and Corporate Communications – that take responsibility for taking delegating authority to senior management on sustainability related topics.

The Audit Committee is responsible for reviewing the organisation's risk and opportunity management processes.

Our Board of Directors, which includes the Chairman, currently consists of 9 non-executive members. The female representation comprised 10% of our BoD since 2013 until Ms. Hana Al Rostamani resigned from her position in June 2017. More details on the composition can be found in our Corporate Governance Report (on our website).

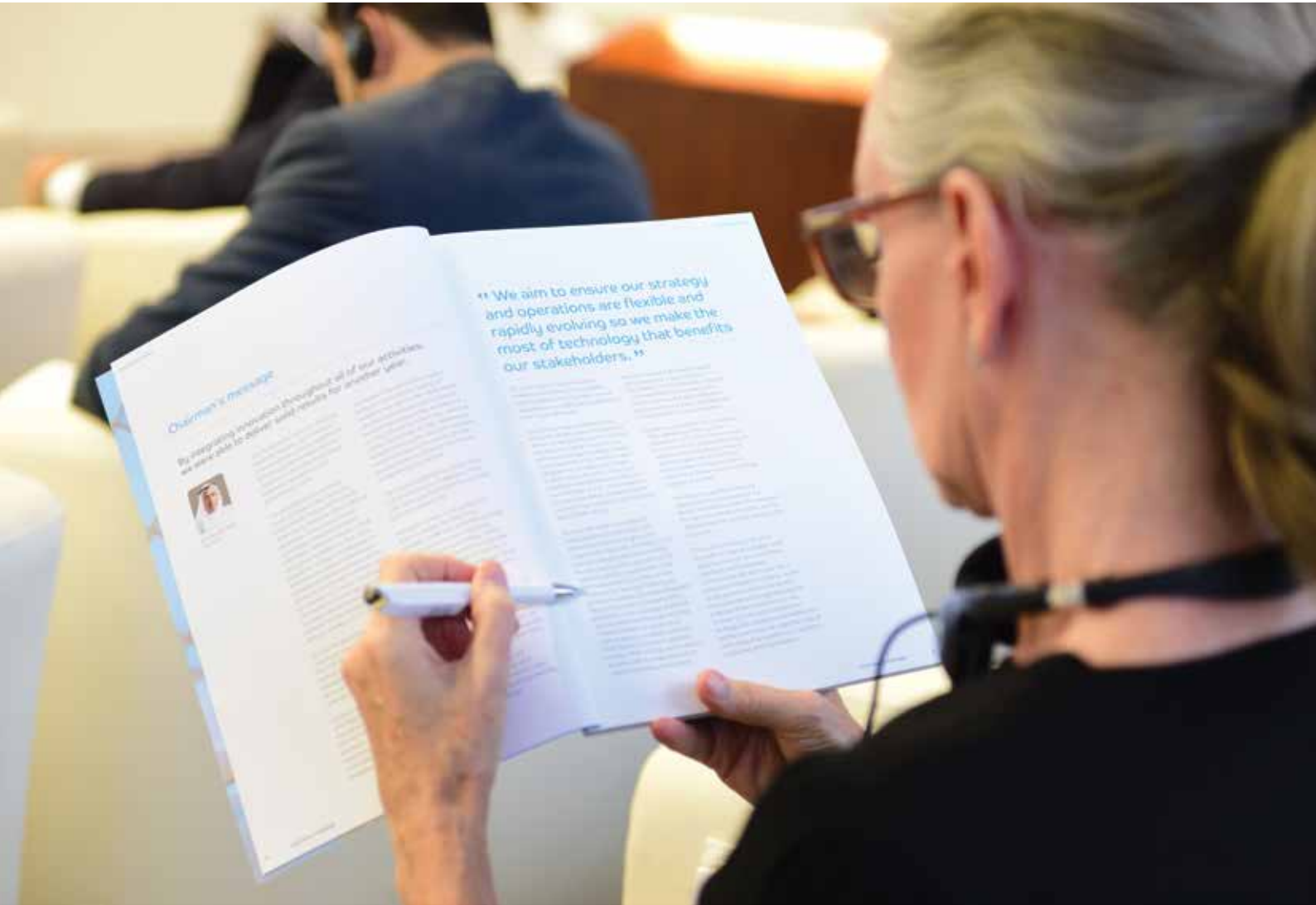
Under the Memorandum of Association, Emirates Investment Authority, Emirates International Telecommunications Company LLC and Mubadala Investment Company have the right to jointly appoint eight members of the Board, with two members to be elected by

public shareholders through cumulative voting in the General Assembly every three years.

To ensure continuous improvement in the performance of the Board, all members are required to respond to questionnaires that assess their management, accountability, knowledge and skill base as well as the Board's performance during the year.

We consult with international best practice experts to enhance our Board member's performance. We also facilitated a number of workshops for our Board members, bringing them together with our executive management members to view and discuss recent developments in governance best practices.

During the year, we worked with the Hawkamah Institute for Corporate Governance to provide Board training on the latest corporate governance practices. This is now planned to be a regular undertaking.



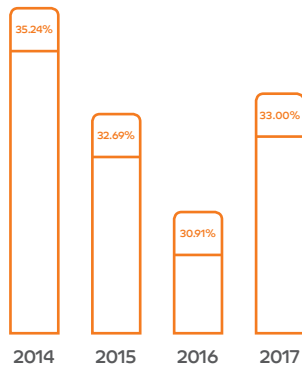
Our people

We endeavour to be an equal opportunity employer and display no discrimination regarding age, gender, colour or religion in reaching the selection decision and providing salary and remuneration.

Emiratisation

Our mission is to attract, develop and retain UAE Nationals to occupy positions that meet and exceed our business requirement. Our objective is to achieve 37% Emiratisation in du by 2020 and we are committed to increase the percentage by 1.5% on a yearly basis. Currently, 33% of our entire staff and 40% of our senior management (Vice President and above) are Emiratis.

Percentage of UAE Nationals in du (2014- 2017)



49% of all our Emirati staff are women. Moreover, 89% of our staff at the Fujairah call centre are Emirati women.

With regards to gender, there is a balance in demographics with regards to UAE Nationals.

The Emarati call centre that we launched in 2011 in the Emirate of Fujairah continues to be operated by UAE nationals for UAE Nationals (89% of the workforce here is female).

We strongly believe in developing our UAE Nationals and ensuring their readiness for the next roles. A total of 179 UAE Nationals have been promoted from 2015 to date.

The rate of UAE National attrition has declined over the years to 7.03% in 2017 (compared to 8.22% in 2016).

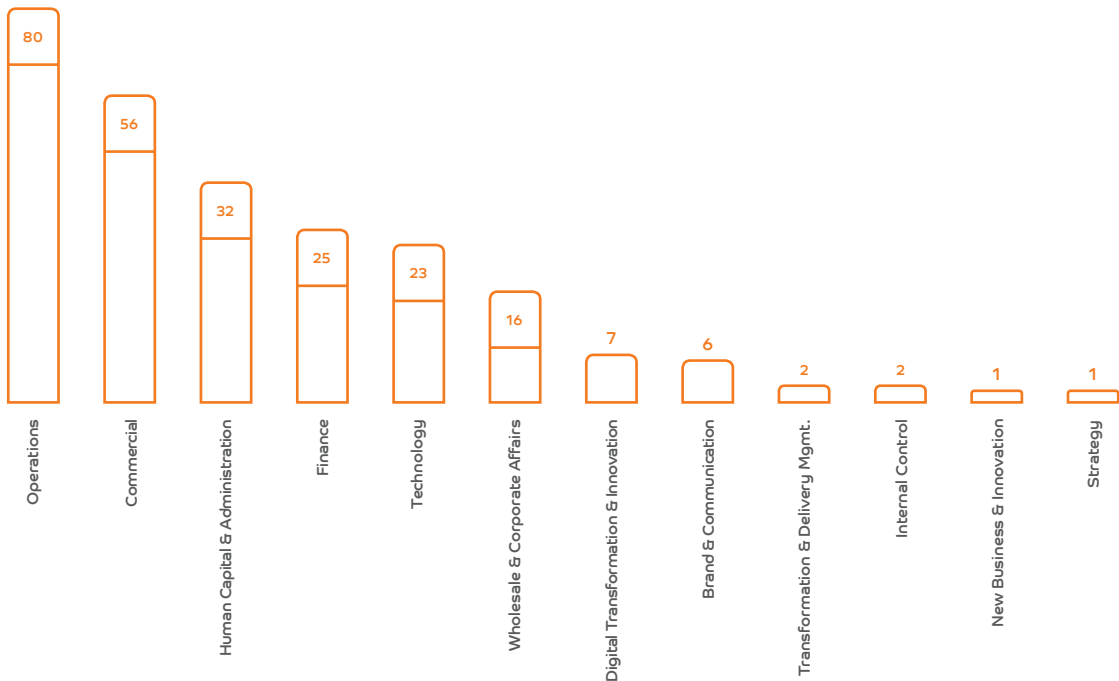
We have always been committed to developing our human capital through different means whether it is on the job training or through more structured programmes such as the du University, or specific programmes created for UAE Nationals such as Masar and ROEYA.

Between 2015 and 2017, a total of 512 UAE nationals graduated through du University programmes. In 2017, we had a total of 37 graduate trainees and 13 summer trainees.

The Masar programme prepares, trains and develops Graduate Trainees for his/her long-term career path and promising future opportunities. Since inception we have hired 322 graduate trainees.

The graph below indicates the areas in which the GTs where placed.

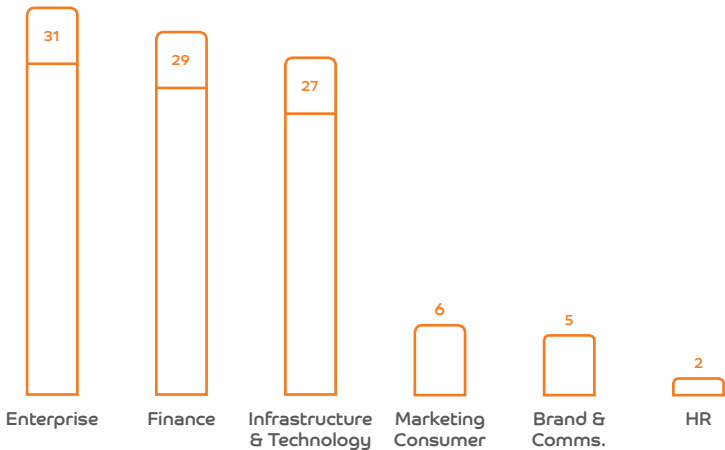
Graduate trainee hires by area (2006 to date)



Through the ROEYA Career Development Programme, we have placed a stronger emphasis on the retention of UAE National talent by focusing on their growth and development within the business.

100 Emirati colleagues have been enrolled in this programme since 2015 (3 years program) from various departments, as can be seen in the graph below.

UAE Nationals as part of career development by area



All du UAE & GCC National employees are entitled to the Statutory Pension Scheme. The enrolment in the relevant pension scheme for all UAE and GCC nationals (i.e. Oman, Kuwait and Bahrain) is mandatory.

UAE National Employees contribute 5% and du contributes a further 15% from the total of the employee's basic salary, living allowance and UAE National allowance. This is paid to the UAE Pension Authority which administers the scheme.

Employee wellness

In line with His Highness Sheikh Hamdan Bin Mohammed Bin Rashid Al Maktoum's belief that a more active lifestyle leads to a happier life, we have worked hard to incorporate wellness in the company's DNA.

With the closure of 2017, we are proud to see the great results of this ongoing journey. During the Dubai Fitness Challenge (DXB 30x30) we took up the challenge and recorded over 7 million moves during the 30-day event, scoring 1st rank in the main private corporate Category. More than 50% of our staff participated in this challenge using the app on a regular basis and updating their achievements. Our staff at Virgin Mobile UAE participated in the 2017 Virgin Pulse Global Challenge, an initiative that improves physical activity, sleep and mental health.

In addition, during 2017 there was a special focus on fitness competitions such as obstacle races, desert challenges, the Spartan Race, Mud Challenge and Sandstorm Challenge with more than 70% participation across the business. Overall, 250 employees participated in wellness activities across the company.

Our wellness results are complemented by our reduced medical insurance expenses. By measuring the employee engagement indicators in the Gallup survey, the numbers have increased from (4.4) 3 years ago, to (4.6) last year.

As for the sickness absence indicator, there was a 35% decrease in the average sick day per person per year during the same period. In 2017, the average number of days lost to sick leave were 3 days. There were also zero work related fatalities amongst our staff members.

Employee engagement and internal innovation

Our leadership believes in 'people' being the key value differentiator and the vision to be 'Employer of Choice for Best Talents'. To fulfill this ambition, we embarked on employee engagement journey very early on. The first engagement survey was conducted in 2008, within one year of our launch.

We have consistently built employee engagement by improving the score from 3.32 in 2008 across all departments to 4.46 by end of 2017 (based on the Gallup survey filled in by 87% of employees), recording steady growth year on year moving from the 12th percentile to the 78th percentile in the Gallup Global database by end of 2017. At Virgin Mobile UAE, we ran our first survey in Q4 last year and we have an 85% overall engagement score.

We have received the Gallup Great Workplace Award for 4 consecutive years. We are the only telecom company to have received this award 4 consecutive years globally.



We are the only telecom company in the world to have received the Gallup Great Workplace Award for 4 consecutive years.

Last year, we continued driving employee engagement within the business units through our Employee Engagement Department Champions network, shared best practices and provided extra support to low-scoring teams in terms of 1-to-1 coaching and team coaching. We enhanced our scope to FTCs and Edara employees and are focusing on qualitative data by asking an open ended question this year.

We further enhanced our Employee Performance Management System and Reward System based on the feedback we received from the staff members as an ongoing process.

Engagement was also driven through our Corporate Volunteering Policy. We also have a team that organises wellness activities and competitions to engage with our staff for health improvement. This year we introduced many employee happiness activities to create more positive work environment within the company.

We have an ongoing Innovative Ideas Award that asks employees to submit their innovative ideas, and those that earn the most votes win a prize. This award also looks at conversion of ideas to product, inclusion of innovation in the Employee Performance Management system and participation in projects with the Innovation Team.

Last year, we received a total of 7,750 ideas of which more than 1,500 have been implemented. Communication with our staff is done via a number of channels, for e.g. town-hall sessions, regular department meetings, our annual employee gathering event and more.

Diversity and equal opportunity

We endeavour to be an equal opportunity employer and display no discrimination regarding age, gender, colour or religion in reaching the selection decision and providing salary and remuneration. This is not just a policy statement incorporated in our Employee Handbook, but is also our guide to ensure a workplace that is inclusive, safe and diverse.

A fair and generous benefits structure is administered to our employees; this includes flexible working hours, annual flight tickets, discounted mobile plans and special leave categories. Full-time employees at du also receive parental leave, an education allowance for their children, family health insurance and job-based allowances such as travel and commission.

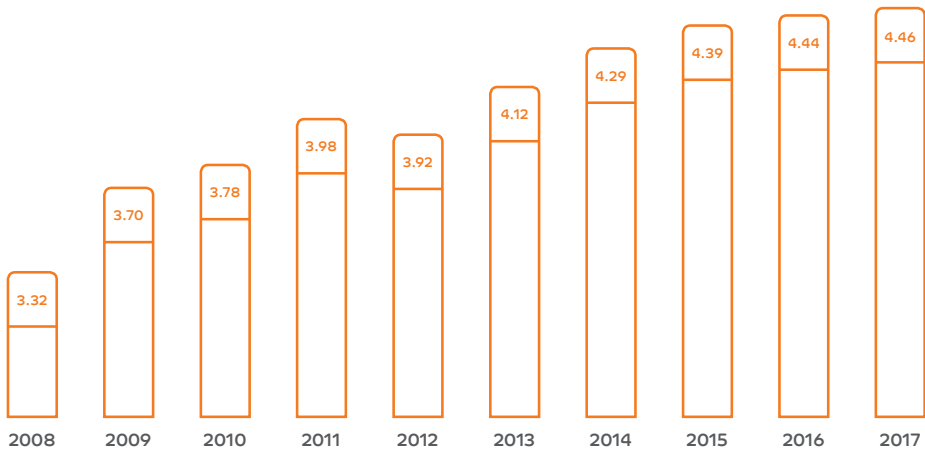
As of 31 December 2017, we had a total of 1614 full-time employees at du, comprising 1166 men and 448 women. These employees come from a total of 65 countries. We also had 271 full-time contractors comprising 212 men and 59 women. During the past year, we hired 142 new staff members – of these 105 were men and 37 were women. At Virgin Mobile UAE, we have a total of 63 full-time employees, comprising 28 men and 35 women, as well as 2 full time contractors, both men.

For all our full-time employees, we allow paternity leave of three days and maternity leave of 90 days. During 2017, 103 of our colleagues availed paternity leave and 38 colleagues availed maternity leave. Of the parental leave taken during the year, all our colleagues returned to work after their parental leave ended.

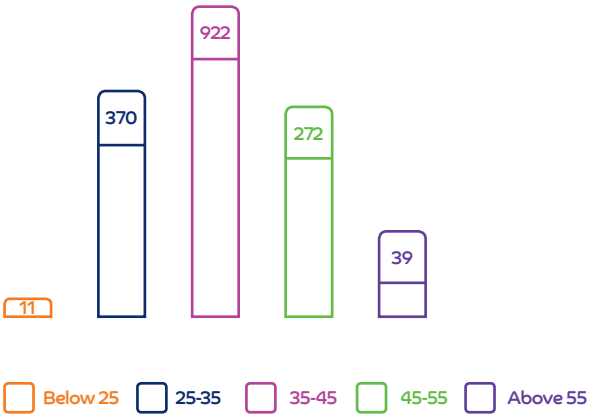
At du, we have 4 people who are 'people of determination':

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

Employee engagement scores over the years for full-time employees



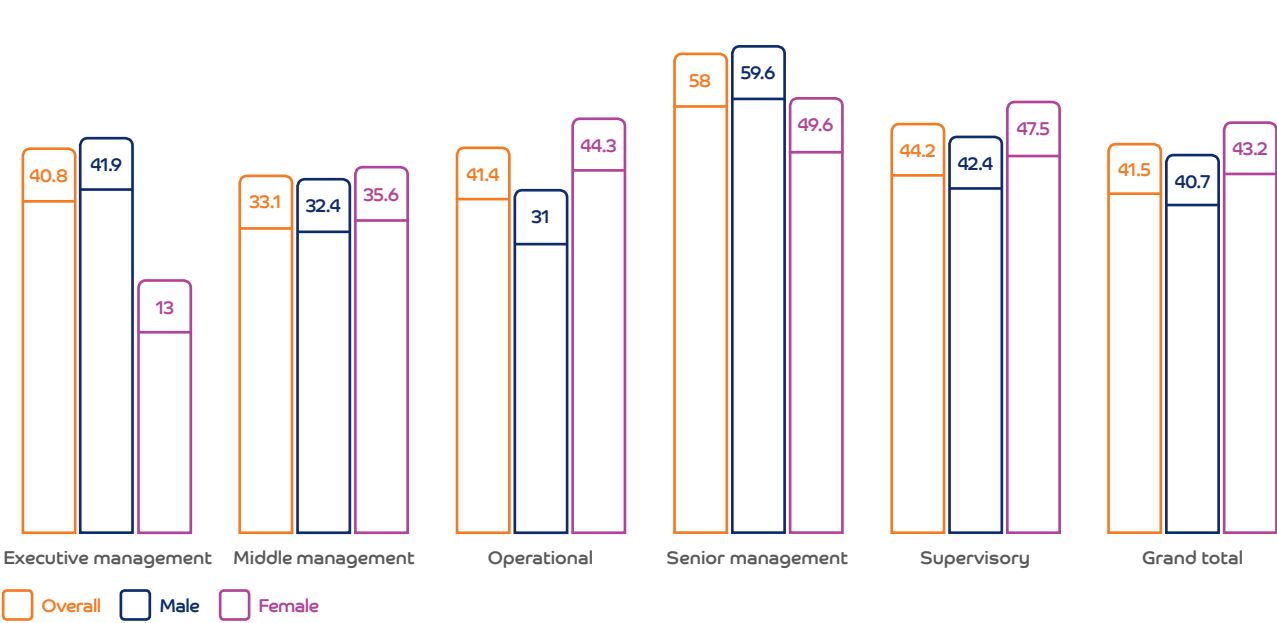
Diversity of employees (by age)



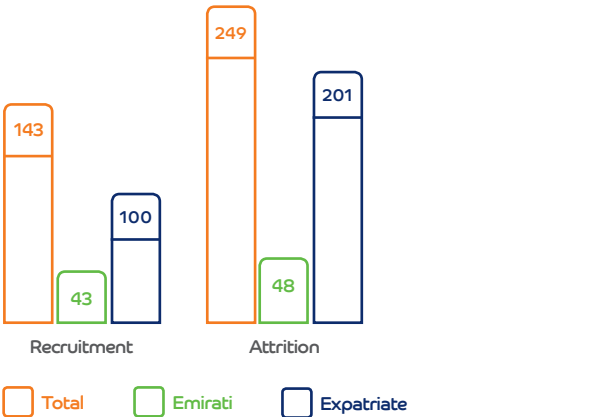
Recruitment v Attrition (by gender)



Average training hours per employee by level



Recruitment v Attrition (by nationality)



Recruitment v Attrition (by age)



Training and development

Employee development is extremely important for us. From February 2015, du University has established itself as the source of development, learning implementation and performance enhancer across the business. The du University ensures our colleagues perform their best in their current role and are also developed to take the challenge to the next level should the opportunity arise.

Learning in the classroom is just one part of development, other mediums are used outside the classroom through coaching and mentoring, implementation of new skills and evidence of bringing improvements to the business.

du, through its agreement with AUD, provides opportunity of further education for its employees as well as community members who otherwise are not able to afford this level of education. Masters and Bachelors programme scholarships are offered to high

performers colleagues and underprivileged community members.

During the year, 743 of our colleagues attended various programmes, and 866 attended online learning courses – both of these offered through the du University. The average number of hours of training received for these attendees was more than 40 hours. Further, 100% of our full time employees, at du and Virgin Mobile UAE, received a performance and career development review from their respective line managers.

98% of our graduates expressed satisfaction with the services of the du University, 95% noted an increase in their knowledge and capacity after their trainings, and 100% stated that they were able to apply their learnings at work. Furthermore, our studies show that trainings courses offered by the du University contributed to the increase in organisational capacity by 40%.

Health and safety

Occupational health and safety is a big aspect of our sustainability strategy. We believe that a safe workplace contributes significantly to employee wellbeing and engagement. Moreover, our policy requires our HSE standards to be in line with global and local commitments, thus ensuring that our practices are second to none in the telecom industry.

136 staff members at our offices, in addition to their full time roles, serve on a voluntary basis as Emergency Coordinators.

To ensure effective preparedness, these Emergency Coordinators have gone through random medical drills, testing their response when dealing with medical emergency cases. A total of 50 ECs were evaluated across our offices. This was coupled with conducting 23 fire drill exercises across our offices and datacentres.

These Emergency Coordinators, as well as a number of other colleagues and vendors, invested their time in a range of occupational health and safety related trainings during the year. In addition to the classroom trainings and site trainings, we introduced an e-learning course on HSE during the year.

Number of staff and vendors trained in HSE – 624

Course	Our staff	Vendor staff
Incident and emergency management and reporting	47	37
Risk assessment	36	58
Common hazards and effective controls	51	102
HSE e-learning course	-	218
First-aid	73	69
HSE induction	-	140

We had a total of 40 incidents related to staff (28 with our male colleagues, and 12 for our female colleagues). 17 more incidents were related to fire alarm activations, near misses and food safety.

Number of HSE incidents

Type of HSE incident	Number
Medical	40
Near miss	11
Fire	5
Food safety	1

A key focus area during 2017 was to ensure risks identified in 2016 were effectively closed out to prevent recurrence. We revisited a total of 137 sites (59 technology sites, 70 retail, 6 offices and 2 warehouses) to ensure that compliance levels were being maintained throughout.

The objective of our HSE inspections aims to ensure a culture of risk reduction with a continual improvement approach that minimises risks and incidents.

We have seen an increase in the incidents being reported from previous years, mainly due to effective awareness. Our staff are more aware of reporting procedures and are encouraged to report any incident as they arise. We continue to support our outsourced staff in addressing medical incidents, which have been attributed to the high recorded incident rates.

Our HSE reporting process allows us to capture incidents arising from our visitors, which include visitors to our retail outlets, contractors working on site and any outsourced personnel working on our premises. Our HSE risk assessments of our sites, and type of worker activities have not identified any exposure to any occupational disease.

We further evaluated our vendors to ensure HSE compliance whilst providing a service to us. A total of 19 vendors (that have the highest impact on us) were assessed for which the average scoring on HSE compliance was above 80%.

We also continue to ensure a working environment that is not only safe but promotes the well-being of our employees. Our continued efforts monitor air quality parameters to ensure a workplace that is healthy and exceeds international standards.

For the 2nd year now we have been certified by UL Environment with 'Good Indoor Air Quality' that promotes a healthy workplace.

We also endeavour to ensure our staff are aware of and equipped with knowledge on ergonomic principles.

In a busy lifestyle, this has become a concern affecting the health of all workers. 48 sessions were carried out to address seating postures, worker habits and workplace design covering our offices and retail locations. Specific manual handling sessions were conducted at our warehouse operations.

As part of addressing well-being and a healthy lifestyle, we continue to measure our water quality across our offices and technical sites to ensure drinking water meets all health standards for which bacteriological, and chemical tests are carried out. Specific tests are carried out for Legionella to ensure the safe use of water as well.



136 of our staff members serve as voluntary Emergency Coordinators to ensure everyone's safety at the office.

Grievance mechanisms

In 2017, we documented 7 employee grievances, four 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.

As for the grievance escalation process, we are automating the grievance application process through our ERP, whereby an employee will no longer be required to fill a manual form and submit it to HR.

All grievances shall be automatically updated on the system database with details related to the case, the involved individuals, internal committee review and conclusion. Any relevant disciplinary actions will also be attached as part of the grievance file.



Our customers

We are moving beyond our traditional services of voice and data connectivity. Our entire industry is changing in the face of the fourth industrial revolution, with the Internet of Things, big data and artificial intelligence taking centre stage.

Customer experience

Enhancing our customer experience

Our Voice of the Customer (VoC) programme continues to measure our customer experience. This has helped improve upon the speed of service at our stores, thus reducing customer wait time to just a few minutes.

Furthermore, by utilising Labiba, our new knowledge management system, we have created guided processes to facilitate the consultation of customers and make it easy to pick and choose different price plans and offers using a 'need based' conversation approach with customers.

Dedicated communication material has been designed to promote both the appointment booking feature and other app features & services such as bill payment and latest offers. du stores now have dedicated billboards and posters that clearly and visibly promote the appointment booking and bill payment features of the app.

Customer experience and satisfaction KPIs	Performance	
	2016	2017
Average speed of answer (in seconds)	26	23
Average handling time (in seconds)	275	257
Average hold time (in seconds)	35	30

Making free time more entertaining

Early in 2017, we partnered with Entertainer in creating the du Entertainer App. The operator aims to bring people closer through more than 1,500 exclusive 'Buy One Get One Free' offers on food, leisure, fitness and entertainment and many other additional offerings.

The app can be downloaded by all mobile customers where it can be activated through entering a free code received from du, or purchased through the 'pay with du' function and be charged directly on their next bill.

Celebrating 10 wonderful years by giving customers 10 times more reasons to smile

On our 10th anniversary, we gifted our prepaid and postpaid mobile customers 10 GB for the price of 1 GB, 20GB for the price of 5 or 50GB for the price of 25, during a period of 30 days.

The data allowance is for all types of national data usage such as browsing, using social media, and watching videos on any smartphone. Celebrations were also held across our stores including Al Salam, Hamdan, Mirdiff City Centre, Mall of the Emirates and Dubai Mall for customers.

Surprising Uber customers

du customers can use the promo code 'duUBER' once using their Uber app. Customers will be eligible for a 20% discount on all their rides every Tuesday. The discount will be available for any number of rides, each with a value of up to AED 60.

Understanding your bill

During the year, we launched 72 initiatives to make the lives of our customers a lot easier. Through these initiatives, customers now see a better explanation of how their payments are reflected on their accounts. Moreover, new postpaid customers will have one bill cycle for all their accounts, making their payment management a lot easier.

When payment related re-connections fail, there is now a feature in place that will automatically detect and rectify this. Customers now have an easy online tutorial on how to understand their bill (du.ae/personal/helpandsupport/billing-and-payment/read-your-bill). Customers can find out why their services are not working and they are offered quick and easy ways to settle their outstanding amounts and re-activate their services.

Mobile centre for business customers

This year, we launched our first 'Business Mobile Centre'. The mobile air-conditioned bus will bring us closer to business customers and offer easier access to sales and services.

Customers will benefit from several services, including bill payments, Mobile Number Portability, contract renewals and other service-related inquiries. It will also help us in our efforts to acquire new customers. The Business Mobile Centre is scheduled to stop at a number of government and business customer entities.

Data privacy & security

We continue to pave the way for ensuring that customer privacy and security is top priority for our customers. These efforts have come through on-going development and refined security operations that we have been investing in for over a decade.



To enhance cyber security for our enterprise customers and offer enhanced security products and services, we partnered with UAE-based security solutions provider DarkMatter. This commercial partnership will result in a range of service offerings, which include compliance and compromise assessments, mobile and web application assessments, and penetration assessments.

During the year, we also partnered with NMC Healthcare in UAE to implement electronic health records with the use of blockchain technology. The application of this technology will benefit in collection and management of all the patients information within UAE in the most secure and reliable way. Moreover, the digitisation of medical records will assist in management of crisis, disease & outbreaks.

We also realise the growing trend of e-commerce and how online payment security is an extremely pressing issue. As such, we increased the security of our payment gateway by complying with the Payment Card Industry Data Security Standard (PCI DDS). This certification enables our customers to process their payment transactions and cardholder data more securely than ever before.

It was for these efforts and our regional leadership in the cyber security domain that we received the Best Managed Security Services provider in the Middle East by Fortinet, a global leader in high performance cyber security solutions.

Innovative offerings

WiFi UAE

In 2017, we continued to expand our WiFi UAE services in a number of high footfall areas, including RTA serviced areas such as the Dubai Metro and Tram, Emaar Boulevard Downtown Dubai, its Smart Palms at parks and beaches around Dubai, and malls across the country.

WiFi UAE provides fast and free access to all government websites and apps. Users only need to log on to the service using any UAE mobile number and choose between WiFi UAE (a free service) or WiFi UAE Premium (an affordable paid service that allows users unrestricted upload and download speed).



To celebrate Eid and the UAE National Day, we increased our internet speed by up to 10 times across all 400 WiFi UAE locations.

Collaborating with the University of Sharjah on 5G and IoT development

We partnered with the University of Sharjah to collaborate on 5G and the Internet of Things (IoT) development as part of the UAE 5G Innovation Gate (U5GIG).

Under the scope of this MoU, we will build a UAE 5G and IoT innovation lab which university staff and students will have access to. Experts from both du and University of Sharjah will jointly supervise graduate and under graduate programmes with focus on practical research topics.

As part of this MoU, we will also offer an internship program for University students, and collaborate with the University to publish technical research papers and other relevant cases studies to showcase the latest innovations of 5G and the IoT ecosystem.

Introducing the all new Smart Plan Platinum offer

In another UAE first, we joined hands with the 5-star UAE airline, Etihad Airways, to offer its premium customers unmatched benefits including data and Etihad Guest Miles with the all new Smart Plan Platinum.

This partnership gives consumers an opportunity to attain Etihad Guest Gold tier status, for a premium travel experience. Gold tier benefits include lounge access, priority check-in and boarding, 50% additional bonus miles when flying and an excess baggage allowance.

Moreover, du customers who opt for the Smart Plan Platinum will receive an unparalleled 500GB national data, in addition to the roaming data, 5,000 flexi minutes, a mobile device worth AED 5,000 and an exclusive du mobile number.

The launch of Virgin Mobile

Our biggest news of the year was the launch of mobile services under the Virgin Mobile brand by the Emirates Integrated Telecommunications Company (EITC).

Mainly targeting digital savvy customers in the UAE, Virgin Mobile's services can be accessed by the app available via the Google Play or Apple app store.

Once downloaded, users can select their own number (with the option to use their existing du or Etisalat number), customise their mobile plan according to their requirements, and have a SIM card delivered to their door within an hour.

The app will keep costs low and thereby, boost the profitability of its mobile services division.

The Virgin Mobile brand was introduced in the UK in 1999 and is present in more than 10 countries globally including Australia, Canada and Saudi Arabia.

Upgrade with the du Smart Home

We launched our all-new Smart Home Services for all UAE residents. This includes:

- Home Networking (effective wireless coverage)
- Home Automation (control of lighting, automated curtains, AC etc.);
- Home Monitoring (view of home status through cameras and sensors).

Smart Home Services can be controlled remotely from any room in your home, or from any location in the world through an internet connection, whether anyone is at home or not.

This service complements our Smart Office service which helps builds a fascinating environment for people to work in and to be productive. Smart Office's state-of-the-art technology helps in performing networking, automation and monitoring activities and collaborations between peers in intuitive ways.



Mobile solutions for travelers and tourists

We partnered with one of Hong Kong's most successful start-ups that has revolutionised hospitality technology, Tink Labs Limited, to launch 'handy', the innovative in-room smartphone for hotels in the UAE.

The 'handy' service, which will be offered through select 4 and 5 star hotels, aims to revolutionise the experience for travellers by providing them with a service and a smartphone that conveniently keeps them connected anywhere in the UAE.

'Handy', which is available in Arabic and English, will help connect tourists with their destination through tailored city guide information, discounts and promotions and pre-installed mobile applications, while allowing them to remain in contact with their hotel at all times, all for free, during their stay in Dubai.

We also introduced the du Tourist SIM for tourists to experience great value communication rates and additional benefits, whilst really getting the most out of their time in the UAE.

With this SIM, tourists can get exclusive vouchers at popular restaurants, dining and nightlife venues, desert safari tour operators, plus other outdoor activities, a dinner in Marina on a traditional local boat (dhow), the double-decker bus tour in Dubai, fun activities for children and a full day ski pass at the one and only skiing place in the Middle East – Ski Dubai.

The data-only SIM for data hungry consumers

During the year, we introduced the Data SIM to offer our customers with up to 50GB connectivity, wherever they are in the UAE, giving them the freedom to connect in more ways and through different devices.

To complement this service, we offer our customers a wide choice of new non-handset compatible devices that are available on installment at zero upfront payments.

21st Dubai International Holy Quran Award

As the official sponsor of the 21st annual Dubai International Holy Quran Award

(DIHQA), we continue to broadcast the International Holy Quran competition to viewers across the Middle East, North African and Europe. The DIHQA was established to encourage the Muslim youth to spread the Quranic values of peace and love by inspiring them to read and understand the Holy Quran.

Viewers now have the opportunity to watch the Awards on du IPTV and du View, giving them the flexibility of watching the ceremony from a mobile or tablet, as well as their TV.

#Kindnessliveson this Ramadan

In the spirit of Ramadan, we placed the family firmly at the centre with seasonal specials – giving free movies to our home customers, discounting postpaid mobile plans monthly fees for families, launching exceptional prepaid data deals whilst also offering a Ramadan Athan and Duaa caller packs.

We also offered our Postpaid customers with a du Family discount of up to 25% off on monthly fees when activating additional lines with data contracts under their account.

Travel with our new data roaming bundles

During the summer of 2017 we offered our individual and business customers New Data Roaming Bundles that provided superb convenience without any need to change SIMs or waste precious holiday time searching for WiFi hotspots.

This great value offer provides enough data so that customers won't get lost whilst travelling. They can also watch their favourite shows through their mobile devices. The offer is designed for the avid UAE leisure or business traveller looking for the flexibility on a daily basis.

The innovative offer ran from June to September 2017 and provided our customers with up to eight times higher data roaming allowance.

Business Mobile Plans for UAE SMEs

We enhanced Business Mobile Plans to meet the communication needs of SME businesses even better, enabling them to have more flexibility, customisation and simplicity in managing the communication needs of their businesses and employees.



The revamped Business Mobile Plans will have 5 price points with both national and international options, giving du customers 10 rate plans in total, which they can mix and match based on their requirements.

With the introduction of a prepaid wallet, Business Mobile Plan customers can now recharge their postpaid lines on their own behalf and have the option to split their business and personal usage.

After topping up, all that's needed is to simply dial star before calling a number, to use the credit in the wallet.

MOU with Abu Dhabi Global Market Financial Services Regulatory Authority

In 2017, we signed a memorandum of understanding at the FinTech Abu Dhabi summit with Abu Dhabi Global Market Financial Services Regulatory Authority to help us establish the FinTech ecosystem in the UAE.

This partnership will allow us to create the infrastructure and enhance new environments with ecosystems, stimulate technological innovation, make financial markets and systems more efficient, and improve the overall customer experience in the UAE.

Smart City

In 2017, we partnered with Smart Dubai Office to build the Dubai Pulse – the government owned futuristic digital backbone and a central platform for open and shared data.

Dubai Pulse is a large initiative in Public Private Partnership (PPP) and we continue to play a strategic role by investing our expertise in developing the Platform's capabilities, bringing in new partners and offering new services in the fields of Artificial Intelligence and Blockchain.

We also continues to invest in Dubai Silicon Park – part of Dubai Silicon Oasis. This is envisioned as a flagship Smart District and we are playing a key role in this project by providing smart services enabled by an Internet of Things (IoT) infrastructure.

In 2017, we further deepened our engagement with Silicon Oasis as a key partner in Dubai Smart City Accelerator – a unique Smart City incubator in the region.

The Dubai Smart City Accelerator is based at Dubai Silicon Oasis Authority's Dubai Technology Entrepreneur Centre (DTEC).

Expanding our broadcast services

Our new Teleport Facility

This year, we operationalised our new satellite Teleport Facility, located in the Al Qudra area of Dubai, away from planned commercial and residential real-estate developments.

The new upgraded facility covers an area of 75,000 sq. metres and has been built to enable the expanding requirements of our broadcast customers, to deliver a superior service with a focus on service reliability and close control and monitoring of services uplinked from there.

The facility is built to accommodate 50 earth station antenna systems with further room to expand. Through our teleport, we serve regional and international broadcasting customers. The number of TV channels being uplinked by its current teleport facility has grown by 600% since it began operations in 2004.

The new world-class facility at Al Qudra Site will cater to the growth in demand of satellite TV offering state of the art technology.

Network Virtualisation, Cloudification and Orchestration as 5G drivers

5G will be the key enabler of futuristic technologies such as Machine to Machine communications. In alignment with the UAE TRA's vision, and in accordance with the 3rd Generation Partnership Project (3G PP) Non-Standalone (NSA) 5G standards released in 2017, we are working with several partners to operate field trials in select areas in the UAE.

We continue to invest in building a Virtualised Network to deliver IoT services and expedite our time-to-market of new services. We made progress in the field of Cloudification strategy in 2017 by investing in centralised Cloud, distributed Cloud – depending on uses and applications.

A key component of our 2017 network strategy has been to invest in security being embedded within our connectivity solutions.

Event Experiences

du Live!, our music and live performances platform, provides a number of memorable experiences to the UAE across all genres and audiences. Last year, this included performances by Rod Stewart, Olly Murs, and our New Year's Eve performance by

International pop-star sensation, Katy Perry housed at our own venue du Arena. Our association with Dubai Opera also brought in amazing shows such as Mary Poppins. This association has helped cement du Live! as a leader for live entertainment in the UAE.

du Tuesday, our 2-for-1 cinema experience, continued to wow our customers, not only by providing value, but also offering a number of fantastic premieres and money-can't-buy experiences such as international trips to Croatia with Star Wars The Last Jedi, Disneyland Paris with Pirates of the Caribbean and many more.

We also partnered with the globally renowned fitness event – the du Tough Mudder. Through this we have encouraged our customers to live a healthy lifestyle. In its second year running, du Tough Mudder, as a fitness platform, has encouraged a large number of our customers to change for the better.

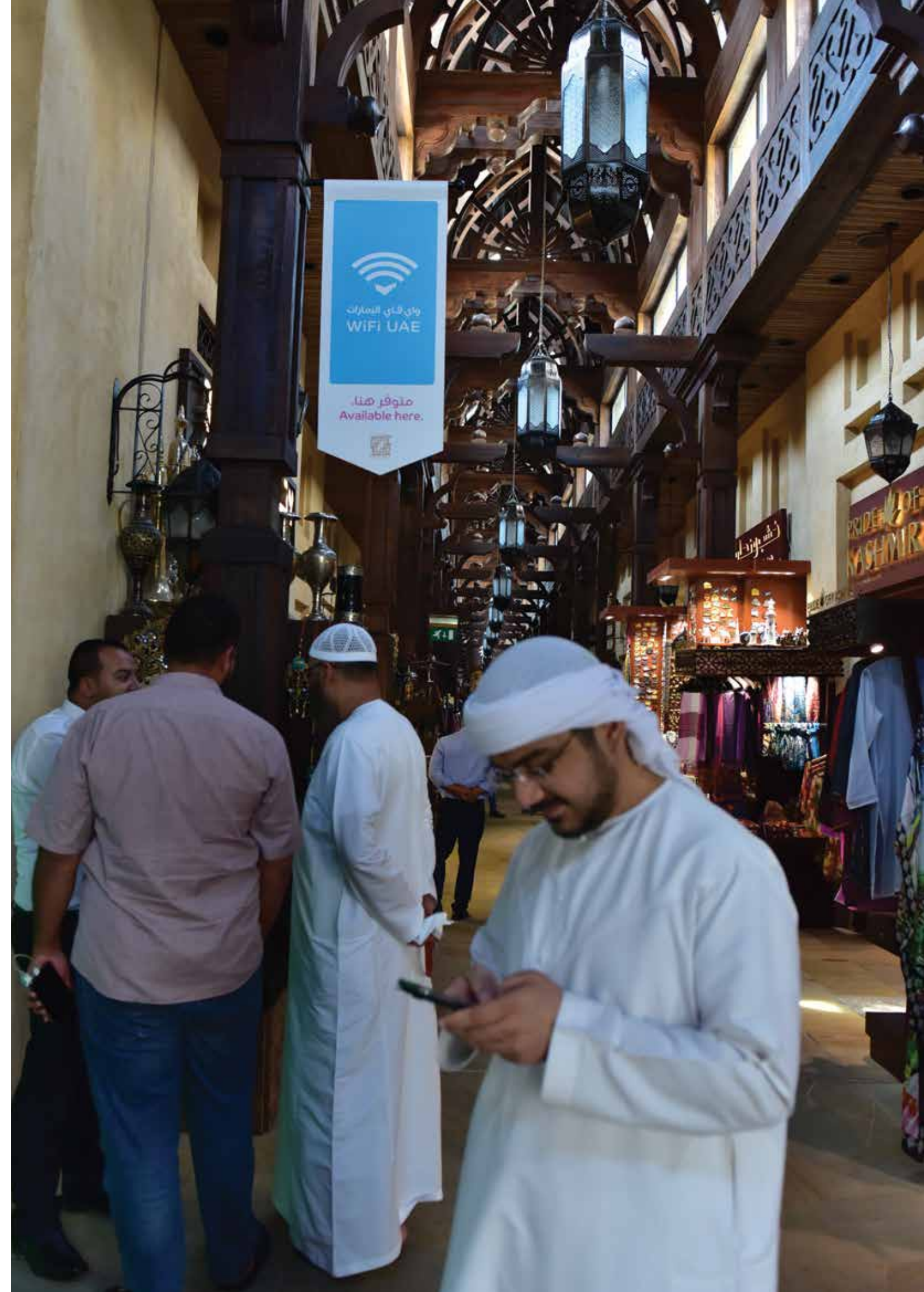
Responsible marketing

All our marketing campaigns have to be in line with the Consumer Protection Regulations of the UAE Telecommunications Regulatory Authority (TRA) which have relevant provisions on truthfulness, substantiation, non-exploitation of consumers (including children) and social, cultural, moral and religious values.

In this regard, we ensure that our communication is clear, relevant and direct and that our customers do not receive any marketing or advertising communications that they have not signed up for. We ensure that all our products/services are compliant with all the laws and regulations of the UAE.

During the year, the TRA raised concerns with the marketing communication of one of our campaigns. We took necessary actions by amending the campaign to be in compliance with TRA's regulations.

We also received a warning followed by a violation from TRA with regards to some offers that were being provided by one of our resellers to certain geographic areas and not others. This marketing campaign resulted in a fine by TRA. The issue was rectified as this reseller was misleading customers.



Our environment

We have long been a proud supporter of the UAE’s vision to achieve sustainability, and have implemented many initiatives to achieve our sustainable goals. These include hybrid energy solutions, eBilling, recycling office waste and more.

Objectives	Environmental KPIs	Performance		
		2015	2016	2017
Natural resource conservation	Hybrid BTS sites (number)	250	250	202
	Solar powered sites (total number)	4	11	11
	Energy consumption (BTS sites, in litres)	9,263,282	9,878,567	8,915,808
	Fleet (number of vehicles)	126	96	87
	Paper used for bill printing (in tonnes)	37.43	14.43	15.38
Waste management	Recycling of office materials (paper, in tonnes)	17	10	12
	Recycling of office materials (plastic, in tonnes)	2	3	7
	Recycling of office materials (cardboard, in tonnes)	32	48.5	17
Responsible procurement	Vendors conforming to HSE criteria upon registration (percentage)	83%	100%	100%
Reducing the impact of our operations	Energy savings across our offices (in Kwh)	861,393	1,083,443	1,475,370
	LEED certification (total number of stores)	2	3	3
	Paper usage at our offices (total, in tonnes)	32.03	30.1	19.25
	Recycled paper usage at our offices (percentage of total paper)	98.5%	98.3%	94%

Conservation of natural resources

Energy efficiency in our network

In the past we have reported that our base transceiver stations (BTS) and data centres are the biggest consumer of energy for our services. While this continues to be the case, we have made significant efforts to reduce the environmental footprint of our network infrastructure, especially that of our BTS sites.

In 2016, we had 483 of our BTS sites running on generators (66% on diesel generators and 34% on hybrid generators). However, over the course of 2017, we connected a number of BTS sites to the main grid. This has significantly reduced our diesel (and overall energy) consumption.

Today, we have a total of 397 BTS sites running on generators, and of these 202 run on hybrid generators (51%) and the remaining on diesel generators (49%).

The average consumption of diesel per hybrid generator is roughly 38 liters per day. Compared to the average consumption of diesel for a normal generator (68 liters per day), this results in significant costs and emissions savings.

Our network also has 11 sites that run entirely on solar power. Furthermore, during the year, the yearly electrical energy consumption at our Data Centers was reduced by 280,320 kWH due to the replacement of 2000 lights in 8 facilities from fluorescent tube Lights to LED lights.

Site	Energy consumption in 2017 (kwh)	% savings in energy consumption
Offices	3,953,462	27%
Retail shops	1,010,138 (32 shops)	12%
Call centers	452,429	9%
Warehouse	826,067	15%

(Salam tower, DIAC 8, DIAC 9, BCT, AMC and our office in Abu Dhabi)


Energy efficiency in our non-technical sites

In addition to the energy consumed by our network infrastructure, we also operate a number of shops, offices, warehouses and call centers, which also consume electricity and water. To minimise our environmental impacts on these sites, we have a number of electricity reduction strategies.

Our second largest signature shop - in City Centre Me’aisem - was awarded a LEED Platinum certification, scoring 85 out of a possible 110 points to make it the UAE’s greenest telecom retail outlet. This is the third du Shop to have achieved LEED Platinum certification, following in the footsteps of the company’s Fujairah and Mirdiff City Centre retail outlets.

We have now saved over 324,269 KWH of energy at our three LEED Platinum Certified stores, saving us over AED 133,098 to date in terms of energy spending. The Me’aisem City Centre Signature Shop was designed by using sustainable features incorporated throughout its design which includes 100% Energy Star rated equipment, water use reduction by 55%, 90% construction waste saved from being diverted to landfill and much more.

During the year, our operations – which includes both our technical and non-technical sites – consumed a total of 30.9m litres of water.



In 2017, we reduced our diesel consumption by almost 1 million liters (compared to 2016) by connecting 88 BTS sites to the main grid.

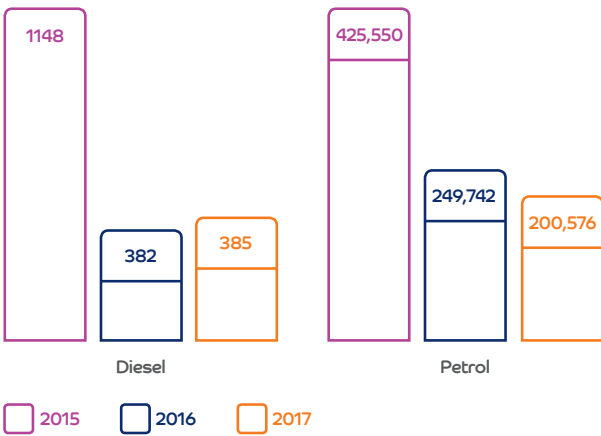
The waste water is discharged as per the existing sewage distribution networks by the relevant utility provider, which is then treated at the local municipality water treatment plants.

Our energy intensity values are currently unavailable as we are still working to gather accurate data for this indicator. We will be able to report on this in next year’s report.

Energy efficiency in our fleet

A major part of our operations have to rely on road-based business travel and logistics. During the year, we reduced the number of vehicles in our fleet by a further 10% (total of 87 vehicles at the moment).

Fuel consumption (in litres)



We noticed a slight increase in diesel consumption, but significant savings in petrol consumption

Greenhouse gas footprint

All our efforts and sustainable practices are aimed at reducing our greenhouse gas emissions which have been aligned not only to the vision of the country but the fight against Climate Change globally.

In 2017, our Scope 1 emissions – from our diesel generators and fleet vehicles – resulted in 35,164.18 tCO2e. A significant decrease from 2016 unpublished data which was mainly attributed to our fuel saving initiatives of almost 1 million litres.

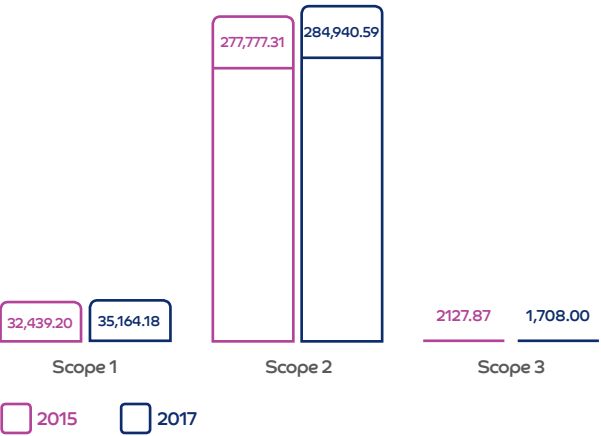
Our Scope 2 emissions which captures our energy emissions – from our grid connected mobile and fixed sites to our energy intensive data centers, offices and shops have – resulted in 284,940.59 tCO2e.

The slight increase was attributed to expansion of our services within the region even though our energy saving initiatives such as LED lighting, solar and hybrid systems had a positive impact on the overall energy practices.

Finally, our Scope 3 emissions – from our office waste, business consumables, third party electricity, water and business travel – resulted in a significant decrease from 2015 to 1,708.00 tCO2e.


Our initiatives that were aligned with management and control of business travels played a significant impact in the reduction of emissions in 2017.

Greenhouse gas emissions (tCO2e)



Our overall GHG emission intensity is 0.035 tCO2e per customer; this is attributed to our progress and momentum on our sustainable practices.

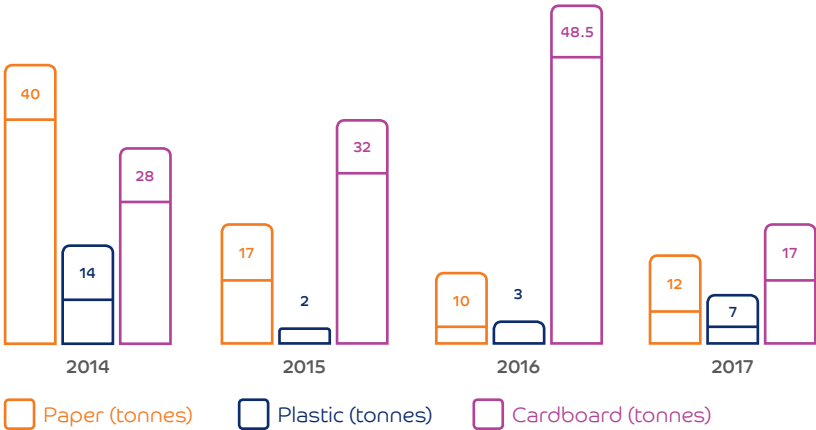
During the year, we measured our emissions of ozone depleting substances or NOX, SOX and other significant air emissions from our diesel generators. A total of 25 sites were analysed having a 88% compliance.



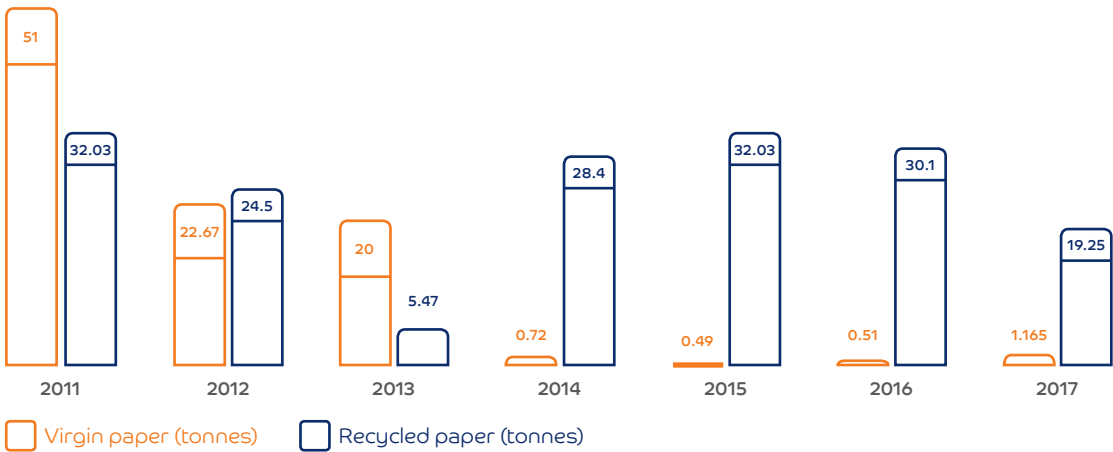
Out of a total of 397 of our base transceiver stations that run on generators, more than half run on hybrid generators.

Waste management

We aim to minimise waste across our operations; and one of the most important initiatives in this aspect has been the waste management of key materials that we consume, i.e. paper, plastic and cardboard.

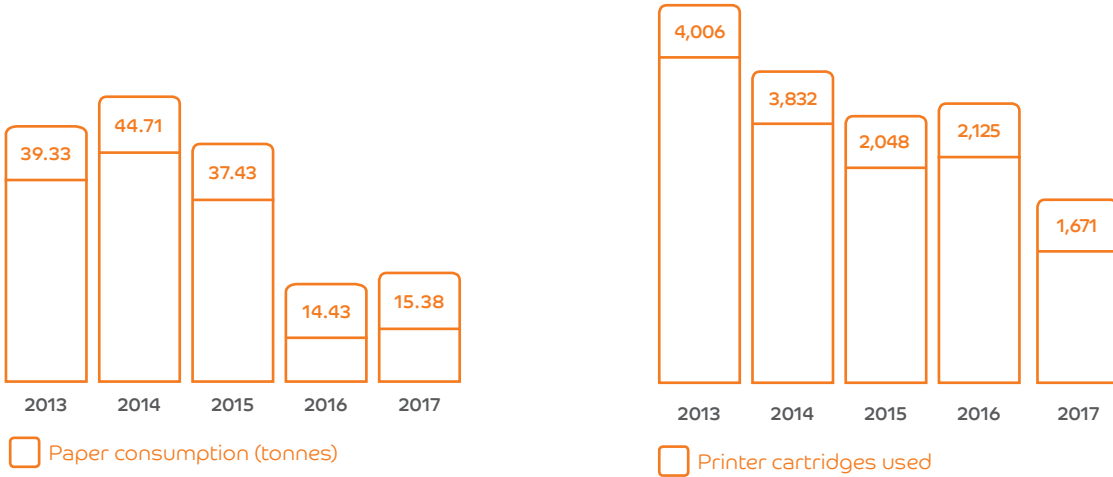


We used a total of 20 tonnes of paper for our office use. 94% of this paper was from recycled sources (virgin paper is used only for external communication).



Outside our office use, we also consumed a little more than 15 tonnes of paper for our bills. Over a period of 2 years, through our e-billing service, we have reduced paper consumption from 37.43 tonnes in 2015 to 15.38 tonnes in 2017.

In 2017, we used a total of 1,671 printer cartridges, a reduction of almost 60% from 2013, mainly due to efficiencies such as black and white printing and reducing print demand. Of these, 1494 (89%) have been recycled and the remaining are still in use.



We continue to recycle our hazardous material used in our operations (199 tons). This included batteries and lamps that were recycled through municipality-approved vendors. The remainder included obsolete electronic devices which were sold in the market for reuse.

As part of our Equipment Donation Policy, we recently donated 120 used computers to Dar Al Ber, which were then given to two charity schools in the UAE — Al Manama Charity School and Al Salaf Al Saleh School. These computers will now be placed in the school's computer labs and will be used by children of all grades for educational purposes.

In 2015, we launched our Equipment Donation Policy, thus facilitating the process to donate our used assets, whether IT equipment or otherwise, to registered charities. As part of this policy, we have previously donated furniture and computers to the National Charity Schools, Manzil Center for Special

Needs, as well as the SmartLife Foundation for their activities held for blue collar workers.

Last year, we reported that we redesigned our SIM card packs by eliminating the plastic box casing (reducing plastic usage in the packs by 99%), and also reducing the weight of prepaid recharge cards.

In 2017, we further optimised the design of the SIM card packs by completely removing the convenience card and the metal pin, thus, further reducing paper, and completely eliminating metal usage.



Over a period of 2 years, through our e-billing service, we have reduced paper consumption by approximately 60%.

Responsible procurement

Our vendors form an integral part of our value chain and help us in delivering quality products and services to our customers. Our Sourcing Policy makes sure that all dealings with vendors are fair, competitive and without any conflict of interest.

We are also conscious of our responsibility to buy environmentally friendly products, and this is something we do so as much as possible.

As part of our tendering process, we request prospective suppliers to complete our HSE assessment document alongside the provision of legal documents such as trade license copies and an NDA. In 2017, 100% of our vendors conformed to our HSE screening criteria upon registration.

In 2017, we evaluated our vendors to ensure HSE compliance whilst providing a service to us - a total of 19 vendors were assessed (that have the highest impact on du) for which the average scoring on HSE compliance were above 80%. We were not made aware of any significant negative environmental or labor impacts within our supply chain.

With regards to our commitment to support SMEs, du's policy stipulates that we proceed with a registered Emirati SME vendor (registered with H.H. Sheikh Khalifa Bin Zayed Al Nahyan Foundation and H.H. Mohammed Bin Rashid Establishment for Young Business Leaders) if they are within 5% of the technical and commercial quote provided by regular vendors. Last year, we purchased AED 5.5 million worth of goods and services from Emirati SME vendors (around 0.2% of total addressable spend).

As per our Sourcing Policy, every business unit must request for 3 competitive quotes for the procurement of any goods/services exceeding the value of AED 100,000. We evaluate suppliers not only on cost and quality, but also on social and environmental values.

Our Sourcing Policy clearly specifies support for SMEs and environmentally friendly products/services. The latter is also echoed by

our Sustainable Environmental Procurement Policy. In a nutshell, we expect all our suppliers to realise their social and environmental responsibility, thus helping us achieve our sustainability ambitions.

Environmental awareness

To facilitate a productive conversation around waste management, we invited Government entities, HSE practitioners, NGO's and other key stakeholders to visit our headquarters and discuss the current waste management best practices.

The event focused on evaluating and improving waste management practices to promote more sustainable strategies across the UAE. Forums such as these are very useful as the UAE has one of the highest per capita rates of waste generation in the world, and according to the Dubai Municipality's Waste Management Department, each resident in Dubai contributes to 1,000kgs of waste per year.

Our head office, along with 13 of our retail stores, participated during Earth Hour; this saved 599.85 KWh of energy. We also celebrated World Environment Day by organising a workshop to promote eco-friendly products (LED lights, rechargeable batteries, eco bags, bottles, stationery and waste composters) amongst our staff members.

Addressing the impact of ICT

The perception of the health impact of our base transceiver stations is an issue of concern for some residents in the UAE.

People living or working close to our mobile towers have nothing to worry as our network fully complies with the strict regulations for emission guidance by the International commission on Non-Ionising Radiation (ICNIRP).

We also have a mandate from the Telecommunications Regulatory Authority to periodically measure the electric field of our towers and never have we measured any emission level that even exceeded a mere 1.3% of threshold level allowed by the ICNIRP.



Our community

We were founded on the principle to create value for the community we operate in. We live this founding value through a number of projects and policies – all of which are part of our continually evolving strategy for community development.

BabNoor

We believe that seamless communication, enabled by technology is a basic human right.

The Babnoor App offers children with special needs this basic right and allows for easy and effective communication for children of determination with a range of disabilities including autism and Down syndrome.

In the two years since its launch, BabNoor has improved the lives of more than 2000 students with special needs across the UAE.

Close to 98 percent of teachers using BabNoor with students at our partner special needs centres have said that they would recommend the app for teachers at other special needs centres to use with their students, as it greatly facilitates student-teacher interaction in the classroom.

Using the BabNoor app, more than 94 percent of autistic students with very basic vocabulary were able to request something they needed and 76.5 percent of all autistic students using the app were able to answer questions asked to them by clicking on the image cards it displays.

What’s more, 76.5 percent of autistic students using BabNoor actually preferred to use the app as the first option for communicating their needs.


A critical aspect of the Project’s success has been the training sessions conducted for the teachers and parents. Regular training sessions not only serve as an orientation to

the app, but also as a reminder for teachers and parents to encourage their students/ children to continue using the app.

Recently, we conducted a Social Return on Investment exercise for the BabNoor project, and the results have been phenomenal. The assessment shows that for every 1 dirham of investment in the BabNoor project, the social impact on the children, teachers and parents has exceeded more than 6 dirhams.

One of the key reasons why the BabNoor app has a high impact is that the alternate to improving a child’s confidence, communication skills and good behavior requires a large number of extra-curricular activities at a special needs centre as well as year-long coaching and/or special sessions at a special needs centre.

These facilities tend to be costly and, therefore, BabNoor plays a very useful role in realising this impact for children, free-of-cost.



With the app delivered free-of-cost to more than 2000 children, BabNoor has a social impact worth more than AED 6 for every AED 1 invested.

Volunteering

At du, we have an official corporate volunteering policy that allows all our staff one paid working day (or 8 hours) to contribute towards community initiatives. Staff are encouraged to bring in family, friends and even business partners to volunteer with us.

During the Year of Giving, we achieved our annual volunteering target of 10,000 hours. Our flagship community volunteering and giving initiative, Mawaed Al Rahman, continued to bring communities together during Ramadan. Working with Tarahum Charity Foundation for the third time, we provided more than 16,000 boxes of food items to poor families across Dubai and the Northern Emirates. Community volunteering is a huge part of this initiative’s success; 2017 saw 1,496 UAE citizens and residents contribute over 8,800 hours to this initiative.

When we conducted the social return on investment for Mawaed Al Rahman in Ramadan, the biggest impact in terms of ‘return on investment’ was the impact the Ramadan initiative had on our staff as well as non-staff volunteers in the following areas:

- **Happier with life** – 100% of respondents to our assessment survey stated that volunteering with us has contributed to increased happiness and contentment.
- **Making new friends** – 75% said that through volunteering they were able to make new friends.
- **Enhanced employee engagement** – 75% of our staff volunteers stated that volunteering with us helped improve employee engagement.
- **Want to volunteer more** – More than 85% of our volunteers stated that volunteering with us increased their interest to continue volunteering.

Volunteering is also a part of our annual Gallup assessment. This helps us measure how the engagement scores of actively volunteering staff members differs from other staff members. Last year, the Gallup engagement score of the overall company was 4.46 (out of 5) while the engagement score of the volunteering related statement was 4.6 (out of 5), thus showing a significant difference.

Youth empowerment

To celebrate Girls on ICT day, we sponsored and participated in Cisco’s annual Girls Power Tech event at its Dubai office, where more than 60 female students from several schools had the opportunity to interact with female technology professionals and other women role models and peers. This year’s event included speed mentoring sessions, where students directly interacted with mentors, including a number of our female senior managers, and an IoT challenge in which groups of students presented their original ideas on potential use cases.

During the year, we joined hands with Cartoon Network Arabic to launch the Channel’s Young Programmers campaign. This online platform is designed specifically to provide a chance for young children and early teens to code online. The Young Programmers initiative is a bilingual online platform for the youth of all ages. Offering a fun way to learn coding in the form of a game through different Cartoon Network characters such as the Powerpuff Girls and stories, with a number of requests and boxes to implement coding practices.

We are committed to inspiring young Emiratis into the ICT sector through a number of training and development paths to ensure they receive the necessary internal and external trainings needed to upskill graduate trainees so that they can develop their knowledge and expertise.

During the year, we supported and participated in the 11th annual Fujairah International Career and Education Fair as a Gold sponsor. We were also part of the Ajman Career Fair that took place at the Emirates Center for Hospitality.

In mid-2017, we launched our youth council as part of the International Youth Day Celebration across the country. The du Youth Council is specifically created to empower the UAE youth and enhance their contribution towards the nation's development in the ICT sector.

It is a platform that will enable young people to unlock their career potential. It is aligned with the vision of the UAE's wise leadership to empower and enhance the role of young Emiratis in the overall development process taking place across all sectors in the country.

During the year, the du Youth Council held an inspiring Youth Circle Event under the title of 'Developing Today's Digital World Leaders'.

The session discussed reasons on why information and communications technology (ICT) is a key pillar to the nation's growth.

The youth council also organised an exclusive trip for the members of the youth at du to Wahat Al Karama in Abu Dhabi to honour the martyrs of the UAE, ahead of Commemoration Day. The youth delegation toured Wahat Al Karama to visit The Memorial monument, The Pavilion of Honour and The Memorial Plaza.

In light of International Day for Persons with Disabilities, the du Youth Council also organised a volunteering activity exclusively for the youth at du to Al Ain Zoo with people of determination, from the Zayed Higher Organisation for Humanitarian Care and Special Needs.

The children were given a tour around the zoo, and were able to visit the cinema at the Sheikh Zayed Desert Learning Centre.

Developing our society

Mawaed Al Rahman

In the Year of Giving, we continued our Mawaed Al Rahman initiative to pack and distribute boxes of food items to thousands of underprivileged families across the UAE, so that they can enjoy Iftar meals with their families.

Our goal this year was to pack 16,000 reusable boxes full of essential Ramadan ingredients to benefit more than 5000 families across the UAE.

We met this target with the help of almost 1,500 volunteers who not only helped pack the boxes, but also helped distribute them to households in Dubai, Sharjah, Ajman, UAQ, RAK, Fujairah and Wadi Madha.

The engagement of these volunteers, and the impact to the families helped the initiative achieve an SROI score of 1: 2.22.

His Excellency Dr. Thani Ahmed Al Zeyoudi, Minister of Climate Change and Environment for the United Arab Emirates, joined our CEO and other #duVolunteers to complete the first 10,000 food boxes in the first eight days of its Mawaed Al Rahman Initiative.

We were also joined by 57 young people of determination from the Rashid Centre for the Disabled, Mawaheb Centre, and the Tender Hearts Arena to experience the joy of volunteering and giving back to the community.

The students along with their caregivers and our volunteers joined the #KindnessLivesOn initiative and helped pack hundreds of boxes of essential Ramadan ingredients for families in Dubai and the Northern Emirates.

This year, we were supported by a number of organisations such as DP World, Huawei, Gowling WLG, Canon ME, Emirates NBD, Medtronic, Acer, Horeca and Redeem. Their contributions and volunteers helped us reach all our targets for the initiative.

Education

Our scholarship fund

In 2017, the American University of Sharjah chose six deserving students from five different countries as the beneficiaries of our Scholarship Fund. The students, who hail from Pakistan, Sri Lanka, Iraq, Somalia and Canada, were chosen based on their GPA scores and financial requirements. The Scholarship Fund will contribute 15% to the overall tuition fees for each student.

The Emirates Integrated Telecommunications Company Scholarship Fund was established in partnership with AUS to enable meritorious, financially challenged students' access to the excellent education provided by AUS. The Fund amount, held in trust by AUS, will continue to benefit students with interest earned for many years to come.

Occupational health and cyber safety education at schools

To help create a culture that addresses cyberbullying and promotes safe internet usage, we organised a number of awareness sessions on cyber safety for hundreds of students in Dubai. Our Technology, Risk and Security Management team (TSRM) spoke to students from grades six to eight to help build their critical-thinking skills related to internet usage, and also help them identify online dangers.

During the cyber safety awareness sessions our TSRM team discussed important topics with students; these included internet safety, cyberbullying, social media, self-image & identity, and the importance of reporting bad behaviour. Through pre and post-session questionnaires we observed an increase in 15% of awareness of internet safety issues amongst the students. As a result, we aim to conduct further cyber safety awareness sessions at other schools across the UAE.

On a similar note, our HSE team conducted a number of health and safety sessions for students across Dubai. These sessions covered topics such as emergency preparedness & response, and fire safety.





The interactive sessions also showed the children a number of safety videos and engaged with them in a number of hazard identification exercises.

Our HSE department and voluntary emergency coordinators worked together to raise awareness about good HSE practices, by conducting interactive educational sessions for close to 900 students. Furthermore, we provided students and teachers educational giveaways with useful HSE-related information.

Zayed University's World of Works Summer Programme

Our Senior Director of Happiness, Dr. Mansoor Anwar, held interactive workshops at longstanding partner Zayed University's World of Works Summer Programme.

Dr. Anwar conducted the first interactive session with first-year students and the second with senior students and graduates, where he discussed a number of topics related to a positive working environment

Entrepreneurship

Customer service is at the core of our business strategy, and we aim to excel at serving customers across the board. During the year, we entered into a partnership with Dubai Economy to educate consumers, brand owners and commercial agencies about consumer confidence and empowerment.

In line with this agreement, we will support initiatives related to the Consumer Confidence Index, the Consumer Empowerment Index, and workshops to educate business owners. These indexes predict consumer confidence and measure consumer awareness of their rights and duties.

In addition to the indexes, we will organise several workshops for business owners to educate small and medium enterprises on topics related to consumer confidence and empowerment indicators, aimed at developing and qualifying Dubai's entrepreneurs.

To further support innovation and entrepreneurship in the country, we sponsored the largest interactive gathering in the Middle East and North Africa, STEP Conference 2017.

The event aligns with our existing endeavours to supporting entrepreneurship in the UAE, and forms just one part of the telco's larger vision of creating an environment for innovation to thrive.

UAE heritage and culture

Celebrating Emirati Women's Day with pioneering women

We celebrated Emirati Women's Day with a special event that honoured the incredible achievements of the nation's women and the inspiring role that they have played in the development and advancement of the UAE.

Our Emirati Women's Day event hosted a 'Circle of Talks', which included interactive and inspirational sessions led by media personality Atheer Bin Shaker with Emirati guest speakers - Cross Fit Trainer, Abeer Al Khaja, graphic designer and first Emirati female parkour coach at Gravity Gym, Amal Murad, fashion designer and board member of UAE's SME council, Sara Al Madani, and Kuwaiti business woman, Luma Bourisly. In addition, a milestone wall was displayed that took guests on a journey to discover the rise of Emirati women from the 1940s until today.

A culinary experience was also brought to guests by the Emirati business Mama Tani, Despresso Café and Nostalgia Café.

'UpForIt' to honour community groups on UAE National Day

On the occasion of the 46th National Day, we launched the 'UpForIt' campaign as a tribute to all community segments who contribute to achieving and making the impossible possible in the UAE. The citizens and residents of the UAE turn challenges into opportunities on a daily basis to endorse the efforts of the UAE, to achieve glory in numerous international forums, and to raise the country's name to become one of the top globally developed countries.

'UpForIt', produced in collaboration with the poet Ahmad Al Gafly and composer Khalid Nassir, aims to inspire people all over the UAE to overcome obstacles in their everyday lives. We also collaborated with the Dubai Club for People of Determination, the Community Development Authority, and Kalimati Communication & Rehabilitation Centre to create a new sign, in sign language, to help everyone express 'UpForIt'.





Awards and achievements

Since our inception in 2005, we have featured prominently in various telecommunications industry awards.

This performance was maintained during the past year, when our two brands, du and Virgin Mobile, amassed between them more than 60 awards at domestic, regional, and international presentation ceremonies.

A selection of the key awards received during 2017 is presented below:

- Our Teleport was ranked 9th Globally by World Teleport Association
- Telecom Review's Best Smart City initiative and Best Cloud Provider
- Five wins at the Festival of Media Awards for corporate and commercial campaigns
- Gold and Silver at the Warc Prize for MENA strategy
- 27 wins at the MENA Cristal Awards
- Gallup Great Workplace Award
- 2 Grand Prix and 11 other wins at Dubai Lynx
- Bronze at Digital MENA
- datamena wins two categories at Global Carrier Awards
- Smart Cities and Best Enterprise winner at Telecoms World Middle East Awards
- Most Innovative New Service of the Year and Outstanding Customer Service for Virgin Mobile UAE EITC at Comms MEA
- Certificate to datamena for Excellence in Regional Data Centre Connectivity at Data Centre Dynamics Awards Middle East
- Sustainability and Emerging Markets winner at the Premier International Business Awards
- Superior Satellite Services at Digital Studio Awards
- Best Cloud Implementation at Network Middle East Awards
- Service Hero Award for customer service
- Best Telco at Filipino Times Awards
- Best Cloud Infrastructure Provider and Best Managed Security Services Provider from Fortinet
- Best Business Initiative of the year at Comms MEA
- Best Customer Service Provider for Operators from Telecom Review
- Gulf Customer and Digital Experience Awards – Virgin Mobile EITC - Best App
- Gulf Customer and Digital Experience Awards – Virgin Mobile EITC - Best Overall Digital Experience
- Smart City winner at Comms MEA

GRI content index



This report has been prepared in accordance with the GRI G4 Standards: 'Comprehensive' option.

This report has also undergone the Materiality Disclosures Service by GRI.

GRI Standard Title	Disclosure Number	Disclosure Title	UNGC Principle	SDG Reference	Page reference, or direct response	External assurance reference
GRI 101: Foundation 2016 (GRI 101 does not include any disclosures)						
GRI 102: General Disclosures 2016	102-1	Name of the organisation.	No specific COP requirement	-	Our approach (8)	Our approach - Financial Performance (PwC audit report)
GRI 102: General Disclosures 2016	102-2	Activities, brands, products, and services.	No specific COP requirement	-	Our approach (8)	-
GRI 102: General Disclosures 2016	102-3	Location of headquarters.	No specific COP requirement	-	Our approach (8)	-
GRI 102: General Disclosures 2016	102-4	Location of operations.	No specific COP requirement	-	Our approach (8)	-
GRI 102: General Disclosures 2016	102-5	Ownership and legal form.	No specific COP requirement	-	Financial performance (14-15)	-
GRI 102: General Disclosures 2016	102-6	Markets served.	No specific COP requirement	-	Our approach (8)	-
GRI 102: General Disclosures 2016	102-7	Scale of the organisation.	No specific COP requirement	-	Our approach (8) Financial performance (14-15)	-
GRI 102: General Disclosures 2016	102-8	Information on employees and other workers.	No specific COP requirement	SDG 8	Diversity and equal opportunity (21-22)	-
GRI 102: General Disclosures 2016	102-9	Supply chain.	No specific COP requirement	-	Responsible procurement (39)	-
GRI 102: General Disclosures 2016	102-10	Significant changes to the organisation and its supply chain.	No specific COP requirement	-	Corporate governance (16-17) Financial performance (14-15) Responsible procurement (39)	-
GRI 102: General Disclosures 2016	102-11	Precautionary Principle or approach.	No specific COP requirement	-	Risk management and business continuity (15)	-
GRI 102: General Disclosures 2016	102-12	External initiatives.	No specific COP requirement	-	Our approach (8)	-

GRI Standard Title	Disclosure Number	Disclosure Title	UNGC Principle	SDG Reference	Page reference, or direct response	External assurance reference
GRI 102: General Disclosures 2016	102-13	Membership of associations.	No specific COP requirement	-	Our approach (8)	-
GRI 102: General Disclosures 2016	102-14	Statement from senior decision-maker.	Statement of continuing support	-	Chairman's and CEO's statement (4-7)	-
GRI 102: General Disclosures 2016	102-15	Key impacts, risks, and opportunities.	Statement of continuing support	-	Risk management and business continuity (15)	Our approach: risk management and business continuity (ISO 31000:2009)
GRI 102: General Disclosures 2016	102-16	Values, principles, standards, and norms of behavior.	Principles 1-10	SDG 16	Business ethics (16)	-
GRI 102: General Disclosures 2016	102-17	Mechanisms for advice and concerns about ethics.	Principles 1-10	SDG 16	Business ethics (16)	-
GRI 102: General Disclosures 2016	102-18	Governance structure.	Principles 1-10	-	Corporate governance (16-17)	-
GRI 102: General Disclosures 2016	102-19	Delegating authority.	Principles 1-10	-	Corporate governance (16-17)	-
GRI 102: General Disclosures 2016	102-20	Executive-level responsibility for economic, environmental, and social topics.	Principles 1-10	-	Corporate governance (16-17)	-
GRI 102: General Disclosures 2016	102-21	Consulting stakeholders on economic, environmental, and social topics.	Principles 1-10	SDG 16	Corporate Governance Report (on our website)	-
GRI 102: General Disclosures 2016	102-22	Composition of the highest governance body and its committees.	Principles 1-10	SDG 5, SDG 16	Corporate governance (16-17)	-
GRI 102: General Disclosures 2016	102-23	Chair of the highest governance body.	Principles 1-10	SDG 16	Corporate governance (16-17)	-
GRI 102: General Disclosures 2016	102-24	Nominating and selecting the highest governance body.	Principles 1-10	SDG 5, SDG 16	Corporate governance (16-17)	-
GRI 102: General Disclosures 2016	102-25	Conflicts of interest.	Principles 1-10	SDG 16	Corporate Governance Report (on our website)	-
GRI 102: General Disclosures 2016	102-26	Role of highest governance body in setting purpose, values, and strategy.	Principles 1-10	-	Corporate Governance Report (on our website)	-
GRI 102: General Disclosures 2016	102-27	Collective knowledge of highest governance body.	Principles 1-10	SDG 4	Corporate governance (16-17)	-
GRI 102: General Disclosures 2016	102-28	Evaluating the highest governance body's performance.	Principles 1-10	-	Corporate governance (16-17)	-
GRI 102: General Disclosures 2016	102-29	Identifying and managing economic, environmental, and social impacts.	Principles 1-10	SDG 16	Corporate governance (16-17)	-
GRI 102: General Disclosures 2016	102-30	Effectiveness of risk management processes.	Principles 1-10	-	Corporate governance (16-17)	-

GRI Standard Title	Disclosure Number	Disclosure Title	UNGC Principle	SDG Reference	Page reference, or direct response	External assurance reference
GRI 102: General Disclosures 2016	102-31	Review of economic, environmental, and social topics.	Principles 1-10	-	Corporate Governance Report (on our website)	-
GRI 102: General Disclosures 2016	102-32	Highest governance body's role in sustainability reporting.	Principles 1-10	-	Corporate governance (16-17)	-
GRI 102: General Disclosures 2016	102-33	Communicating critical concerns.	Principles 1-10	-	Business ethics (16)	-
GRI 102: General Disclosures 2016	102-34	Nature and total number of critical concerns.	Principles 1-10	-	Corporate Governance Report (on our website)	-
GRI 102: General Disclosures 2016	102-35	Remuneration policies.	Principles 1-10	-	Corporate Governance Report (on our website)	-
GRI 102: General Disclosures 2016	102-36	Process for determining remuneration.	Principles 1-10	-	Corporate Governance Report (on our website)	-
GRI 102: General Disclosures 2016	102-37	Stakeholders' involvement in remuneration.	Principles 1-10	SDG 16	Corporate Governance Report (on our website)	-
GRI 102: General Disclosures 2016	102-38	Annual total compensation ratio.	Principles 1-10	-	N/A - confidentiality constraints	-
GRI 102: General Disclosures 2016	102-39	Percentage increase in annual total compensation ratio.	Principles 1-10	-	N/A - confidentiality constraints	-
GRI 102: General Disclosures 2016	102-40	List of stakeholder groups.	No specific COP requirement	-	Sustainability strategy (9)	-
GRI 102: General Disclosures 2016	102-41	Collective bargaining agreements.	No specific COP requirement	SDG 8	Trade unions are prohibited in the UAE.	-
GRI 102: General Disclosures 2016	102-42	Identifying and selecting stakeholders.	No specific COP requirement	-	Sustainability strategy (9)	-
GRI 102: General Disclosures 2016	102-43	Approach to stakeholder engagement.	No specific COP requirement	-	Sustainability strategy (9)	-
GRI 102: General Disclosures 2016	102-44	Key topics and concerns raised.	No specific COP requirement	-	Sustainability strategy (10-11)	-
GRI 102: General Disclosures 2016	102-45	Entities included in the consolidated financial statements.	No specific COP requirement	-	Financial performance (14)	-
GRI 102: General Disclosures 2016	102-46	Defining report content and topic boundaries.	No specific COP requirement	-	Sustainability strategy (12)	-
GRI 102: General Disclosures 2016	102-47	List of material topics.	No specific COP requirement	-	Sustainability strategy (12)	-
GRI 102: General Disclosures 2016	102-48	Restatements of information.	No specific COP requirement	-	No restatements of information	-
GRI 102: General Disclosures 2016	102-49	Changes in reporting.	No specific COP requirement	-	No changes	-
GRI 102: General Disclosures 2016	102-50	Reporting period.	Spheres of influence	-	1 Jan 2017 to 31 Dec 2017	-
GRI 102: General Disclosures 2016	102-51	Date of most recent report.	Spheres of influence	-	1 Jan 2016 to 31 Dec 2016	-

GRI Standard Title	Disclosure Number	Disclosure Title	UNGC Principle	SDG Reference	Page reference, or direct response	External assurance reference
GRI 102: General Disclosures 2016	102-52	Reporting cycle.	Spheres of influence	-	Annual	-
GRI 102: General Disclosures 2016	102-53	Contact point for questions regarding the report.	Spheres of influence	-	CSR@du.ae	-
GRI 102: General Disclosures 2016	102-54	Claims of reporting in accordance with the GRI Standards.	Spheres of influence	-	GRI Standards - Comprehensive	-
GRI 102: General Disclosures 2016	102-55	GRI content index.	Spheres of influence	-	GRI Content Index (48-54)	-
GRI 102: General Disclosures 2016	102-56	External assurance.	Spheres of influence	-	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.	-
GRI 103: Management Approach 2016*	103-1	Explanation of the material topic and its Boundary.	Principles 1-10	-	Sustainability strategy (13)	-
GRI 103: Management Approach 2016*	103-2	The management approach and its components.	Principles 1-10	SDG 16	Across the report (8-45)	-
GRI 103: Management Approach 2016*	103-3	Evaluation of the management approach.	Principles 1-10	-	Across the report (8-45)	-
GRI 201: Economic Performance 2016	201-1	Direct economic value generated and distributed.	Principles 1-10	SDG 2, SDG 5, SDG 7, SDG 8, SDG 9	Financial performance (14-15)	Our approach - Financial Performance (PwC audit report)
GRI 201: Economic Performance 2016	201-2	Financial implications and other risks and opportunities due to climate change.	-	SDG 13	Risk management and business continuity (15)	Our approach - Financial Performance (PwC audit report)
GRI 201: Economic Performance 2016	201-3	Defined benefit plan obligations and other retirement plans.	-	-	Emiritisation (20)	Our approach - Financial Performance (PwC audit report)
GRI 201: Economic Performance 2016	201-4	Financial assistance received from government.	-	-	Financial performance (14-15)	Our approach - Financial Performance (PwC audit report)
GRI 202: Market Presence 2016	202-1	Ratios of standard entry level wage by gender compared to local minimum wage.	Principle 6	SDG 1, SDG 5, SDG 8	N/A - confidentiality constraints	-
GRI 202: Market Presence 2016	202-2	Proportion of senior management hired from the local community.	Principle 6	SDG 8	Emiritisation (18)	-

*GRI 103: Management Approach 2016 (Economic Performance, Market Presence, Procurement Practices, Materials, Energy, Emissions, Effluents and Waste, Supplier Environmental Waste, Employment, Occupational Health and Safety, Training and Education, Diversity and Equal Opportunity, Supplier Social Assessment, Non-discrimination, Local Communities, Customer Health and Safety, Marketing and Labeling, Customer Privacy)

GRI Standard Title	Disclosure Number	Disclosure Title	UNGC Principle	SDG Reference	Page reference, or direct response	External assurance reference
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers.	-	SDG 12	Responsible procurement (39)	-
GRI 301: Materials 2016	301-1	Materials used by weight or volume.	Principles 7 and 8	SDG 8, SDG 12	Waste management (37-38)	-
GRI 301: Materials 2016	301-2	Recycled input materials used.	Principles 8 and 9	SDG 8, SDG 12	Waste management (37-38)	-
GRI 301: Materials 2016	301-3	Reclaimed products and their packaging materials.	Principles 8 and 9	SDG 8, SDG 12	Waste management (37-38)	-
GRI 302: Energy 2016	302-1	Energy consumption within the organization.	Principles 7 and 8	SDG 7, SDG 8, SDG 12, SDG 13	Conservation of natural resources (35-36)	-
GRI 302: Energy 2016	302-2	Energy consumption outside of the organization.	Principle 8	SDG 7, SDG 8, SDG 12, SDG 13	Conservation of natural resources (35-36)	-
GRI 302: Energy 2016	302-3	Energy intensity.	Principle 8	SDG 7, SDG 8, SDG 12, SDG 13	Conservation of natural resources (35-36)	-
GRI 302: Energy 2016	302-4	Reduction of energy consumption.	Principles 8 and 9	SDG 7, SDG 8, SDG 12, SDG 13	Conservation of natural resources (35-36)	-
GRI 302: Energy 2016	302-5	Reductions in energy requirements of products and services.	Principles 8 and 9	SDG 7, SDG 8, SDG 12, SDG 13	Conservation of natural resources (35-36)	-
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions.	Principles 7 and 8	SDG 3, SDG 12, SDG 13, SDG 14, SDG 15	Greenhouse gas footprint (36)	-
GRI 305: Emissions 2016	305-2	Energy indirect (Scope 2) GHG emissions.	Principles 7 and 8	SDG 3, SDG 12, SDG 13, SDG 14, SDG 15	Greenhouse gas footprint (36)	-
GRI 305: Emissions 2016	305-3	Other indirect (Scope 3) GHG emissions.	Principles 7 and 8	SDG 3, SDG 12, SDG 13, SDG 14, SDG 15	Greenhouse gas footprint (36)	-
GRI 305: Emissions 2016	305-4	GHG emissions intensity.	Principle 8	SDG 13, SDG 14, SDG 15	Greenhouse gas footprint (36)	-
GRI 305: Emissions 2016	305-5	Reduction of GHG emissions.	Principles 7, 8 and 9	SDG 13, SDG 14, SDG 15	Greenhouse gas footprint (36)	-
GRI 305: Emissions 2016	305-6	Emissions of ozone-depleting substances (ODS).	Principles 7 and 8	SDG 3, SDG 12, SDG 13	Greenhouse gas footprint (36)	-
GRI 305: Emissions 2016	305-7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions.	Principles 7 and 8	SDG 3, SDG 12, SDG 13, SDG 14, SDG 15	Greenhouse gas footprint (36)	-

GRI Standard Title	Disclosure Number	Disclosure Title	UNGC Principle	SDG Reference	Page reference, or direct response	External assurance reference
GRI 306: Effluents and Waste 2016	306-1	Water discharge by quality and destination.	Principle 8	SDG 3, SDG 6, SDG 12, SDG 14	Conservation of natural resources (35-36)	-
GRI 306: Effluents and Waste 2016	306-2	Waste by type and disposal method.	Principle 8	SDG 3, SDG 6, SDG 12	Waste management (37-38)	-
GRI 306: Effluents and Waste 2016	306-3	Significant spills.	Principle 8	SDG 3, SDG 6, SDG 12, SDG 14, SDG 15	Waste management (37-38)	-
GRI 306: Effluents and Waste 2016	306-4	Transport of hazardous waste.	Principle 8	SDG 3, SDG 12	Waste management (37-38)	-
GRI 306: Effluents and Waste 2016	306-5	Water bodies affected by water discharges and/or runoff.	Principle 8	SDG 6, SDG 15	Conservation of natural resources (35-36)	-
GRI 308: Supplier Env. Assessment 2016	308-1	New suppliers that were screened using environmental criteria.	Principles 8 and 9	-	Responsible procurement (39)	-
GRI 308: Supplier Env. Assessment 2016	308-2	Negative environmental impacts in the supply chain and actions taken.	Principle 8	-	Responsible procurement (39)	-
GRI 401: Employment 2016	401-1	New employee hires and employee turnover.	Principle 6	SDG 5, SDG 8	Diversity and equal opportunity (21-22)	-
GRI 401: Employment 2016	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees.	-	SDG 8	Diversity and equal opportunity (21-22)	-
GRI 401: Employment 2016	401-3	Parental leave.	Principle 6	SDG 5, SDG 8	Diversity and equal opportunity (21-22)	-
GRI 403: Occupational Health and Safety 2016	403-1	Workers representation in formal joint management-worker health and safety committees.	Principle 1	SDG 8	Trade unions are prohibited in the UAE	-
GRI 403: Occupational Health and Safety 2016	403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities.	Principle 1	SDG 3, SDG 8	Employee wellness (20)	-
GRI 403: Occupational Health and Safety 2016	403-3	Workers with high incidence or high risk of diseases related to their occupation.	Principle 1	SDG 3, SDG 8	Occupational health and safety (23-24)	-
GRI 403: Occupational Health and Safety 2016	403-4	Health and safety topics covered in formal agreements with trade unions.	Principle 1	SDG 8	Trade unions are prohibited in the UAE	-
GRI 404: Training and Education 2016	404-1	Average hours of training per year per employee.	Principles 6 and 8	SDG 4, SDG 5, SDG 8	Training and development (22-23)	-
GRI 404: Training and Education 2016	404-2	Programs for upgrading employee skills and transition assistance programs.	Principles 8 and 9	SDG 8	Training and development (22-23)	-

GRI Standard Title	Disclosure Number	Disclosure Title	UNGC Principle	SDG Reference	Page reference, or direct response	External assurance reference
GRI 404: Training and Education 2016	404-3	Percentage of employees receiving regular performance and career development reviews.	Principle 6	SDG 5, SDG 8	Training and development (22-23)	-
GRI 405: Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees.	Principles 1 and 6	SDG 5, SDG 8	Corporate Governance (16-17) Diversity and equal opportunity (21-22)	-
GRI 405: Diversity and Equal Opportunity 2016	405-2	Ratio of basic salary and remuneration of women to men.	Principle 6	SDG 5, SDG 8, SDG 10	Diversity and equal opportunity (21-22)	-
GRI 406: Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken.	Principle 6	SDG 5, SDG 8, SDG 16	Grievance mechanism (24)	-
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs.	Principle 1	-	Our community (40-45)	-
GRI 413: Local Communities 2016	413-2	Operations with significant actual and potential negative impacts on local communities.	Principle 1	SDG 1, SDG 2	Addressing the impact of ICT (39)	-
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria.	Principle 2	SDG 5, SDG 8, SDG 16	Responsible procurement (39)	-
GRI 414: Supplier Social Assessment 2016	414-2	Negative social impacts in the supply chain and actions taken.	Principle 2	SDG 5, SDG 8, SDG 16	Responsible procurement (39)	-
GRI 416: Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories.	Principle 1	-	Addressing the impact of ICT (39)	-
GRI 416: Customer Health and Safety 2016	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services.	Principle 1	SDG 16	Addressing the impact of ICT (39)	-
GRI 417: Marketing and Labeling 2017	417-1	Requirements for product and service information and labeling.	Principle 8	SDG 12, SDG 16	Responsible marketing (32)	-
GRI 417: Marketing and Labeling 2017	417-2	Incidents of non-compliance concerning product and service information and labeling.	-	SDG 16	Responsible marketing (32)	-
GRI 417: Marketing and Labeling 2017	417-3	Incidents of non-compliance concerning marketing communications.	-	-	Responsible marketing (32)	-
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data.	Principle 1	SDG 16	N/A - confidentiality constraints	Our approach: risk management and business continuity (ISO 31000:2009)

